



Report of the University of Utah New Sports Working Group Regarding Transitioning the Men's Club Lacrosse Team to NCAA Division I Status

Members:

Harriet Hopf (Chair), Senior Special Assistant to the Office for Faculty
Kyle Brennan, Deputy Athletics Director
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I. Introduction. In January 2017, President Pershing convened the New Sport Working Group and tasked it with exploring the strengths and challenges of establishing Lacrosse as a Division I sport at the University of Utah. (Appendix A). To that end, the New Sport Working Group has spent the last several months conducting a risk / benefit analysis and evaluating the requirements for transitioning a sport from Club to NCAA Division I status. The New Sport Working Group then applied the newly developed guidelines to evaluate the opportunities and risks of doing so for Men's Lacrosse.

II. Executive Summary and Recommendation. After careful review using the New Sport Working Group Guidelines, the Working Group recommends that, if sufficient and sustainable funding can be secured, the University of Utah Athletics Department should pursue the opportunity to transition the Men's Lacrosse Club Team to NCAA Division I Status, as long as final review of Title IX requirements indicates there would not be adverse impacts on either current or future compliance. The review by the Working Group identified that having an NCAA Division I Men's Lacrosse fits the vision and strategy of the Athletics Department and University of Utah as a whole and would not adversely impact other NCAA Division I sports. The Working Group recommends that the team initially carry 40 student-athletes and transition over the course of several years to a full complement of 12.6 scholarships, in order to mitigate effects on Title IX measures of proportionality and student-athlete participation and assignment of athletic scholarships.

Process. The first meeting of the Working Group was on February 9, 2017. The Working Group identified four key criteria central to the decision-making analysis: 1) fit within the Athletics Department vision and University Strategic Plan; 2) financial sustainability, 3) limited impact on existing NCAA DI sports, and 4) current and future Title IX compliance (See Appendix B). The Working Group used the framework developed to evaluate the proposed transition of the Men's Lacrosse Club to NCAA DI status. This report provides data and analysis for each of the four criteria.

The Working Group addressed the proposal for transitioning the Men's Lacrosse Club Team to an NCAA DI sport from a neutral stance, evaluating in detail each of the major criteria identified in the guidelines, along with providing answers to each of the questions posed by President Pershing in his charge to the Working Group (Section X). The Working Group identified a number of areas for further study and identified appropriate experts and stakeholders in each area. These individuals were invited to meet with the Working Group over the next three months and were provided specific questions in advance. At the meeting, each individual gave a presentation and then responded to questions from the Working Group. Each meeting included time for the Working Group to discuss and synthesize the information. Through this process, the Working Group delved into budgetary, personnel, facilities, Title IX, financial sustainability, and fundraising considerations; explored how other Power 5 conferences are funding new sports; and considered potential changes in television revenue over time.

IV. Evaluation of Criteria from the Guideline

A. Athletics Department Vision and University Strategy

- a. Lacrosse is a growing sport nationally and in Utah. The Utah High School Activities Association recently announced it will add Boys' and Girls' Lacrosse as sanctioned sports (UHSAA sponsored state championship competition) in 2019-20. Currently, there are 71 NCAA Division I Men's Lacrosse Teams; while the Pac-12 has six Men's Club Lacrosse Teams, no Pac-12 school currently supports a Division I Men's Lacrosse Team. Thus, the University of Utah has the opportunity to demonstrate leadership within the Pac-12 and to develop a highly competitive team that seeds growth of Men's Lacrosse in the Pac-12. This fits within the Athletic Department's goals as a Pac-12 institution.

