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Robert Powell (co-chair)
Robert G. O'Donnell (co-chair)
Lisa Alvarez-Cohen
Lishelle Blakemore
Brad Brian
Patricia Dechow
Khira Griscavage
Chris Kutz
Rich Lyons
Caitlin Smith
Nadine Tang
Mike Williams

Dear members of the Task Force:

After initial discussions, we have decided to make some small changes to the constitution of the Task Force on Intercollegiate Athletics (TFIA). Specifically, we have added Faculty Senate Chair Robert Powell and Trustee Robert O'Donnell to the committee. They will serve as co-chairs of the TFIA. Lisa Alvarez-Cohen and Nadine Tang will remain on the TFIA, as regular voting members.

The charge of the TFIA is to review the costs, regulations, and campus impact of IA's various programs, with a view to recommending an appropriate scale and scope for IA's overall program, including the number of programs and roster sizes. Given the serious constraints on overall campus resources, including a structural deficit in 2015-16 of about \$150m, it is imperative that IA be financially stable within the constraint of its fixed debt service obligations. It also must be aligned with Title IX and diversity priorities.

Specifically, the TFIA should answer the following questions:

- For each element of IA's program, what are the costs and benefits to campus?
- How do the requirements of Title IX affect our choices about how to reshape the program?
- Given the costs, benefits and regulatory constraints, what is the appropriate scale and scope for the total program?
- In addition to the scale and scope, are other changes, e.g., organizational or structural, needed to achieve financial stability?
- How much will the campus need to invest on an ongoing basis in order to sustain IA at this new level?

Where appropriate, the TFIA should benchmark its recommendations to programs at comparable universities, that is AAU public universities with NCAA Division I athletics programs – with special reference to our Pac-12 peers: UCLA, Oregon, Arizona, Washington, and the University of Colorado, Boulder.

Ideally, the analysis of these parameters can support modeling that demonstrates an optimal framework for the Athletics program within our very real financial constraints and the existing gender equity compliance context. Arriving at a final recommendation will, of course, also be guided by our institutional values of excellence and access and with respect to long-standing traditions where possible.

Because of the many stakeholders involved with Athletics at Cal, it will be very important that the TFIA meet with and provide regular updates to such groups, including the Faculty Senate Athletics Council, the Faculty Senate Committee on Academic Planning and Resource Allocation, and the Faculty Athletic Representative; the University Athletics Board, the Board of Visitors, the Trustees, and the Foundation; and, for technical support, the Campus Budget Office, as well as the Executive Vice Chancellor and Provost's office.

We would like the TFIA to deliver its recommendations by the beginning of the Spring 2017 semester.

Staffing the TFIA will be Associate Chancellor Nils Gilman and Intercollegiate Athletics' Chief Financial Officer David Secor. The Title IX Office and the Office of Legal Affairs will assist the TFIA by providing technical expertise and advice on compliance and legal matters related to the review, analysis and recommendations.

All best,



Nicholas B. Dirks

CC: Scott Bidy, Vice Chancellor
Na'ilah Nasir, Vice Chancellor, Equity & Inclusion
Rosemarie Rae, Associate Vice Chancellor and Chief Financial Officer
Nils Gilman, Associate Chancellor and Chief of Staff
Phyllis Hoffman, Associate EVCP and Chief of Staff
David Secor, Chief Financial Officer, Intercollegiate Athletics
Robert Jacobsen, Faculty Athletic Representative