

## College Sports 1.1

### Attention Getter:

A modest proposal to improve college sports...  
Call for a five-year moratorium on all television broadcasting  
During moratorium, institutions could determine the purpose  
and priority of college athletics on their campuses  
They would then develop...or realign...their intercollegiate  
athletics programs in a manner consistent with  
this "mission" or "vision" statement  
AFTER this period, television would be invited back in...  
but allowed to televise events ONLY on the terms of  
the institutions...and consistent with the academic  
priorities of the institutions...  
...Th, F, Sat BB  
...2:00 pm Sat football  
by commentators approved by institutions...  
control of advertising...

### The Thrill of Victory,...the Agony of Defeat

Hail to the Victors...  
...Ann Arbor on a fall weekend  
...walking through campus to Michigan Stadium,  
falling leaves, tailgates, student excitement  
...Walking into that magnificent stadium...  
105,000 fans  
...Michigan Marching Band  
Special Moments in life  
Excitement of a traditional rivalry  
...Michigan vs. Ohio State  
...or Michigan vs. Notre Dame  
Special events such as  
...the Rose Bowl  
...Olympic Games  
...NCAA Basketball Championship  
Cinderella story of UM NCAA Champions  
Steve Fisher story  
Rumeal Robinson...  
personal story  
fitting that his two free throws should win it all  
Steve Abbott  
Bridgette Venturi  
Feelings  
Excitement  
Pride  
Involvement

### The Dark Side of the Force

...quasi "professional" athletic programs on our  
campuses--inconsistent with our academic  
responsibilities  
...taking advantage of our student athletes  
Graduation rates...meaningless degrees...  
David Broder:  
"Colleges maintain the fiction that the players  
who make these vastly profitable games  
possible receive nothing in return but  
subsidized college educations--a myth that  
is regularly exposed by enterprising journalists  
and by the NCAA itself--there is resistance to  
the obvious solution."  
...pressure to win at all costs which causes  
cheating...scandals  
Cheating, scandals

- Images of misbehavior...
  - ...Taunting
  - ...Coaches tyrades
  - ...Drugs, crime
- Commercialization
  - ...Scheduling
    - ...every night of the week
  - ...Media hype
    - ...Vitale syndrome
  - ...Pressures
    - NCAA 1A football championship
    - Conferences realigning...maximim
    - TV negotiation power
    - \$1 B NCAA...greed!!!

### **Signs of Growing Concern**

- Public concerns
  - "Scandal" books
  - Editorials
    - every major columnist...
  - Polls
    - Harris poll showed 78% of public believe
    - "intercollegiate athletics is out of control"
- Calls for reform
  - Knight Commission
  - Congress, Legislatures
  - President's Commission
  - Conference of Conferences
- Radical proposals
  - Wide range of proposals...
    - Adopt Ivy model
    - Professionalize college sports

### **What Is the Problem?**

- The usual human frailties?
  - Greed?
  - Fame?
  - Arrogance?
- Real Problem:
  - College sports has become a primary source of public entertainment in America
  - Coaches and players have become media celebrities
  - TV dollars have distorted institutional priorities
  - Feeding frenzy by media
- Hypothesis:
  - As long as colleges continue to allow the media (television, print) to push college sports as an entertainment industry, there will be little progress on true reform.
  - Until colleges insist on the primacy of academic objectives and values over those of competitiveness, visibility, and the financial bottom line, true reform is impossible.
  - Unfortunately, few universities...and conferences...and associations...have the backbone to insist on the dominance of academic principles over financial and entertainment objectives in the face of the enormous pressure and rewards of "BIG TIME ATHLETICS"

### **Evolution of College Sports in America**

- Classical "amateur" model
  - Scholar-athlete
  - Education whole person
  - Athletics as extracurricular activity
  - Ivy League comes closest...but even here, an ideal
  - Concern even at that time...

“aggitate a bag of wind”...

“Community” event  
 Serves to bring together complex campuses  
 Alumni pride  
 Promotes institution

“Big Time Show Biz”  
 Cheap form of public entertainment  
 Produced, promoted, and marketed as show biz  
 ...Dick Vitale  
 ...Media hype  
 ...Sport columnist voyeurism  
 Dollars: \$1 B NCAA, \$200 M conference contracts  
 Celebrity status  
 How many of us turn first to the sports section when we  
 pick up our morning paper.  
 Conferences are run like professional leagues  
 ...Big Ten --> NFL...