B. Financial Sustainability

- a. Budget: The estimated annual budget required to transition the Men's Club Lacrosse Team to NCAA DI status is in the range of \$1.1 to \$1.7 million. It would be reasonable to target the low end of the range initially, with a plan to grow that in the future to keep up with inflation and other increasing costs (e.g. coaches' salaries). See Appendix C for a detailed budget estimates.
 - i. Because most teams are on the east coast, travel costs would be higher than for most University of Utah sports. The budget includes these higher travel costs.
- b. David Neeleman, an established University of Utah donor, has expressed interest in establishing an NCAA DI Men's Lacrosse Team at the University of Utah. He has been a strong supporter of the Club Team over the past few years, including recruiting and providing salaries for a coaching staff with extensive experience in NCAA Division I.
- c. As per the New Sport Guideline, no institutional resources, outside of the Athletics Department, would be available to support the team. The Athletics Department could provide support over the first few years, provided 80% of the sustainable budget is provided through a donor agreement with Mr. Neeleman. The Athletics Department is currently working with the Office of Institutional Advancement and

Mr. Neeleman to determine if an agreement can be reached that meets the sustainability requirements of the guideline.

C. Impact on other NCAA Division I Varsity sports

- a. The Athletics Department would not reduce funding to other University of Utah NCAA DI sports to support the transition of Men's Lacrosse to NCAA DI status. Development of a financial model that ensures stable funding for the new sport without impact on existing sports is a requirement of a final agreement to add Men's Lacrosse.

D. Title IX implications:

- a. Most Men's Lacrosse Teams carry between 40 and 50 student-athletes. The University of Utah would remain in *current* compliance with Title IX proportionality requirements after adding the recommended 40 male athletes, especially given the recent addition of Women's Beach Volleyball.
- b. There is some concern that the early success of the Women's Enrollment Initiative, which started two and a half years ago, could change overall student body enrollment enough to render the university out of compliance with Title IX. Careful attention to increases of women in the overall student body would be required over the next few years if Men's Lacrosse transitions to varsity status. The Office of Student Affairs / Enrollment Management is developing a model to project recruitment and retention over the next five years. The Athletics Department will use this model to inform the final decision.
- c. Addition of 12.6 scholarships for male student-athletes could render the University of Utah out of compliance with the percentage of scholarship dollars being distributed within 1% of the proportion of student-athletes of each gender. The Working Group recommends starting with fewer than 12.6 scholarships and increasing them over time, as the program becomes established. This would also reduce the start-up costs of the program and allow time for growth of a sustainable financial model.

E. Donor Expectations

- a. During the meeting on April 20, Mr. Neeleman committed to compliance with NCAA regulations and Athletics Department guidance. Because he has already provided substantial support to the Club Team outside the oversight of the Athletics Department and NCAA, it would be particularly important that Mr. Neeleman not expect to participate in decisions related to the team, including the hiring of coaches and other personnel, the recruitment of athletes, and the distribution of scholarships. Mr. Neeleman stated his strong support for these conditions during the meeting.

V. Responses to Specific Questions in President Pershing's Charge to the Working Group

- A. In what ways might a lacrosse program – men's, women's or both - enhance the profile of the University of Utah? Would there be any potential negative impacts of establishing a lacrosse program, in terms of athletics and/or the overall profile of the University?

a. Opportunities.

- i. The University of Denver is the only western school to offer NCAA Division I Men's Lacrosse, which would provide a recruiting advantage in states such as California and an opportunity for early success at the University of Utah.
- ii. Coach Holman, the current club coach, has already recruited players from 16 states, which could benefit the national stature of the University of Utah.
- iii. There are currently six Pac-12 schools (including the University of Utah) with Men's Lacrosse club teams. Commissioner Scott reported that other Pac-12 schools are considering adding Men's Lacrosse as an NCAA Division I sport in the future. Being the first, or one of the first, to add Men's Lacrosse would put the University of Utah in position to be a leader in the conference. Development of a Pac-12 based league would also reduce travel costs.
- iv. Commissioner Scott also believes there is a large potential TV audience for lacrosse, and the PAC-12 network is looking for more live sports coverage. He expects they would televise a substantial number of games, which could be a source of additional conference revenue.
- v. Lacrosse is a growing sport in Utah. Local students would benefit from being able to stay in the west to play DI lacrosse, rather than having to go to school on the east coast (or at the University of Denver).
- vi. Transitioning the lacrosse club to varsity status could increase the pool of alumni and other potential donors to the athletics department and university.

