



University of
Richmond
Athletic Strategic
Plan



*October
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Table of Contents

Introduction.....	1
Summary of Goals, Objectives and Action Steps.....	5
Chapter 1- Student-Athletes.....	6
Chapter 2- Sport Programs.....	8
Chapter 3- Facilities and Resources.....	11
Conclusion.....	16
Exhibits	
CAA Championships 1995-2000.....	I-1
Sears Director's Cup Scoring Structure.....	I-2
Atlantic 10 Summary.....	I-3
Facility Enhancements Since 1983.....	I-4
Comparison of Student-Athlete & Student Body Graduation Rates.....	1-1
Atlantic 10 Comparison - Scholarship Levels.....	1-2
Sears Director's Cup Finishes, I-AA, 1997-2000.....	2-1
Sears Director's Cup Average Finishes for Selected Institutions.....	2-2
University of Richmond Sears Director's Cup Finishes, 1995-2000.....	2-3
Annual Operating Costs of Strategic Plan.....	3-1

Introduction

The development of the athletic strategic plan began in March, 2000 when President Cooper charged the athletic department to develop a plan that would accompany the University's strategic plan. This challenge was issued at a very appropriate time. It provided the new athletic administrative team with the opportunity to assess who we are, who we want to be and what we want to accomplish over the next decade.

We listened to members of the University community and learned of the valuable role athletics plays in the overall collegiate experience at the University of Richmond. Building on a strong foundation, we were able to create a strategic plan that will guide the future of the athletic department for the next decade.

We began the process by interviewing student-athletes, coaches, athletic department and University staff, Trustees, alumni and supporters. In May, our Head Coaches spent time developing a vision for their respective programs and crafted position papers which focused on the resources they needed to compete for conference championships and national recognition, while providing a positive collegiate experience for their student-athletes. Also, the department administrators held a retreat that produced the following department mission statement:

The mission of the University of Richmond Department of Athletics is to develop and maintain a Division I intercollegiate athletic program which attracts national recognition to the University by:

- **exhibiting integrity and academic achievement at the highest level;**
- **consistently competing for conference championships and/or earning opportunities for NCAA championships; and**
- **providing a positive collegiate experience for its student-athletes.**

With this mission statement as our guide, we began to review the input we received from our various constituencies. We then developed an exposure draft that was reviewed by the Athletic Council in late June. This draft was also reviewed by many of the individuals and groups we originally interviewed.

The resulting document provides a guidepost for accomplishing our mission, defines our role within the University's Strategic Plan, and complements the University's objectives. It clearly sets forth the department's vision for the athletic program by focusing on three goals:

- 1. We must provide a positive collegiate experience for our student-athletes.**
- 2. Basketball and football teams should consistently compete for conference championships and earn opportunities for NCAA post season tournaments.**
- 3. The Spider athletic program should be ranked as one of the top 100 performing collegiate athletic programs as measured by the Sears Director's Cup.**

The strategic plan then presents objectives and action steps that:

focus on the welfare of our student-athletes by improving the quality of their collegiate experience;

create partnerships with the University departments by coordinating our objectives and strategies with those of the University; and

capture the attention of the community by making a positive impact locally, regionally, and nationally.

Our strategy for accomplishing these goals, objectives, and action steps will remain constant and straightforward - - *continuous improvement - with a few bold strokes* - - and our strategic plan provides opportunities and challenges for both. The bold strokes set forth in our plan include:

1. Changing the focus of our athletic department from a "participation-based" program to a "competitive-based" program

Since 1983, a tier structure has been in place defining the University's commitment to and competitive expectations for each sport. It set forth funding guidelines and established limited performance expectations for those sports receiving limited funding.

The tier system attempted to improve the athletic program by reallocating "existing" funds among "existing" sports. Unfortunately, the result was an athletic program which was not in compliance with the participation and scholarship provisions of Title IX and which experienced limited competitive success (see Exhibit I-1).

To succeed competitively and provide a quality experience for our student-athletes, we need to increase resources and allocate those resources among a carefully selected group of sports the University decides to sponsor. Although this could result in fewer opportunities to participate on an intercollegiate athletic team, those student-athletes who are academically and athletically talented enough to represent the University of Richmond will have a much better collegiate experience.

The athletic department will focus on fielding and funding intercollegiate athletic teams that successfully compete for conference championships and national recognition. Our goal is to be consistently ranked as one of the top 100 performing intercollegiate athletic programs as measured by the Sears Director's Cup (see Exhibit I-2).

To accomplish this objective, we must carefully select the sports the University will sponsor and fund those sports in a manner which is indicative of our commitment to providing a positive experience for our student-athletes and an expectation of competitive success.

2. Changing the athletic department's fund raising philosophy

The athletic department is committed to significantly increasing revenues to accomplish the objectives set forth in this Strategic Plan. In order to raise these funds, the athletic department and the University have committed to making two important changes in the athletic fund raising.

First, the athletic department will assume primary responsibility for its own fund raising. Revenues produced by the department will remain with athletic and be used to enhance its operations.

Second, our focus will be increasing annual revenues. These new funds will be used to meet our increasing annual operating costs and facility needs, rather than continuing to grow the athletic department's endowment. Although our endowment provides an important revenue stream, it is already one of the largest in intercollegiate athletics and our fund raising focus needs to be on providing resources to meet our annual objectives.

We project that with the continuing annual increases in returns from the endowment, combined with increased revenue from fund raising, ticket sales, and conference distributions, the department will reach its goal for increased annual operating revenue within five years and its capital improvement goals within ten years.

3. Enhancing athletics competition and practice venues

The University of Richmond is known nationally for its commitment to a quality campus environment. However, the University's athletic facilities have not kept pace with other campus facilities. The Robins Center was a quality building when it was built 28 years ago, but it needs major renovations for it to remain a preeminent sports facility.

UR Stadium, the soccer/track complex, the baseball stadium, the football practice complex, the field hockey and lacrosse fields, and other athletic facilities need renovations if we are to expect these teams to compete for conference championships and NCAA post-season play (see Exhibit I-4).

We are committed to developing resources which will enable us to provide facilities which give our student-athletes excellent practice and competition venues, our coaches a recruiting advantage, and our fans a quality game-day experience

A Bold Stroke Has Already Been Taken

These steps are bold, but this athletic department has already demonstrated its willingness to take such actions when it recommended to the Board of Trustees in May, 2000 that the University accept an invitation to join the Atlantic 10 Conference.