Many colleges sell their soul for contract bucks  
 ...Ohio Valley Conference agreed to start  
 games at midnight for ESPN!  
 ...beer commercials or advertisements

It is clear that television and the media have seriously  
 distorted the nature of intercollegiate athletics  
 ...distorting schedules  
 ...excessively long seasons  
 ...post-season play  
 ...conference tournaments which trivialize seasons  
 ...call for football playoffs  
 media hype--kids have become celebrities  
 ...pressures on coaches and players  
 ...pressures to cheat

College Sports, Inc. has become a huge commercial  
 entertainment conglomerate with extremely well-paid  
 coaches, elite athletes, gleaming facilities, and  
 enormous media coverage

### **Myths and Realities**

1. Colleges make lots of money off of college sports  
 Don Canham: “Over 99% of the schools in this  
 country don’t balance their budgets in athletics.”  
 Indeed, Michigan, in winning the Big Ten championship, NCAA,  
 Rose Bowl, 7 national telecasts, averaging 105,000,  
 still lost \$2.5 M in 1989.  
 Continuing the example, Michigan’s entire intercollegiate sports  
 budget is only \$23 M...just slightly over 1% of its total  
 institutional budget.  
 Aside: The time when Bo Schembechler began complaining  
 about the pressures he faced to keep Michigan Stadium  
 filled...and the losses we would face if attendance dropped 10%  
 ...leading to a loss of \$1 M per year...  
 ...and JJD pointed out that Michigan football was bush league  
 stuff compared to the University Hospitals, in which a 10% drop  
 in bed occupancy would cause an income loss of \$50 M/y
- Ticket sales are still the main source of revenue for  
 big time athletic programs--but they are declining  
 because of wall-to-wall telecasting overexposure.  
 Television has not only begun to erode gate receipts of  
 large schools, but it undercuts the attendance at  
 lower division schools.
- Oversaturation applies both to football and basketball.  
 Bowls also don’t generate revenue  
 ...Conference sharing

...Expenses

...Below the line commitments...buying tickets

Some critics see the never-ending scramble for dollars as simple greed.

However a careful examination of the financial books, especially of such items as ticket sales, TV rights fees, and corporate sponsorship reveals necessity more than greed. And the main cause of this constant need is shortsighted management at the local and the national levels.

The bottom line on these financial problems is clear: they are systemic and give no indication of improvement.

2. Television is making colleges rich...\$1 B NCAA contract with CBS...

For the most successful institutions, real payoff is in gate  
...not television revenue

Indeed, suspect that much of pressure for excessive television exposure comes from the "have-nots", those institutions who have chosen not to (or who are unable to) mount competitive programs, but through revenue-sharing depend heavily on sharing TV revenue generated by the "big box office draws". (Also see this in the resistance of small schools in NCAA to allow big schools to implement reform measures which might threaten the size of the payoff pot)

Speculation: Suspect that the additional costs to mount "TV quality" events tend to track right along with the increasing revenue in such a way that the more you make, the more it costs you...

is it really necessary for college athletics to do back flips to achieve attractive contracts? (Suspicion: TV will take whatever we give them...after all, the production costs of college sports are nil...and the America public is VERY interested...

3. Corporate sponsorship

First of Bowls

Then of selected games...Buick wanting to name Michigan-Notre Dame Scoreboards, commercializing...ABSOPURE...

4. We are exploiting athletes. Should give them a cut.

Argument usually goes that college sports is golden...

\$1 B NCAA...\$6 M payout at Rose Bowl

And yet athletes don't even get pocket money.

Reality 1: What do universities get?

UM: \$1.8 million TOTAL from TV...

Football, basketball, Rose Bowl, NCAA championship

...spread over 150 football, basketball, hockey athletes...

amounts to \$12,000 each per year!

\$18 million total gate receipts

...spread over 700 varsity athletes...300 coaches, staff...

-amounts to \$18,000 per athlete per year...

Of course, we haven't said anything about expenses.

These--at every university in the nation--are larger than revenues.

Hence, NET revenues--e.g., profit--is zero!

Reality 2: What do players get?