b. Potential negative impacts

- i. Transitioning Men's Lacrosse to NCAA DI status could lead to requests from multiple club sports to transition to varsity status. This report provides a rigorous mechanism for evaluating such requests.
- ii. The University of Utah Women's Lacrosse Club Team is highly successful, having finished in 2nd place nationally (among Clubs) in 2016, 3rd in 2015, 4th in 2014, and 3rd in 2013. In contrast, the men finished near the bottom of the Rocky Mountain (Club) Lacrosse Conference from 2011-2016, although they finished second in the league this year and went to the national playoffs. The women's team might feel passed-over in not being elevated to NCAA DI status at the same time as the men. At this time the Working Group is not aware of any capable donor interested in funding Women's NCAA DI Lacrosse at the University of Utah. The development of guidelines for transitioning a club team to NCAA DI status might lead to an opportunity for the women's team.
- iii. There are numerous other successful club teams on the University of Utah campus that also have expressed interest in transitioning to NCAA DI status. As with Women's Lacrosse, the Guidelines developed by the Working Group provide a model for developing such an opportunity.

- iv. Men's Lacrosse has not traditionally attracted players from diverse backgrounds. There are a number of national and local initiatives aimed at increasing diversity in lacrosse. Coach Holman has hosted a number of camps and clinics for Pacific Islander communities and is optimistic that he may be successful in growing interest and success in those communities.
- B. What peer institutions (e.g., Pac-12 conference peers, peers in other major conferences) have established lacrosse programs?
 - a. Six teams in the Pac-12 have Mens' Club Lacrosse teams. The University of Utah plays in the Rocky Mountain Lacrosse Conference. Colorado, BYU, Utah State, Utah Valley, and Colorado State play in Utah's division. USC, UCLA, Arizona, and Arizona State play in different divisions in the same conference.
 - b. There are 111 NCAA Division I Women's Lacrosse Teams, of which five are in the Pac-12: USC, Stanford, Colorado, Oregon, and Cal. USC, Stanford, and Colorado finished in the Top 20 in 2016.
- C. What are the advantages and disadvantages of establishing only a men's program or only a women's program? What is your recommendation in this area?
 - a. The Athletics Department does not have the budget to transition a club sport to NCAA DI status. There is not currently a potential donor for the Women's Lacrosse team, so there is no practical way to transition both the men's and women's teams. Transitioning the men's team does offer a model for transitioning the women's team in the future.
 - b. The most recently added NCAA DI team is a women's team, Beach Volleyball, so it is not unreasonable to add another men's team.
- D. Would it be appropriate to discontinue a sport in order to add a new program? If so, what guiding principles would you recommend for identifying candidate sports/programs for discontinuation?
 - a. It is very difficult to discontinue an existing NCAA DI sport, even in the face of severe budgetary shortfalls; for example, Cal's plan to eliminate baseball a few years ago and UNM's current plan to eliminate skiing led to substantial alumni and public outcry. Thus, the Athletics Department has a guiding principle not to discontinue a sport unless necessitated by severe budgetary constraints or serious misconduct by a team's student-athletes. This is reflected in the criteria for adding a new sport developed by the New Sport Working Group:
 - i. Funding a new NCAA DI sport should not impact the budgets for existing varsity teams.
 - ii. Athletics should not eliminate an existing varsity sport to transition a club sport to varsity status.
- E. What resources (annual operational budget, new facilities, new staff) would be needed to create a men's, women's and/or both at the U? What annual revenue, if any, could be anticipated for a men's, women's or both program(s)? What level of endowment would be needed to cover the annual operating budget for a men's, women's or both program(s)?