For 16 years the University of Richmond has been a member of the Colonial Athletic Association ("CAA"). During that time, the CAA's focus on regional competition served the Spider athletic program well. However, today's intercollegiate athletics environment requires

that a vigilant institution continually evaluate its conference affiliation. The 1995 *Ad Hoc* Athletic Planning Committee said it best "...[t]hough many of the CAA members do not resemble UR with regard to size, sponsorship, or academic mission, the institutions do represent good regional rivalries that have merit. [However, the University of Richmond's] league affiliation will require regular assessment..."

That assessment took place in earnest this past spring when the University was invited to join the Atlantic 10 Conference. After extensive research and evaluation, the Athletic Council recommended and the Executive Committee of the Board of Trustees approved a move from the CAA to the Atlantic 10, effective July 1, 2001. (Exhibit I-3)

This new conference affiliation will provide the University with the opportunity to increase its national exposure, make a direct impact on the region of the country from which it attracts most of its student body, and allow it to align with institutions more closely resembling itself.

Outline of the Strategic Plan

Following a brief summary, the remainder of the athletic department's strategic plan is divided into three main chapters:

Chapter 1 - Student Athletes, outlines our objectives and action steps associated with our first priority - providing a positive experience for our student-athletes.

Chapter 2 - Sport Programs, itemizes the steps we need to take to produce winning programs, teams that consistently compete for conference championships, appear in NCAA tournaments, and earn Sears Director's Cup points.

Chapter 3 - Facilities and Resources, summarizes our facility and operating needs and describes the methods we will use to produce the funds necessary to meet those needs.

Day-to-day strategies and precise timetables will be developed and implemented as appropriate. We may need to modify our steps along the way, according to the needs of the department or the University. However, we are confident the plan sets forth a feasible, appropriate, and inspiring vision for the athletic program.

Summary of Goals, Objectives and Action Steps

Subsequent chapters contain details on objectives, action steps, and supporting rationale for initiatives in the strategic plan. This summary provides an overview of the department's primary objectives and selected new initiatives envisioned in the plan. We recognize that the sequence and timing of their implementation will be based upon need and allocation of resources.

Student-Athletes: Provide a positive collegiate experience for our student-athletes

Objectives:

- Develop a model academic support program and maintain student-athlete graduation rates at a level commensurate with the student body
- Provide a winning competitive experience
- Develop & maintain other support programs

Sport Programs:

Football and basketball to consistently compete for conference championships and earn opportunities for NCAA post-season tournaments

Be ranked among the top 100 Division I athletics programs as measured by the Sears Director's Cup

Objectives:

- Provide each team the University elects to sponsor with appropriate scholarship support and an operating budget sufficient to field winning teams
- Upgrade practice and competition venues
- Recruit and retain talented coaching staff
- Broaden recruiting base
- Create a physical development program which enhances student-athlete welfare and performance
- Enhance video services to sport programs
- Provide quality administrative support to our student-athletes and coaches

Facilities and Resources:

Objectives:

- Upgrade athletic facilities to meet identifiable needs and to complement other University facilities
- Increase funds available to the athletic department to accomplish its strategic objectives

Chapter 1- Student-Athletes

Introduction

It is imperative that our student-athletes graduate believing that participating in intercollegiate athletics was a positive aspect of their overall collegiate experience. We must make the University of Richmond a place where each student-athlete can fulfill his/her academic and athletic dreams.

Our student-athletes deserve the best academic support, strength & conditioning instruction, medical care, travel conditions, coaches, and competitive experiences. We will dedicate a significant portion of our increased resources to enhancing the day-to-day experiences of our student-athletes.

Goal: Provide a positive collegiate experience for our student-athletes

Objectives:

1. Develop and maintain academic support programs and initiatives for students (Exhibit 1-1)

Action Steps:

- establish a specialized and diversified academic support staff
- create a dedicated learning center in Robins Center
- increase funds available for tutors

2. Provide a winning competitive experience

Actions Steps:

- increase scholarship support (Exhibit 1-2)
- provide quality coaching
- enhance competition and practice facilities
- increase travel budgets
- nationally competitive schedules

3. Develop and maintain other support programs

Action Steps:

- upgrade sports medicine and strength & conditioning programs
- establish a life skills program
- provide access to a sports psychologist
- provide equipment needed for student-athletes to practice and compete

Rationale:

The University of Richmond offers talented students the opportunity to combine their love of competition with their love of learning. By doing so, our campus is enriched by the presence of hundreds of student-athletes who bring the discipline and leadership learned on the playing fields into the classrooms and residence halls. Our greatest responsibility is to these student-athletes. They are recruited to this University with a promise of academic, athletic, and personal success. We must provide each of them with the motivation and resources needed to succeed academically and have a positive collegiate experience.

During our interviews of current and former student-athletes, we learned about their perspective of the University of Richmond athletic experience. They expressed concerns about a number of issues, including a lack of commitment to winning, the condition and availability of equipment, their methods of travel, the caliber of competition, and the quality of facilities.

The athletic department's number one priority is to provide a positive athletics experience for our student-athletes. These young people make up approximately 17% of our student body. It is imperative that we address these concerns. Our students' athletic experiences last a lifetime and every year we delay, we produce another class of alumni with diminished memories of the University of Richmond.

Chapter 2- Sport Programs

Introduction

We are committed to maintaining a nationally recognized athletic program and being ranked among the top 100 performing NCAA Division I athletic departments as determined by the Sears Director's Cup rankings. To gain the national recognition and produce sufficient revenues, our basketball and football programs need to consistently compete for conference championships, appear regularly and win in post-season play. Each of these three teams must have the resources necessary to recruit talented student-athletes and conduct programs which can achieve success on a national level.

Our goal to be ranked among the top 100 performing intercollegiate athletic programs as measured by the Sears Director's Cup is a bold commitment for a university with the academic traditions and expectations found at the University of Richmond. If we are able to achieve this goal, we will regularly be ranked among the top 10 I-AA athletic programs. (Exhibit 2-1). It should be noted that institutions such as Duke, Stanford, Harvard, Princeton, Brown, Wake Forest, and Georgetown are consistently ranked among the top 100, proving that quality academic and athletics programs can co-exist (see Exhibit 2-2).

We have a long way to go to reach this goal. We have not been ranked higher than 117 during the past five years and have averaged lower than 150 out of 300-plus Division I institutions. This past year we failed to finish among the top 200 institutions in the Sears Director's Cup rankings and had no conference champions (see Exhibit 2-3). For us to accomplish this goal, we must be committed to select carefully which sports to sponsor and then provide those sports with sufficient funding to succeed.

