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The Chancellor’s Task Force on Athletics completed its work on July 6, 2005. The Task Force activities focused on several key questions about athletics at the University of Missouri – St. Louis. The following are recommendations offered as a result of research and discussions by the Task Force. The recommendations are consistent with the guiding principles for NCAA Division II Athletic Programs.

*Recommendation 1:*

The Task Force believes that athletics needs to be placed in an academic reporting line. The Task Force debated several possible reporting structures. Based on these discussions, the Task Force recommends that the athletics department be transferred to student affairs.

Logic: Athletics is funded primarily by students, involves students, and is for the benefit of students. Thus, it seems most logical to place athletics in student affairs. This is consistent with the majority of Division II programs (e.g., 50% of the Universities in our conference have Intercollegiate Athletics reporting to Student Affairs).

*Recommendation 2:*

The Task Force recognizes that the transfer of athletics to Student Affairs would place a significant responsibility upon the Vice Provost of Student Affairs and his staff. To minimize the day-to-day burden of this responsibility, the Task Force recommends that the Athletics Director and Vice Provost overseeing athletics appoint and empower assistant directors of athletics (e.g., facilities and competition). Further, the Task Force recommends that the Athletics Director and the Vice Provost overseeing athletics conduct a “top-down” review of the organization to ensure that the organizational structure is optimal and that the optimal personnel are employed in the optimal roles given their respective skill sets.

*Recommendation 3:*

The Task Force recommends that the Athletic Director take a higher visibility external role both on campus and in the community. The goal is to raise the visibility of athletics on campus and in the community and to raise more funds for athletics, better integrate athletics into campus life, build support for athletics

across campus units and among external University constituencies such as Alumni and the local community.

*Recommendation 4:*

The University is best served by strict adherence by all athletics staff to a comprehensive set of policies and procedures that ensure strong institutional control and conformity with all NCAA regulations. The task force recommends that specific consequences be specified for failure to adhere to internal policies and procedures and that these consequences be applied equally to all staff. The consequences should be designed to be proportionate to the significance of the infraction. Further the Task Force recommends that newly hired Coaches be given an orientation to key NCAA regulations as well as internal operating policies and procedures. In addition, the athletics department should conduct an annual refresher session on the key NCAA regulations and internal policies and procedures. The goal is to generate a system of compliance, accountability, and reporting. To this end, the Athletic Director should send a monthly report to the Vice Provost overseeing athletics, the Provost, and the Faculty Athletics Committee Chairperson that indicates any required reports from Coaches that were not received in a timely manner. Semi-annually, the Athletic Director should prepare a report for the Vice Provost, the Provost, and the Faculty Athletics Committee Chairperson that sets forth identified violations of (1) NCAA regulations and (2) internal University policies and procedures by athletics personnel and the resulting action.

*Recommendation 5:*

The task force recommends that all full-time coaches be employed according to the terms of a written contract. The terms of the contract would be designed to encourage a successful program consistent with the mission and objectives of athletics.

*Recommendation 6:*

Waive the plant, maintenance, and operations (PM&O) fees that are currently charged to the athletics operations (without an offsetting reduction in the current funding provided for intercollegiate athletics).

*Recommendation 7:*

Waive out-of-state tuition for scholar athletes or create a mechanism to grant designated out-of-state student-athletes status as Missouri residents (without an offsetting reduction in the current funding provided for intercollegiate athletics).

*Recommendation 8:*

Facilitate a regular meeting between the coaches, admission personnel, and financial aid staff/directors, and encourage them to work together to recruit students and provide other campus sources of aid whenever possible.

*Recommendation 9:*

The Task Force recognizes the tight budgetary circumstances faced by the University. However, long term the University should transition to providing funding to athletics beyond that provided via student fees. New funding sources might include any or all of the following: Development activities, sponsorships, ticket sales, and allocations from the general operating budget.

*Recommendation 10:*

The Task Force recommends that a prioritized list of inadequate facilities and facilities in disrepair be created. In addition, the report should address facilities that the University doesn't currently offer, but should consider providing in the future. Among the items that should be addressed are the baseball field, practice fields, intramural fields, and reserving space for future expansion of athletics facilities (e.g., training facilities and an outdoor track).

*Recommendation 11:*

The Task Force recommends that the 2005-2006 University Athletics Committee in conjunction with the Chancellor's Office and the Vice Provost overseeing athletics develop a written statement of responsibility for the University Athletics Committee. The identified responsibilities should include an oversight role related to athletics personnel, the athletics budget, and athletics operations.

*Recommendation 12:*

The Task Force recommends that specific written rules be developed related to athletes' responsibilities towards academics for the benefit of the scholar athletes as well as the professors. The rules should be approved by both the Student Athletic Association and the Faculty Senate. Further, related to classroom attendance and approved absences, athletics should develop a standard form that all athletes are to deliver to their respective Professors by the end of the first week of classes. The form should indicate the dates, times, and reasons for athletics-related absences from class. On an ongoing basis, the Athletic Director should

facilitate open and direct communication between faculty, coaches, and student athletes. The Task Force also recommends that the Vice Provost overseeing athletics operations appoint a faculty or staff liaison to advocate to the faculty on behalf of athletics and to provide advice to athletes regarding academics-related concerns.

*Recommendation 13:*

The Task Force recommends that procedures be developed for on-campus publicity. Athletic events should be publicized on the message board near the Mark Twain complex, on the electronic announcement boards at the Millennium Student Center, with banner announcements on the MYGATEWAY pages and the UMSL website homepage, in the *Current* newspaper, and via email to the campus community at-large. Further, frequent articles should be sent to all local media outlets.

*Recommendation 14:*

The Task Force recommends that athletics recruit an intern each semester. The internship will involve primarily marketing the athletics program to the student and campus populations.

*Recommendation 15:*

The Task Force recommends that the athletics webpage be enhanced. Among enhancements to consider are ornamental enhancements (e.g., trading card type depictions and biographical sketches for each athlete and coach and fun activities for students and children) and webcast capabilities for high profile events such as basketball games.

*Recommendation 16:*

The Task Force recommends that the University explore whether an inter-disciplinary sports-related certificate or degree should be offered.