- a. See Section IVB above and Appendix C for detailed consideration of the required budget, potential revenue, and the associated required endowment / financial model.
- F. If a program(s) is started, what timeline would you anticipate for development and launch?
 - a. Coach Brian Holman is the current Club coach. The Athletics Department would be comfortable having him remain head coach if the club transitions to NCAA DI status. Coach Homan is a highly-regarded DI student-athlete (former) and coach who recently joined the University of Utah and is already seeing increased success for the Club Team. He would expect to transition the team to NCAA DI status for the Spring 2019 season. He has a number of student-athletes or committed prospects he thinks are capable of playing at the Division I level. If the transition is approved, he would hold tryouts in Fall 2017 but continue to play club for another year to give the team the opportunity to develop and improve. Lacrosse is a proportional scholarship program in the NCAA, with a maximum of 12.6 scholarships per team. He would not expect to fund all 12.6 scholarship initially, but would transition gradually. He expects many of the student-athletes would be eligible for academic scholarships, based on current student-athletes. He identified four potential conference affiliations.

Appendix A. Charge to the Working Group from President Pershing

Appendix B. Guidelines for Transitioning a Club Sport to NCAA Division I Varsity Status

Appendix C. Budget Estimate for Proposed Transition of University of Utah Men's Lacrosse Club to Varsity Status

Appendix D. Coaches document distributed to the team.

Approved by vote of the New Sport Working Group on May 15, 2017.

TO: Harriet Hopf, Chair, Senior Special Assistant to the Office for Faculty
Kyle Brennan, Associate Athletics Director
Phil Clinger, Vice-Chair, Board of Trustees
Sandy Hughes, Director, Budget and Analysis
Howard Lehman, Chair, Athletics Advisory Council
Xan Johnson, President, Academic Senate President
Laura Snow, Special Assistant to the VP for Institutional Advancement
Barbara Snyder, Vice President for Student Affairs

FROM: David W. Pershing, President

SUBJECT: Lacrosse Working Group

I am writing to invite you to serve on a working group to explore the strengths and challenges of establishing lacrosse as a Division I sport at the University of Utah. Interest in lacrosse as a collegiate sport appears to be increasing among prospective students and donors. At the same time, there are no available institutional funds to support a new athletics program; any new program requires a sound financial plan. In addition, a range of issues – from facilities needs to Title IX implications – warrant thoughtful consideration.

With that context, I ask your working group to address the following questions:

- In what ways might a lacrosse program – men's, women's or both - enhance the profile of the U? Would there be any potential negative impacts of establishing a lacrosse program, in terms of athletics and/or the overall profile of the U?
- What peer institutions (e.g., Pac-12 conference peers, peers in other major conferences) have established lacrosse programs?
- What are the advantages and disadvantages of establishing only a men's program or only a women's program? What is your recommendation in this area?
- Would it be appropriate to discontinue a sport in order to add a new program? If so, what guiding principles would you recommend for identifying candidate sports/programs for discontinuation?
- What resources (annual operational budget, new facilities, new staff) would be needed to create a men's, women's and/or both at the U? What annual revenue, if any, could be anticipated for a men's, women's or both program(s)? What level of endowment would be needed to cover the annual operating budget for a men's, women's or both program(s)?
- If a program(s) is started, what timeline would you anticipate for development and launch?

I've asked Harriet Hopf to chair your working group, and she has graciously agreed to do so. I hope that you can begin your work soon, with the aim of providing a preliminary report to me by early March 2017. Please contact Amy Bringhurst (801-585-5355; amy.bringhurst@utah.edu) to indicate your willingness to serve; anticipate an initial

meeting later this month. Let me know if you have questions at any time during your discussions, and thank you in advance for your wise counsel.

Guidelines for Transitioning a Club Sport to NCAA Division I Varsity Status

The University of Utah Department of Athletics is committed to supporting student-athletes in both academic and athletic pursuits and developing and sustaining competitive programs in all offered NCAA Division I sports.