Goals:

Basketball and football teams to consistently compete for conference championships and earn opportunities for NCAA post season tournaments

Be ranked as one of the top 100 performing collegiate athletics programs as measured by the Sears Director's Cup

Objectives:

- 1. Provide each team the University elects to sponsor with appropriate scholarship support and an operating budget sufficient to field winning teams**

Action Steps:

- consult with Athletic Council to determine which sports should be sponsored
- phase in additional scholarships during next two years
- increase annual revenue production and allocate additional resources as needed

2. Upgrade practice and competition venues as noted in Infrastructure & Resources chapter

3. Recruit and retain talented coaching staffs

Action Steps:

- develop competitive compensation packages
- use multi-year contracts to retain successful coaches
- create a bonus structure to reward outstanding performances
- develop position profiles and search guidelines emphasizing national searches

4. Broaden recruiting base

Action Steps:

- increase team budgets to permit greater emphasis on national and international recruitment of academically and athletically talented students
- partner with the admission office in the recruitment of international students

5. Create a physical development program which enhances student-athlete welfare and performance

Action Step:

- upgrade strength and conditioning equipment, space, budget, and staff training

6. Enhance video services to sport programs

Action Steps:

- hire and train full-time staff
- purchase and maintain appropriate video equipment
- develop dedicated video space for teams

7. Be a national leader with respect to compliance with NCAA and Title IX regulations

8. Operate within University fiscal guidelines

9. Create a comprehensive public relations which focuses on communication with on- and off-campus constituencies

10. Enhance game-day experience for spectators and make game-day operations more efficient and responsive

Rationale:

An athletic program which successfully competes on the national level and is ranked among the top 100 performing programs in college athletics while graduating its student-athletes and complying with NCAA regulations can bring local, regional, and national pride to the University and its constituencies.

The University's strategic plan sets forth a course of action designed to elevate its national profile. The best way for the athletic department to help the University accomplish this mission is to compete successfully in the sports of men's basketball, football and women's basketball. These teams annually play before more than a quarter of a million spectators, have a number of contests televised, and account for a significant percentage of the department's revenue production and exposure. Therefore, the athletic department will prioritize its investment in these sports and expect significant returns in the form of competitive success and enhanced exposure for the University.

The expectation for the competitive success of our other sports will increase as well. Our goal of being ranked among the top 100 performing athletics programs will require us to review carefully which sports we want to sponsor. We must allocate our resources in a manner which maximizes our return on investment. Those sports we elect to sponsor will be provided the funds necessary to provide a positive collegiate experience for our student-athletes, compete for conference championships, qualify for NCAA post-season play, and earn Sears Director's Cup points.

Maintaining a staff of talented and caring individuals is critical to our success. Coaches must be proven leaders who have demonstrated (a) a commitment to integrity and academic achievement; (b) the ability to compete consistently for conference championships and earn NCAA post-season participation; and (c) a commitment to providing student-athletes with a positive collegiate experience. The administrative staff must provide leadership and be committed to partnering with our coaches to accomplish this mission. In order to recruit and retain these types of individuals, we must develop compensation packages and a work environment which are attractive to the quality coaches and administrative staff with which we seek to associate.

The athletic department can become an even more valuable asset to the University as it captures the positive attention of its various constituencies. No other component of the University brings together so many faculty, staff, students, alumni, and friends to celebrate the unique qualities of the University of Richmond.

Chapter 3- Facilities & Resources

Introduction

The primary costs set forth in this plan are associated with facility improvements and increased operational costs. Our facilities needs are listed below and the funding of these projects will be a part of the University's capital campaign strategy. The renovation of the Robins Center is our highest priority. Planning for this project has been completed and renovations will commence as funding sources are identified.

The other listed projects are important, but the sequence and timing of their construction will be based on Department and University needs as well as the availability of resources. At this time we are not prioritizing these facility needs; we are prioritizing the development of funds to construct these facilities. The current estimate of the total facility costs associated with this plan is approximately \$25 million, which includes \$12 million of the funds already itemized in the University Strategic Plan for the renovation of Robins Center.

To accomplish the operational objectives set forth in this strategic plan, the athletics department must meet these financial benchmarks:

- increase annual revenues as indicated on Exhibit 3-1 (annual revenues include endowment returns, Spider Club contributions, ticket sales, and NCAA and conference distributions, corporate partnerships)
- during the 10-year period of the plan, raise \$13 million dollars in Spider Club contributions

These increased revenues will allow the department to phase in additional scholarships and operating expenses as it increases revenues.

Facilities

Upgrade athletics facilities to meet identifiable needs and to complement other University facilities

Group 1- The planning is completed and construction will commence when funding sources are identified.

Robins Center

The Robins Center is one of the most prominent and visible facilities at the University. It is an important window to the University for the many thousands who attend athletic, university, and civic events there. As such, it should present a special and appropriate image. The facility has served us well for 28 years and is due a major renovation worthy of its stature as a premier athletic venue. This renovation will include:

arena & concourse

- upgrade spectator seating
- install new scoreboards
- install new permanent wood floor
- install video boards
- create area for hospitality/food court for fans/supporters
- enhance lobbies

student-athlete service areas

- upgrade locker rooms
- expand strength and conditioning room
- modernize sports medicine facility
- create new video rooms
- create new student-athlete academic/development center which includes a computer lab, study rooms, and academic support offices
- renovate office space

Group 2- The formal planning and construction process for each of these facility enhancements will commence when funding sources are identified. It will be necessary to coordinate location of the structure and timing of the construction with the University's Master Plan.

UR Stadium

Only the Robins Center provides the general public with more "views of the University of Richmond" than does UR Stadium. It is imperative that we present the appropriate image of the University by providing a first class experience to these patrons.

UR Stadium needs the following renovations:

- modernized and more numerous restroom facilities
- more consumer friendly concession areas
- improved press and game management facilities
- enhanced team locker rooms and meeting rooms
- creation of entertainment & hospitality areas

Soccer/Track/Lacrosse Competition Complex

The spectator seating area at the competition complex needs to be enhanced and the exterior of the grandstand should be upgraded to present a more favorable impression to the thousands of people who enter the campus via the adjacent access road. Also, the track, field events areas, and transition area between the track and the field need to be improved.