UM: Instruct Cost + R&B P support: \$30,000 per year

...or \$150,000 per athlete over five years

Of course, the actual value is far higher...since

it provides athlete with earning capacity far

beyond that of high school education...even

far beyond that of professional career!

Reality 3: Those who are call for professional college athletes

are once again approaching it as show business...not as

part of an academic enterprise.

Only in show biz does the star make obscene amounts.  
In academics, the Nobel Prize winner doesn't make that  
much more than others

In the corporate world, the inventor of a device which  
earns IBM millions makes only a little bit more

Moral: Cannot apply the pathological reward system of the  
entertainment industry to college sports. We simply  
cannot allow media pressure to commercialize colleges  
sports any longer.

US Department of Education Study (Clifford Adelman)

College athletes are promised that if they spend 30-60  
hours a week during season for 4-5 years, they  
will get a degree, not have to worry about finances  
as undergraduates, and learn how to use their  
status to land jobs at decent salaries.

Study of 8,100 college students, including 200 athletes,  
from 1972 to 1986.

By age 32, athletes have the highest rate of home ownership (77%),  
lowest rate of unemployment  
earnings 10% above mean

Despite having relatively poor high school records, test scores,  
and preparation for college, athletes graduate at rates  
only slightly lower than others.

Reason for academic success was being on scholarship  
and having access to support and encouragement not  
available to other students.

Athlete likely will have a 2.8 GPA and get degree within 5.5 years.

Once in work force, the athlete will hold job as a manager,  
salesman, or teacher at an average income of \$26,000

Even Broder notes: "The study suggests that college did not fail--  
or ruthlessly exploit--these jocks. Whether the care and resources  
the colleges invest in the few hundred players who draw such huge  
crowds and produce such vast revenues is consistent with the  
overall education mission is another question altogether,  
to which my answer is a resounding no."

### **Michigan Philosophy**

Importance of intercollegiate athletics at Michigan

The University of Michigan has many  
important traditions that make this institution  
the place it is...  
and among the most visible and most important  
is the role of intercollegiate athletics at Michigan...

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We are intensely proud of our athletic teams...

Michigan is unique in its combination of  
world-class academic programs...and its  
winning tradition in athletics...

...If you compare the two top ten lists...  
the top ten universities in academic quality...  
and the top ten athletic programs in football...

You will find only one name on both lists...Michigan.

Yet, as important as winning is, we are also  
proud of our programs for their integrity...their class.

And of course, we have long taken great pride in  
having many of the nation's leading coaches...  
including its leading football coach...

But perhaps of most importance of all is the way

in which Bo and his coaches dedicate themselves  
first and foremost to the education of the  
student-athletes who don the maize and blue.

#### Michigan belief

Athletic competition can play an important role  
in our fundamental mission: education

I suppose it is something in the very nature of a university  
that causes us to continually ask the questions about  
our values, our goals, our priorities...  
What are we?...what do we strive to become?...

Interestingly enough, I suspect that if one were to go through  
one of you talks to your teams with a highlighter, you would  
get some pretty good ideas...

#### Words...

Pride...in institutions and in one's self  
Sacrifice for others...for the team  
Dedication to the achievement of excellence  
A disdain for mediocrity  
Courage, confidence,...  
Leadership...  
Integrity, honesty,  
Quality, Class....

It is certainly true that intercollegiate athletics can provide  
students with a marvelous opportunity to develop those  
qualities so important in later life...particularly when led  
by inspiring and enlightened coaches such as yourselves

But it can do more, for these programs also serve as models  
not simply for the university community, but for many others  
throughout their society...

How many youngsters dream of the day they could play in the  
Rose Bowl or the Final Four...and learn from others the qualities necessary  
to get there?

And how many of us as adults tend to identify with these teams  
...sharing their thrill in victory...and suffering with them  
through defeat.

All of intercollegiate athletics...is a game, to be sure...  
but it is also a remarkable model of life...and those factors which  
lead to a program's long term success are also the factors which  
prepare young men and women for life itself!

While it is important that we always keep it in perspective...that we  
always place primary emphasis on the first word in "student-athlete"...  
it is also important that we acknowledge that the lessons that you  
as coaches teach to the young men and women who don  
the maize and blue of Michigan are some of the most important lessons  
of life...lessons everything bit as important as those we teach in the  
classroom or laboratory...

#### The role of intercollegiate athletics

We understand the dedication and commitment  
required to balance the demands of inter-  
collegiate athletics with the demands of a  
Michigan education.