A. Criteria for Transitioning a Club Sport to NCAA Division I Varsity Status

a. Athletics Department Vision and University Strategy

- i. Adding a new NCAA DI sport should fit the vision and strategy of the institution. For example, a new sport that provided an opportunity for the University of Utah to demonstrate leadership within the Pac-12 would be viewed as an attractive opportunity. A new sport that allowed the University to remain in compliance with Title IX guidelines in the face of changing enrolment trends at the university would also be viewed as an attractive opportunity. Moreover, there must be sufficient interest and opportunities in the sport to make a transition feasible.

b. Financial Sustainability

- i. Sufficient and sustainable funding is available to maintain the team at an equivalent level to other similar varsity teams permanently, without reducing funding to existing teams.
 1. Funding will normally be through contributions to the Athletics Department that are earmarked for the proposed varsity team. The Athletics Department will determine the estimated annual budget for any proposed new team, which determines the level of funding required. One option is for a lump-sum endowment; in that case, the interest on the amount available in the Athletics Department Endowment should be sufficient to support the base annual team budget (excluding one-time costs such as locker room renovation and facility construction). Another option is for a donor to make a commitment to a guaranteed annual donation that will support the annual team budget while contributing to an endowment with the goal that the endowment will eventually be sufficient to fully support the team. The funds allotted in each case should grow over time to account for inflation and growth in the needs of the team over time.
 - a. The Club Team will be eligible to transition to NCAA DI status once the 80-90% of the required funding is available, at the discretion of the Athletics Department. The donor(s) and University may set a time limit on achieving required funding, both within a given academic year to trigger the transition in the next year, and a time point at which the agreement will be dissolved.
 2. A team's base annual budget includes support for coaches' salaries; a full complement of scholarships as defined by the NCAA; academic support personnel, sports information and marketing, event

management, and strength and conditioning personnel; field / facility maintenance; game, travel, and recruiting expenses; equipment, gear, and uniforms; and cost of living increases. Budgetary practices must be aligned with the current practice for equivalent sports, in compliance with NCAA regulations.

3. One-time expenses for locker room creation or upgrading and field / facility upgrades may be funded separately.
4. The annual team budget may not depend on expected income from camps, which should be distributed to the coaches as a pass-through in the manner established for other NCAA DI teams. The approach to ticket sales and advertising, TV, and sponsorship revenues would be the same as with other, equivalent sports, based on *current* Athletics Department policies and practice. Additional individual annual donations to the development account would be expected to be used for one-time expenses to help raise the sport to a higher level.
5. No institutional resources, outside of the athletics department, will flow to support the team.
6. The best estimated budget for the new team should be presented as a range. It is expected that the lower range will be sufficient initially, but funding for the higher range should be expected within five years.

c. Minimal impact on other NCAA Division I Varsity sports

- i. Funding the new DI sport should not impact the budgets for existing varsity teams.
- ii. Athletics should not eliminate an existing DI sport to transition a club sport to varsity status.

d. Current and Future Title IX Compliance

- i. The University will not add a new NCAA DI sport if it would or likely would put the Athletics Department out of compliance with NCAA Title IX requirements.
 1. The University will evaluate if adding a new NCAA sport would put Athletics out of compliance with Title IX requirements based on *current* proportions of NCAA athletes.
 2. The University will evaluate if adding a new NCAA sport would put Athletics out of compliance with Title IX requirements in the context of ongoing enrolment initiatives that might change the proportion of men and women in the overall student body in the five years after adding the new sport and thus change *future* Title IX Compliance.

B. Donor Expectations

- a. The University of Utah values the academic, athletic, and career development of student-athletes and expects that donors will work to support and advance these values.
- b. Donors will maintain strict compliance with NCAA regulations and Athletics Department guidance.

- c. Donors will not participate in and should not be consulted on decisions related to the team, including the hiring of coaches and other personnel, the recruitment of athletes, or the distribution of scholarships.
 - d. See the Donor Agreement Template for full details of donor expectations.
- C. **Final Decision:** The Athletics Director, after appropriate evaluation and consultation, will make a formal recommendation to the President. The decision requires approval by President and Board of Trustees.