We will explore the feasibility of making this competition venue available to lacrosse as well. In addition to providing a quality competition site for lacrosse, it will create additional practice fields for soccer. Additional lighted practice field(s) remain a need. At this time, both men's and

women's soccer teams practice and compete on one field, creating serious field maintenance problems. We will continue to explore additional practice field opportunities both on and off campus that will provide practice fields for soccer and lacrosse.

Pitt Baseball Field

Pitt Field enjoys one of the finest playing surfaces in college baseball. However, this facility needs improvements to enhance the experience for spectators and student-athletes. We should enlarge the dugouts and storage areas, construct restrooms, and determine if adding lights for late afternoon and night play is appropriate.

Football Practice

Football needs a lighted practice area which includes both grass and turf fields. We will explore options that include constructing special low-level directional lighting on the current football practice fields and the field hockey turf.

Indoor Tennis Facility

To compete successfully at the national level, we need to make indoor courts available to our student-athletes on a regular basis. Options include developing relationships with local indoor tennis clubs, bubbling existing outdoor courts, and building an indoor tennis center. This facility would also be available to the student body, faculty, staff, and friends of the University.

Field Hockey

The field hockey playing surface needs to be addressed. This turf should be repaired or replaced in a manner which provides a quality competition/practice area for field hockey as well as bad weather practice option for football, soccer, lacrosse, and baseball.

Group 3- These projects are not currently on the University's Master Plan, but are important to the long term success of our teams. We will continue to work with the University to develop viable options.

Indoor Practice Facility

Our outdoor sports are in need of a facility that allows them to practice during inclement weather. Fifteen of our 19 sports, our club sports, and intramurals can all benefit from this type of facility. We will continue to explore opportunities to provide an indoor practice facility as we renovate Robins Center and construct other facilities.

Golf Practice Site

As off-campus land becomes available for use as practice fields, we need to make space available for a "short-game" practice site for golf.

Resources

Increase funds available to the athletic department to accomplish its strategic objectives

Objectives:

1. Review status of sports to determine proper allocation of resources

Action Steps:

- consult with Athletic Council to determine which sports should be sponsored
- reallocate current and new resources to funding to sponsored sports which will enhance competitiveness and collegiate experience for student-athletes

2. Prioritize annual giving

Action Steps:

- increase revenue production staff
- consolidate athletic fund raising groups
- create facility naming opportunities
- establish donor priority system
- enhance communication with donors
- involve head coaches in fund raising efforts

3. Increase corporate partnership revenue

Action Steps:

- establish consulting relationship with multi-media firm
- increase quantity and value of inventory for corporate sales
- develop staff with sales priority

1. Increase ticket sales revenue

Action Steps:

- develop staff with sales priority
- emphasize football and men's basketball ticket revenue production
- review and update ticket pricing structure
- enhance communication with ticket purchasers

1. Contain/reduce controllable costs

Action Steps:

- reduce percentage of administrative costs
- develop strategies to reduce operating costs

Rationale:

To recruit and prepare the type of student-athletes necessary to consistently compete for conference championships, earn NCAA post-season tournament bids and field a top 100 performing athletic program, we need to (a) increase the funds available to meet our annual expenses; (b) strategically allocate these resources; and (c) upgrade our athletic facilities.

The University is making a significant investment to produce a quality athletic program which will play an important role in accomplishing its mission. In light of this financial commitment by the University, it is incumbent on the athletic department to review carefully the allocation of its resources. We must not fall into the “more is better” trap ensnaring many Division I programs. An important component of this strategic plan is to determine which sports should be sponsored to enable us to best accomplish our mission. Difficult decisions will have to be made.

Our athletic endowment, which is one of the largest in college athletics, will continue to provide a significant annual return. However, our focus will be to increase annual revenue production with the expectation that within five years we will be responsible for the department’s operating expenses. We must also demonstrate our commitment to the success of our student-athletes by providing appropriate facilities. The facilities listed above are all important to the success of student-athletes and will be prioritized and merged into the University’s capital campaign as appropriate. The new naming opportunities associated with many of these projects will provide a catalyst for athletic fundraising.

Conclusion

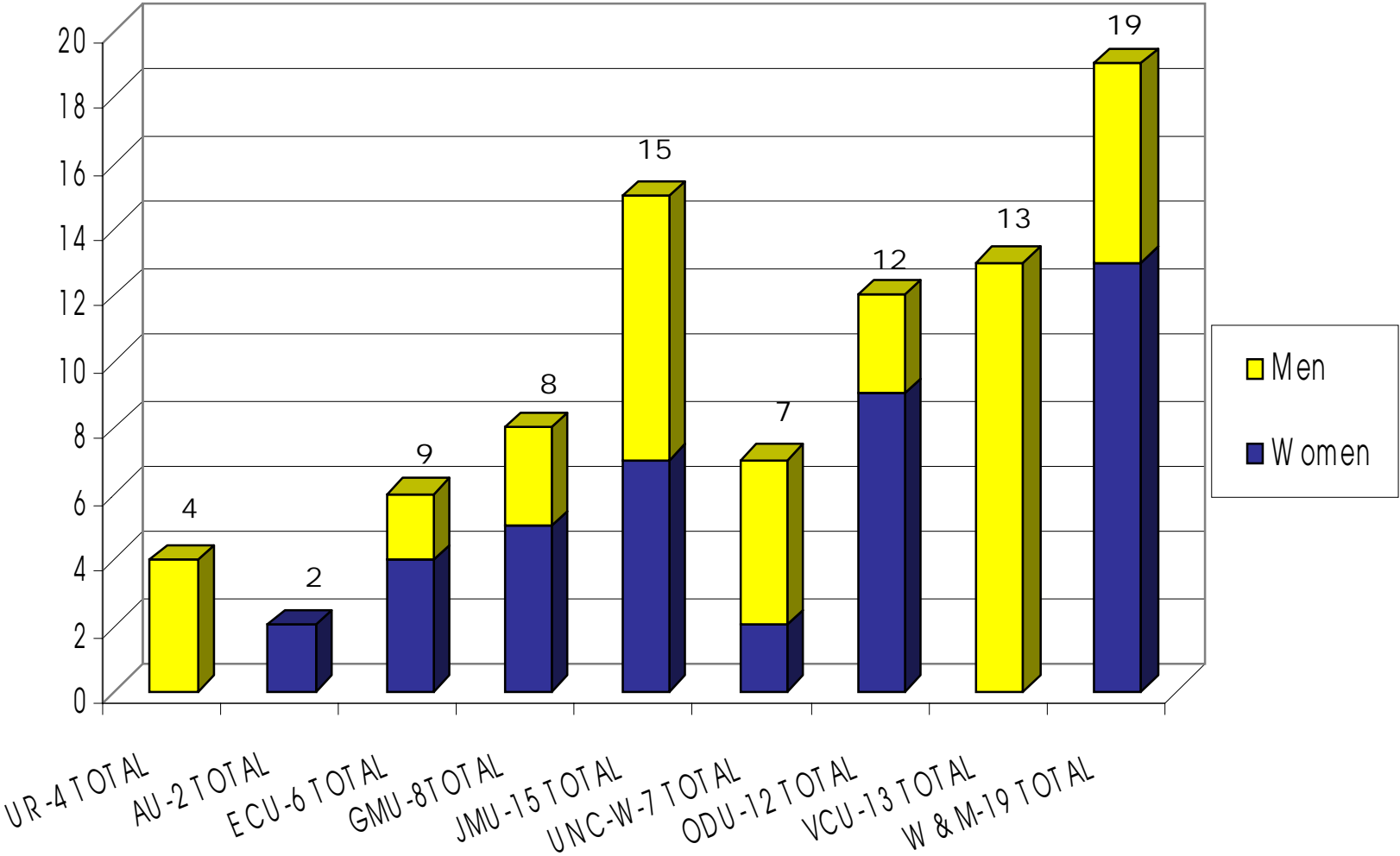
The priorities presented in this plan...**providing a positive collegiate experience for our student-athletes, fielding winning basketball and football programs, and a ranking among the top 100 performing athletics programs** are presented with accompanying objectives and action items. For us to achieve all that is set forth, we must be committed to the bold strokes set forth during the next ten years:

- **focus on the performance of our sponsored sports**
- **raise \$13 million dollars in annual gifts**
- **raise approximately \$25 million to upgrade our practice and competition venues**

This plan is more than a compilation of the suggestions, proposals and recommendations of those who contributed to its development. It is the framework on which this athletics program will be built. Once approved by the Board of Trustees, this plan will accompany the University's Strategic Plan. With that accomplished, the University of Richmond clearly states that:

- success in academics and athletics are not mutually exclusive, but synergistic;
- the coexistence of academics and athletics on this campus is not only possible, but beneficial; and
- our student-athletes' physical gifts and abilities are not simply extracurricular activities, but a demonstration of personal excellence.

CAA Championships 1995-2000



Sears Directors' Cup Scoring Structure for All Divisions

What

A program sponsored by Sears, which honors institutions maintaining a broad-based program, achieving success in many sports, both men's and women's. Began in 1993-94 for Division I.

How

Each institution is awarded points in a pre-determined number of sports for men and women.

Who Wins

The overall champion is the institution which records the highest number of points in their division's Sears Director's Cup standings.

Award

The winner receives a Waterford crystal trophy from Sears.

Sports Included

Division I – 20, 10 men's and 10 women's.

Point Determinations - Team Sports

Standings for the Sears Directors' Cup will be based upon the size of the bracket. The largest bracket size counted is a 64-team bracket. First place for all brackets and all sports is 100 points. (See accompanying chart.)

Team Sports Bracket

Place	64	48	32	16	12	8	4	2
1st	100	100	100	100	100	100	100	100
2nd	90	90	90	90	90	80	70	50
3-4	75	75	75	75	75	55	20	
5-8	60	60	50	40	40	20		
9-16	50	50	30	20	20			
17-32	30	30	20					
33-64	20	20						
*3	80	80	80	80	80	60	40	
*4	70	70	70	70	70	50	20	

Point Determinations

Individual Sports

A separate point structure has been established for individual sports (those in which teams are not placed into brackets). The brackets have been established for the individual sports in a manner similar to the team sports. However, rather than grouping the places, points will be awarded to each individual place. The breakdown is for championships with 64, 48, 32, 16, 12 and 8 teams. First place will receive 100 points, while the last place in each bracket will receive 20 points. (See accompanying chart.)

64-Team		48-Team		32-Team		16-Team		12-Team		8-Team	
Pl	Pts	Pl	Pts	Pl	Pts	Pl	Pts	Pl	Pts	Pl	Pts
1	100	1	100	1	100	1	100	1	100	1	100
2	90	2	90	2	90	2	90	2	90	2	80
3	83	3	80	3	80	3	80	3	80	3	70
4	80	4	75	4	75	4	75	4	70	4	60
5	79	5	73	5	71	5	70	5	60	5	50
6	78	6	71	6	68	6	65	6	50	6	40
7	77	7	69	7	65	7	60	7	45	7	30
8	76	8	67	8	62	8	55	8	40	8	20
9	76	9	65	9	59	9	50	9	35		
10	74	10	63	10	56	10	45	10	30		
11	73	11	61	11	53	11	40	11	25		
12	72	12	59	12	50	12	36	12	20		
13	71	13	57	13	47	13	32				
14	70	14	55	14	44	14	28				
15	69	15	54	15	41	15	24				
16	68	16	52	16	38	16	20				
.						
.						
.						
64	20	48	20	32	20						

When a tie occurs, the average of the places the teams occupy is taken and given to all of the teams that are tied. For example, if three teams tied for 30th place in a 64-team event, the average of the points given to places 30-32 (54 pts., 53 pts., 52 pts.) will be given to all three teams. In this case, each team would receive 53 pts. $((54+53+52)/3=53)$.

Sport Breakdown

The following sports will be scored with the team bracket method.

Division I - field hockey, I-AA football, women's and men's soccer, women's volleyball, women's and men's basketball, ice hockey, baseball, men's lacrosse, softball and women's and men's tennis

The following sports will be scored with the individual point method:

Division I - women's and men's cross country, I-A football, women's and men's swimming, women's and men's indoor and outdoor track and field, men's wrestling and women's and men's golf.

Tiebreakers

If two teams tie for first place in the final spring standings, the determination to break the tie is the number of national championships won. The second tiebreaker is the most number of second place finishes. Thus, if two teams have the same number of points, the team that wins the most national championships will win the Sears Directors' Cup. Ties will only be broken for first place in the final spring standings.