A Michigan education is challenging enough,  
without the additional pressures of participation  
in one of the nation's leading athletic programs.

But, I suspect that later in life most of our athletics  
look back upon their experience at Michigan  
as providing an extraordinary  
education, in the most compete sense of  
the word.

It has sometimes been said that the purpose  
of a college education is to learn the art of life...

And, in this, you as student athletes may have a certain edge, since most of you are benefiting from a full-range of experiences on our campus, from the intellectual to the athletic to the cultural...

The experiences encountered in athletics provide our students with marvelous opportunities to develop qualities so important later in life: dedication, commitment, integrity, leadership.

The value of athletics--when combined with a Michigan education--becomes all the more apparent when meeting former Michigan athletes who have gone on to great success--indeed, leadership--in their careers as business executives, doctors, lawyers, engineers--even Presidents!

#### Michigan's Role

UM has particular challenges:

- i) One of most successful and visible programs
- ii) A long tradition of playing strictly by the rules
- iii) Really the envy of America

UM has particular responsibilities:

- i) We stand for all that is good in intercollegiate athletics
- ii) Michigan = Integrity, quality, class

UM has important opportunities

- i) We really set the pace, provide the leadership
- ii) UM, perhaps more than any other institution in America has the capacity to address many of the problems in intercollegiate athletics today...
  - ...substance abuse
  - ...academic performance of athletes
  - ...regaining control of programs from television

#### **Some Fundamental Principles**

The reasons for college sports...

- ...educational opportunity
- ...community events

The treatment of student-athletes

i) admissions:

0. The underlying principal of our admissions policies is...just as in other things we do at the University...excellence and achievement. But we are certainly aware that excellence is a multidimensional concept...it comes in many forms...in academic ability, athletic ability, artistic ability,...  
For that reason, we do not insist on blind, one-dimensional standards for all students...  
Rather, we seek diversity in our student body...and it is this search for diversity which justifies our commitment to building a successful intercollegiate athletics program.
1. Fundamental Concern: What is best for the kid?...  
Does the student have the capacity to benefit from a Michigan education?  
Do we have confidence that with sufficient support, the student has the ability to pursue meaningful studies at Michigan and graduate?  
Only those students who have a high probability of graduating are admitted
2. We must be able to come to a shared understanding of what is good for the student.  
We must be able to jointly consider and discuss each of these "at risk" cases on an open, cooperative basis.
3. Image of the University

Michigan is not only one of the most visible, but also one of the most highly competitive institution in the nation.

We must be sensitive to the public reaction to admissions of students who depart significantly from our normal standards.

The burden will be on us to justify such admissions... and we can do so only if we are confident that the student will have a reasonable chance of success.

4. The Provost, as chief academic officer, has responsibility for the quality, standards, and success of the academic programs of the University. This includes:

- Admissions
- Academic Counseling
- Academic Eligibility

Hence, the final decision point on admissions and academic standing will rest with the Provost...(not the President or the Regents).

In a sense, the Provost is responsible for the academics...  
...just as the Athletic Director is responsible for intercollegiate athletics.

#### Details

1. The Office of Admissions must be kept informed about those individuals under consideration for tender offers...  
While we understand that in many cases, complete records, are not available, the recruiting staff must provide Admissions with available information on any student they expect to make a tender offer to well in advance of tender date.  
Athletics must also do all it can to encourage early test-taking by the students and early receipt of transcripts from the high schools.  
We must avoid the anomalous situations in which students are committing to UM when Admissions knows nothing about them.

This is particularly important for "at risk" students.

2. Under no circumstances will tender offers be made without knowledge of the Office of Admissions.  
NOTE: A tender offer without appropriate preliminary contact with the Office of Admissions will result in AUTOMATIC, nonreversible denial of admission to the student!

3. What do we expect for "at risk" students?  
Rule 48?  
No, not necessarily. We recognize that there may be factors beyond SATs and HSGPAs.  
Evidence presented by the coaches?  
Yes...if it includes information such as class attendance, attitudes, parental support, ...  
A plan prepared by the academic counseling staff as to how each student will be supported during their "probation" period.