Approved by X vote of the New Sport Working Group on May X, 2017.

Lacrosse Financial Pro Forma

	Program Costs	Notes
Travel	\$ 225,000	6 road trips at \$30K each
Recruiting	\$ 15,000	
Meals	\$ 10,000	
Office	\$ 6,000	
Operating Supplies	\$ 4,000	
Uniforms / Equipment	\$ 18,000	
Misc.	\$ 2,000	
Salaries	\$ 280,000	120K / 55K / 50K - coaches (plus benefits - No Medical)
Tuition / Room & Board	\$ 312,000	8 scholarships at 39,000
Game Guarantees / Hotel Rooms		Won't do any game guarantees
Game Operations (Soccer based)	\$ 35,000	Officials / Game setup / Ushers
Support Staff		
Trainer	\$ 20,000	GA / Need to do TBP
SID	\$ 67,500	50% benefits
Academics	\$ 60,000	50% benefits
Strength Coach	\$ 20,000	GA / Need to do TBP
Equipment	\$ 52,500	
Marketing Costs	\$ 5,000	Variable
Total Expenses	\$ 1,132,000	

Funding Possibilities

Assumptions / Questions

Athletics Subsidy	\$ 300,000	Out of athletic operations
Proceeds from David Neeleman	\$ 800,000	Pledged from Neeleman
Total Funding	\$ 1,100,000	

Lacrosse Financial Pro Forma (Year 5 - Fully Funded)

	Program Costs	Notes
Travel	\$ 252,000	6 road trips at \$42K each
Recruiting	\$ 50,000	Similar to baseball
Meals	\$ 15,000	
Office	\$ 11,500	
Operating Supplies	\$ 3,000	
Uniforms / Equipment	\$ 30,000	Non-UA equipment
Misc.	\$ 2,000	
Salaries	\$ 326,250	120K / 55K / 50K - coaches (plus benefits)
Tuition / Room & Board	\$ 491,400	12.6 scholarships at 39,000
Game Guarantees / Hotel Rooms	\$ 15,000	
Game Operations (Soccer based)	\$ 35,000	Officials / Game setup / Ushers
Support Staff		
Trainer	\$ 42,000	Full Time / 50% benefits / Half
SID	\$ 33,750	Full Time / 50% benefits / Half
Academics	\$ 30,000	Full Time / 50% benefits / Half
Strength Coach	\$ 37,500	Full Time / 50% benefits / Half
Equipment	\$ 26,250	Full Time / 50% benefits / Half
Marketing Costs	\$ 5,000	Variable
Total Expenses	\$ 1,405,650	

Funding Possibilities

Assumptions / Questions

Athletics Subsidy	\$ 300,000	Out of athletic operations
Proceeds from David Neeleman	\$ 800,000	Pledged from Neeleman
Total Funding	\$ 1,100,000	

UNIVERSITY OF UTAH

MEN'S LACROSSE



COMPETE EVERY DAY WITH EXCELLENCE

In life, in the classroom, on the field and in the community

ACADEMICS

ATHLETICS

LEADERSHIP

SERVICE



PILLARS OF UTAH LACROSSE

HUMILITY

- No one is above the program
- In Victory and Defeat
- “Sweep the Sheds”

“It is said that it is far more difficult to hold and maintain leadership than it is to attain it. Success is a ruthless competitor for it flatters and nourishes our weaknesses and lulls us into complacency. We bask in the sunshine of accomplishment and love the spirit of humility which helps us visualize all the factors which contribute to our success. We are apt to forget that we are only one team. That in unity there is strength and that we are strong only as long as each unit in our organization functions with precision.” *Samuel Tilden*

HONESTY

- WITHOUT IT, ALL ELSE FAILS
- It will broaden and deepen our relationships
- Will be used as cornerstone of growth (personally and as a team)

“BE PREPARED AND BE HONEST”. *John Wooden*

PASSION

- Bring it every single day... **YOU** have a choice
- Celebrate life and the gifts it gives us
- Individually and Collectively