Division I -- Sports Included

There will be 20 sports counted in the standings -- the top 10 scoring sports for men and the top 10 scoring sports for women. Sports that may count in the standings include:

Men -- Baseball, Basketball, Cross Country, Football, Golf, Gymnastics, Ice Hockey, Lacrosse, Soccer, Swimming & Diving, Tennis, Track & Field (indoor/outdoor), Volleyball, Water Polo and Wrestling

Women -- Basketball, Cross Country, Field Hockey, Golf, Gymnastics, Lacrosse, Rowing, Soccer, Softball, Swimming & Diving, Tennis, Track & Field (indoor/outdoor) and Volleyball

Coed -- Fencing, Rifle and Skiing

All Divisions

Points for track and field will be awarded for the season in which the highest finish is gained. Thus, points will automatically be awarded to the top 64 institutions in indoor track and field championships. In the spring, points will only be awarded if the finish is higher than in the winter. If this occurs, the indoor season points will be removed from the institution's total and the outdoor points will be awarded to the total. If the outdoor finish is lower than the indoor finish, no points will be awarded in the spring

Institutions will use the top 10 sports for each gender in Division I; the top seven sports for each gender in Division II; the top nine sports for each gender in Division III; and the top six sports for each gender in the NAIA. For example, in Division I, points will automatically be awarded to an

institution in the first 10 sports per gender in which it scores. If an institution scores in more than 10 sports per gender, points will be awarded for the sport which recorded a higher finish. Thus, if an institution scores in men's tennis as its 11th sport, but the points for men's tennis are greater than men's basketball, the points for basketball will be removed from the institution's total and the points for tennis will be added to the total. If the finish in tennis is lower than the finish in basketball, no points will be awarded to the total

Since the men have more possible sports in which to score, fencing and skiing will initially be counted in the women's tally. However, these sports can be switched into the men's tally if the women score in more than their permissible number of sports. This scoring will be determined by the NACDA office so as to give the institution the most points possible.

The scoring for rifle will be determined by the structure of the team. Rifle will be counted for the gender that has a higher percentage of members on the team. Thus, if 55 percent of the team is male, it may only be used as a men's sport.

Sports Not Included

Sports that will not be included in the Sears Directors' Cup standings are any sports not included in the divisional lists.

Field Sizes

The maximum field size for all sports is 64 teams. If there are more than 64 institutions at a championship, only the top 64 will be included. If two or more teams tie for the 64th spot (i.e., as in track and field or wrestling), then only the top 63 teams will receive points. If there are less than 64 teams at a championship, all teams that compete at the championship may receive points in the Sears Directors' Cup standings.

FACILITY ENHANCEMENTS SINCE 1983

University of Richmond Stadium

- 1983 The University enters into a contractual arrangement with the City of Richmond to manage this facility. Extensive improvements are made to the playing surface (artificial turf), to locker rooms, parking areas, rest room facilities, and press box.
- 1994 Artificial turf is replaced with the prescription turf system, surface large enough to accommodate the game of soccer. A new scoreboard is installed with a message center, and the grounds and landscaping are improved.
- 1995 Lighting improved to allow for night contests.
- 1995-2000 Cosmetic improvements, painting, graphics, carpet replacement, etc.

Pitt Baseball Field

- 1984 Permanent stands for 500 are installed. A permanent two-tier press box is constructed. A totally upgraded field system is installed.
- 1998 Added windscreens to outfield fence.

Soccer Complex

- 1986 Field renovated, Phase I.
- 1988 Lights are added.
- 1991 Field renovated, Phase II. Stands are repaired and renovated.
- 1997 Phase III renovation. Addition of rest rooms and concessions.

Track Complex

- 1984 Track resurfaced with all-weather, recreational material.
- 1991 Resurfaced with all-weather, competitive-quality material.
- 1997 Resurfaced (top layer only) all-weather track.

Football Practice Fields

1989 Realigned and renovated.

1997 Rebuilt permanent film tower

Club Sport Field

1991 Field behind President's Home realigned, irrigated, grassed, and expanded.

1996 Field became permanent Lacrosse field.

1998 Bleachers added.

1999 Scoreboard added.

Robins Center Pool

1993 Team locker rooms created and renovated.

1995 Replaced tile floor with non-skid painted product.

Field Hockey Field

1994 Artificial playing surface installed at Keller hall.

1995 Permanent Greek Theater style seating provided for 100 spectators.

Westhampton Tennis Courts

1994 Creation of Intercollegiate Tennis complex with newly designed and renovated courts (8) and theater-style permanent seating.