4. What will be our reaction this year?  
We will ask you to deal with us in an open fashion on these cases (that is, kept the Admissions Office in the loop) and present what you clearly believe to be adequate evidence of the necessary academic strength,  
On cases where we agree that there has been enough extra evidence to suggest a reasonable risk is worth taking, we will approve admission on an "at-risk" basis.  
BUT in these "at risk" cases, we will insist on monitor



the student's academic performance at our level.  
More specifically, we intend to work with you to set up a reporting process to allow our monitoring of academic performance of athletes who are admitted in the at-risk category. (Not the Board in Control... but US...)

And, needless to say, the performance of these "at risk" students will have a major impact on the weight we give to your assessment in the future...

5. In future years:

By working together, I believe we can develop a sense of confidence and cooperation.

We intend to work toward the admissions policy guidelines outlined in the Gikas document.

Furthermore, we intend to become more involved not just in the admissions process, but also the monitoring of academic performance and the quality of academic support programs.

ii) academic progress

Careful monitoring of progress toward real degrees  
by academic officers (not athletic officers)

Strong academic support services

No freshman eligibility

iii) Commit of financial aid and support until graduation...not just until eligibility is complete

The treatment of coaches

Understanding of your challenges

We realize that this success was not simply the result of good luck

It took extraordinary effort:

Understand well the rigors of:

recruiting

coaching

working with your student athletes

handling the enormous public attention...

particularly from the media

adhering to the complex rules governing intercollegiate athletics

Understand as well the commitments each of you has had to make...

...long hours of work

...extraordinary travel schedules

...frustrations, disappointments...

...but also rewards

...not simply in winning...

...but even more, in seeing the development and success

of the young men and women who wear the maize and blue

i) Treated as teachers...not as professional coaches

ii) Long term commitments

iii) All compensation through university

Financing

i) expenditure control

ii) strong university budget control

iii) equity in revenue sharing

iii) multitiered

Contrast "spectator" from "participatory" sports

Spectator...funded from revenues

Participatory...funded from General Fund

Integrity

1. Integrity -- always playing by the rules

The right way is the Michigan way!

Quality and class

Michigan is not only one of the most visible, but also one of the most highly competitive institution in the nation.

We must be sensitive to the public reaction to our standards  
...to our admissions policies  
...to the academic performance of our student athletes  
...to the conduct of our coaches and teams and fans

i) conduct of programs

ii) convey proper image of university

...control of broadcasting

...beer commercials, Vitale,...

Winning???

How do we evaluate successful programs?

...Won-loss records

...Gate (revenue)

...Graduation

...Success of student-athletes

Successful teams

We aspire to excellence in intercollegiate athletics, just  
as we do in every endeavor in this institution.

Just as we seek to have the #1 programs in the nation  
in psychology or classical studies or engineering or law,  
we also aspire to leadership in football or swimming or  
softball.

But, as important as success is, it is not the most important  
goal that we have.

Winning must not come at the expense of other more  
important values such as integrity and the academic  
success of our student-athletes.

Teamwork

In the past there has been a sense of isolation from the  
mainstream activities of the University...

a separation between those of you on the athletic  
campus working hard to build successful programs within the rules  
and those of us "up on the Hill" who frequently didn't understand  
the challenges you faced.

Believe it extremely important that we work together in  
and open and cooperative fashion, to respond to your  
recruiting needs while at the same time protecting  
both the academic integrity of the University and the  
interests of these student-athletes.

Concerned that all too often the relationship between  
Admissions and the Athletic Department has been  
confrontational. Hence, we believe it important that  
both sides work to remove this friction and  
develop a process through which we can work together.

Over the past couple of years we have tried to break down  
that isolation, and to draw you, your student-athletes, and  
your programs more fully into the life of the University, since  
we believe that you are very important parts of this institution.

...Anne and I have arranged receptions for your students and coaches

...more visible participation by leadership of University

...more open dialog...

...a spirit of cooperation, not confrontation and control

### Final Comments

Importance of intercollegiate athletics...

...to the student-athlete

...to the university communities

...but not really to armchair America...

We must strongly resist the efforts of the media

(electronic, print) to continue to pressure

college sports to become an entertainment industry.

The academy must recapture control of college sports--

or give it up entirely.

We must FIRST establish our own priorities, objectives, and principles  
for college sports...and then commit ourselves to  
holding fast by these in the face of the enormous pressure  
that will be exerted by the public at large.  
Academics must dominate