“Enthusiasm is one of the most powerful engines of success. When you do a thing, do it with all your might. Put your whole soul into it. Stamp it with your own personality. Be active, be energetic, be faithful and you will accomplish your objective. Nothing great was ever achieved without enthusiasm.” *Ralph Waldo Emerson*

GRATITUDE

- Realize, appreciate and share the gifts that have been bestowed upon us
- Be gracious to everyone we come in contact with
- In Victory and Defeat

“The greatest wisdom is simplicity...love, respect, tolerance, sharing, gratitude, forgiveness. It is not complex and elaborate. The real knowledge of this life is free. It is encoded in your DNA. All you need is within you. Find your heart and you will find your way.” *Carlos Barrios*

TRUST

- EACH OTHER, THE COACHES, THE PROCESS
- Built through developing relationships
- Builds the bond that CANNOT be broken

“Trust each other again and again. When the trust level gets high enough, people transcend apparent limits, discovering new and awesome abilities of which they were previously unaware.” *David Armistead*



COMPONENTS FOR LACROSSE EXCELLENCE

MUST BE DEVELOPED

SPIRITUAL

- Faith – Integrity – Compassion – Courage - Perseverance

MENTAL

- Mind and Body Preparation
- Visualization
- Understanding and accepting failure as growth towards success
- Win the wars between the ears... Mental: Fear, Fatigue, Frustration, Self-doubt

PHYSICAL

- Commitment to a lifestyle – YEAR ROUND
- Preparing through hydration, nutrition, rest and recovery
- Willingness to do what others will not

TACTICAL

- Continue skill development through INTENTIONAL hard work and QUALITY time spent doing it
- Deepening and developing knowledge of the game
- Execution and relentless pursuit of the fundamentals
- RELISH THE COMPETITION



TEAM ABSOLUTES

- **NEVER walk on or off a field**
 - **NEVER whine or complain**
 - **NEVER speak to a referee or opponent**
 - **NEVER give palms up**
 - **NEVER QUIT**
 - **NO EXCUSES**
-

- **ALWAYS be on time**
- **ALWAYS have your teammates back - if someone goes down, RUN to help them up**
- **ALWAYS clean up our mess - field, locker room, table, bus, etc.**
- **ALWAYS play with maximum effort**
- **ALWAYS have a winning attitude**
- **ALWAYS FIND A WAY**

WHEN YOU MAKE A MISTAKE

- **RECOGNIZE IT**
- **ADMIT IT**
- **LEARN FROM IT**
- **FORGET IT**



WE WILL PLAY

- **HARD** - With **MAXIMUM** effort, determination and courage
- **FAST** - In ALL we do from START to FINISH
- **SMART** – Proper level of execution and poise...Understanding the objective
- **TOGETHER** – Being unselfish, trusting your teammates and doing
EVERYTHING you can NOT to let them down.

WE WILL COMPETE EVERY DAY FOR EXCELLENCE

- In the classroom, on the field and in the community
- We will create an environment that promotes authentic relationships and growth
- Rely on our pillars to compete for and WIN CHAMPIONSHIPS

5 RULES OF ENGAGEMENT

GREAT EFFORT

EXECUTE THE DETAILS

FIND A WAY

ATTACK EVERYTHING

PLAY HARD, PLAY SMART & PLAY TOGETHER



MAN IN THE ARENA

It is not the critic who counts; not the man who points out how the strong man
stumbles, or where the doer of deeds could have done them better.

The credit belongs to the man who is actually in the arena, whose face is marred
by dust and sweat and blood; who strives valiantly; who errs, who comes short
again and again,

Because there is no effort without error and shortcoming; but who does actually
strive to do the deeds; who knows great enthusiasms, the great devotions; who
spends himself in a worthy cause;

Who at the best knows in the end the triumph of high achievement, and who at
the worst, if he fails, at least fails while daring greatly, so that his place shall never
be with those cold and timid souls who neither know victory nor defeat.

Theodore Roosevelt