Robins Center

1988 Renovation of Recreation Area and Dance Studio

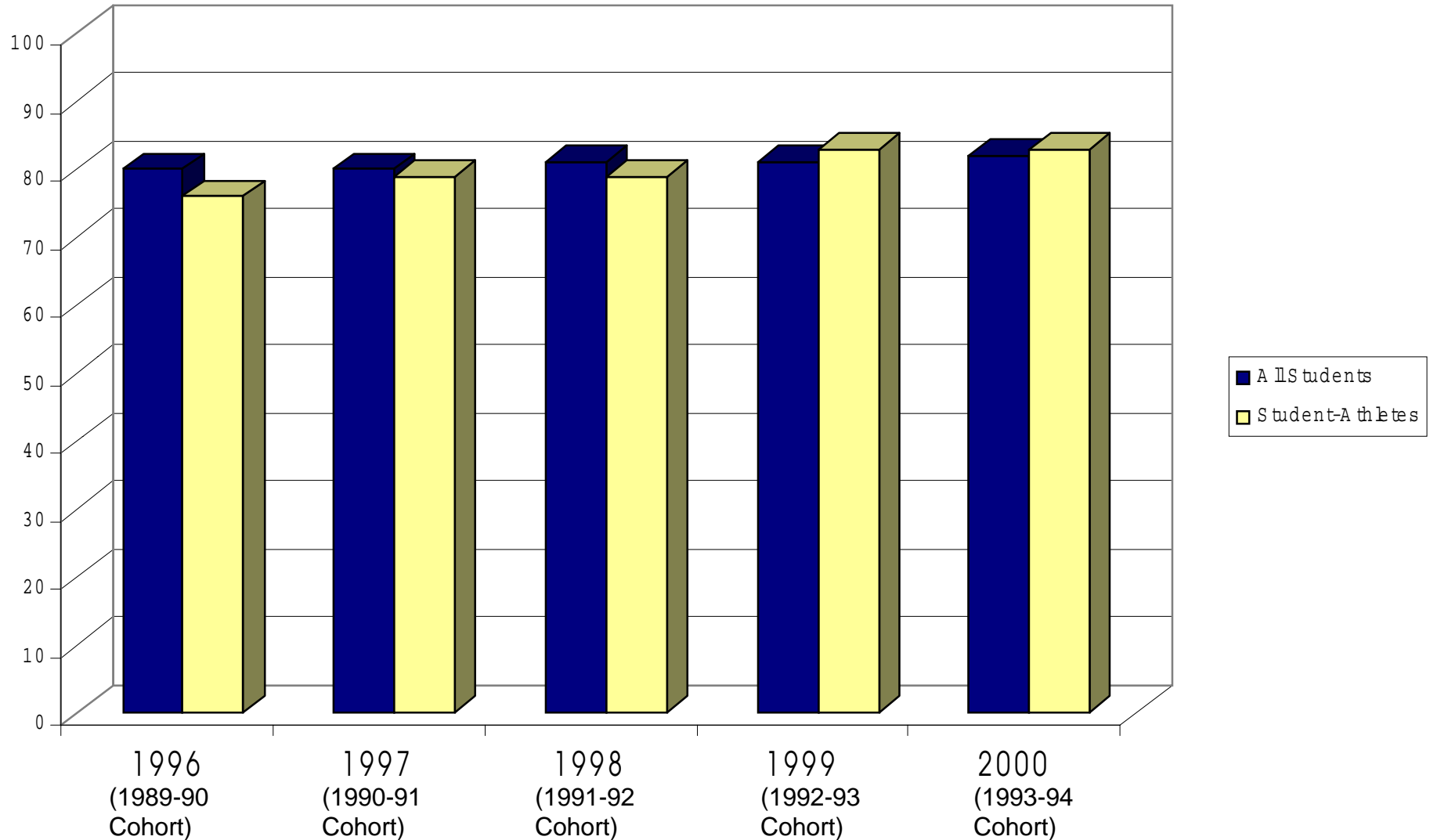
1993 Creation of Spider Sports Center

1995 Athletic Weight Training Facility renovated and expanded

1997 Sports Medicine Facility renovated and expanded.

University of Richmond Graduation Rates (5 Year Period) 1996-2000

EXHIBIT 1-1



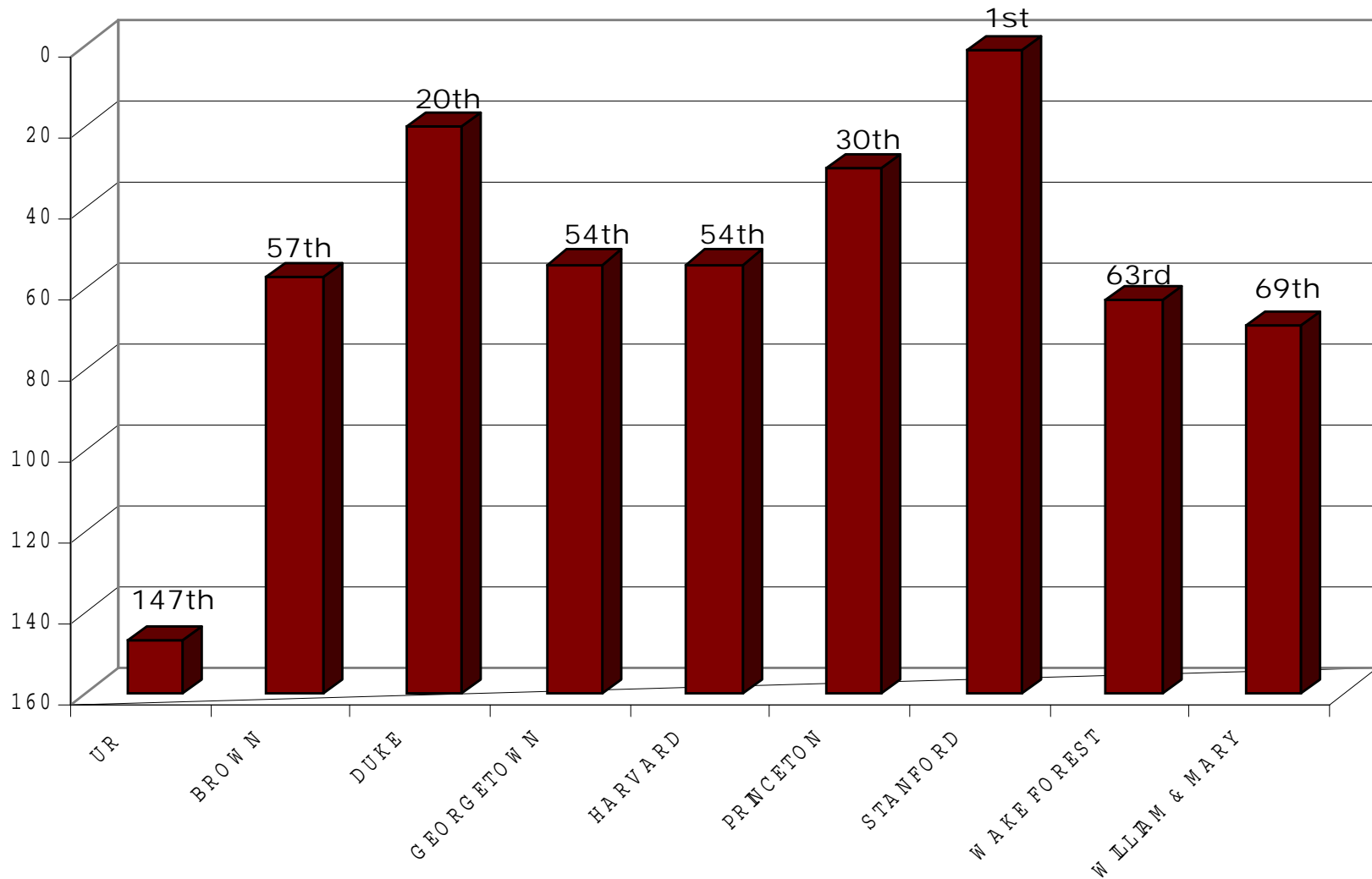
Sears Directors' Cup Finishes I-AA Top Ten

EXHIBIT 2-1

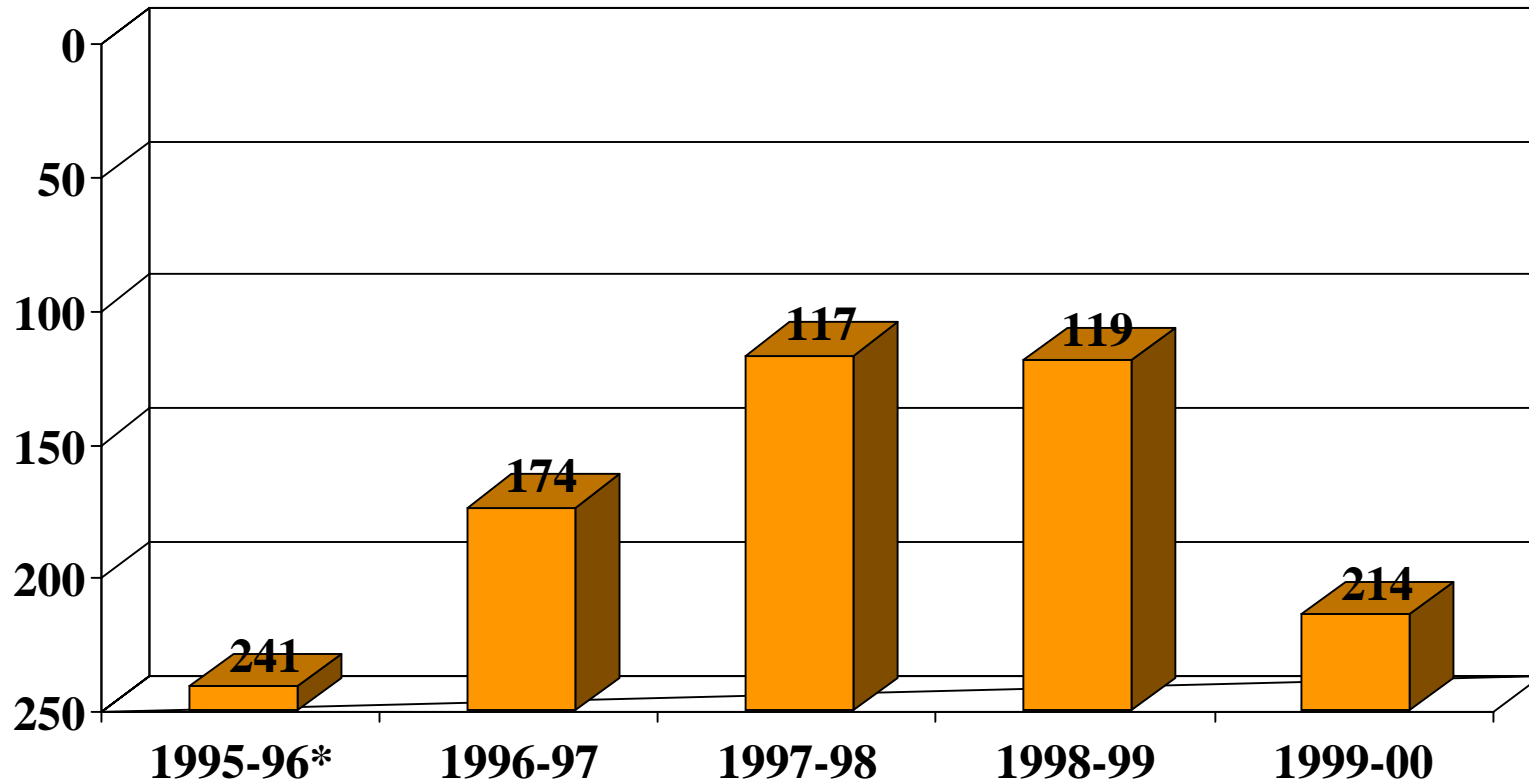
	1997-98			1998-99			1999-00	
		Place/Points			Place/Points			Place/Points
1	Princeton	25th/300		Princeton	31st/270		Princeton	34th/460.5
2	Dartmouth	43rd/210		Georgetown	45th/200		Brown	46th/356.5
3	Harvard	43rd/210		Brown	51st/170		Georgetown	55th/288.5
4	Georgetown	62nd/140		Villanova	51st/170		Harvard	60th/273
5	Old Dominion	66th/120		Harvard	60th/150		JMU	64th/259.5
6	Youngstown	66th/120		New Hampshire	60th/150		Hofstra	75th/213
7	Brown	74th/115		Old Dominion	63rd/140		William & Mary	78th/202.5
8	New Hampshire	77th/100		William & Mary	63rd/140		Furman	90th/170.5
9	Columbia	82nd/90		Dartmouth	68th/130		Columbia	96th/163
10	Delaware	85th/80		Maine	70th/120		Dartmouth	96th/163
	Average	65/143.50		Average	58.5/159		Average	69.4/255
	High	25/300		High	25/270		High	34/460.5
	Low	96/70		Low	86/90		Low	96/163

Sears Directors' Cup Average Finishes
For Selected Institutions
3 Year Period
1997-2000

EXHIBIT 2-2



University of Richmond
Sears Directors' Cup Finishes- 1995-2000



*Did not earn Sears Cup points.

96-97: 54.5 pts. [baseball - 26th, 36.0 pts; women's tennis – 35th, 18.5 pts.]

97-98: 50 pts. ([baseball-25th, 20 pts; women's tennis-35th, 10 pts.; men's basketball-17th, 20 pts.]

98-99: 60 pts. [baseball-17th, 20 pts.; golf-30th, 20 pts.; football-9th, 10 pts; men's soccer-17th, 10 pts.]

Supplement to Exhibit 3-1

The accompanying Athletic Strategic Plan financial projection restates the athletic budget that is currently in place for the year ending June 30, 2001. The restatement relates to the line athletic fees (\$5,592,620) and return to UR (\$200,000). The combination of these two lines recasts what has previously been reported as a much smaller athletic fee and an athletic deficit of approximately \$4 million. The University now makes an investment sufficient in athletics to cover 168 grants-in-aid and the athletic department is responsible for operating with a positive net result each year.

Divisional fundraising has taken on increased importance in the last two years, and the athletic department is responsible for increasing its gifts to support operations at the rate of 20% per year for the years 2002 - 2004 and to increase its fundraising by 10% each year thereafter.

The restricted gifts line refers to a specific gift for two grants-in-aid each year and is forecast to increase with the rate of general fee, room and board each year.

Ticket sales must also show substantial improvement and are estimated to increase at the rate of 15% for the years 2002 - 2004 with a 10% increase thereafter.

Guarantees vary from year to year with larger numbers in certain years in which agreements are in place with Division 1A teams.

University advance reflects extra funding that the University needs to make available to enhance competitiveness within the Atlantic-10 Conference until the Athletic Department's revenue production increases. These expenses include additional recruiting, team travel, and student-athlete support costs. Most of the advances are repaid in the later years of the projection