

Position Specification

Rice University

Director of Athletics

July 2013

UNIVERSITY BACKGROUND / CULTURE

Rice University is a private, coeducational, nonsectarian university that aspires to path breaking research, unsurpassed teaching and contributions to the betterment of our world. Rice seeks to fulfill this mission by cultivating a diverse community of learning and discovery that produces leaders across the spectrum of human endeavor.

Rice is consistently ranked among the top 20 universities in the U.S. The university provides both teaching and research across a full range of academic disciplines, but has a distinct focus on the quality of the student educational experience. It has an undergraduate student-faculty ratio of 6:1, and its relatively small size of about 720 full-time faculty, 3,800 undergraduates and 2,500 graduate students enables close interaction between faculty and students. Also because of that small size, Rice effectively promotes cross-disciplinary research and wide participation by the faculty and students in a variety of activities both in and outside of the classroom.

The Rice student body is a diverse community. Students come from every geographical, socio-economic and ethnic background, with no single group comprising a majority among its incoming freshman class. About 10 percent of undergraduates and 35 percent of graduate students are international students. Rice undergraduate students pursue a wide range of studies in engineering, science, humanities, social sciences, music and architecture.

Freshmen are randomly assigned to one of the university's 11 residential colleges, where they become part of close-knit communities, build lifelong friendships and engage in a range of activities that foster leadership. That is one reason why, for two years in a row, the Princeton Review has ranked Rice No. 1 in student happiness, and first or second in overall quality of life for four consecutive years. The residential college experience allows students to combine their coursework with varsity athletic and intramural sports, plays, lecture series, student-designed classes, student government, alumni interaction and opportunities to test their leadership skills.

Rice ranks 20th on the list of largest college and university endowments, and 12th in endowment per student. The university recently announced the successful completion of a \$1 billion centennial capital campaign that in addition to resources for new academic and research endeavors has funded major enhancements to the campus, including the recreation and wellness center, the basketball arena, two new residential colleges, a physics building, and a renaissance in campus art as well as over \$100 million in endowed scholarships.

The university celebrated its centennial this past year. At the same time, it also celebrated the 100th anniversary of Rice athletics – the first intercollegiate football game was played the same month the university formally opened. In addition, Rice recently completed a 30 percent expansion of its undergraduate student body as part of its Vision for the Second Century, which positioned the university for greater achievement in its second century. That sense of ambition extends to its historic commitment to intercollegiate athletics.

The Rice campus is one of the most beautiful in the country, encompassing 300 wooded acres in the heart of Houston, Texas, the fourth largest city in the United States. Rice is just a 10-minute drive from the central business district, and across the street from the world's largest medical center, a 445-acre park and the city's Museum District. Houston is a vibrant, modern and international metropolis with a robust economy, 26 Fortune 500 companies, NASA's Johnson Space Center, four professional sports franchises, and world-class opera, ballet, symphony and theater. Known as an entrepreneurial and welcoming city characterized by a philanthropic spirit and exemplary community leaders, Houston is frequently featured in leading publications for its fast growing economy, great restaurants and for being America's "coolest city."

RICE ATHLETICS

Athletics are a proud and important part of Rice. Approximately 10 percent of the undergraduate students compete on 16 varsity athletic teams, 16 percent participate in 30 club sports, and 50 percent compete in 45 intramural sports leagues. The university is committed to the holistic development of student athletes, who are fully integrated into the academic, social, residential and recreational life of the university. Rice athletes succeed both on and off the field at Rice, and in numerous fields of endeavor after graduation. Rice letter winners are business leaders, financiers, doctors, lawyers and other professionals, including renowned athletes. Former student athletes have in recent years made up about 40 percent of the Rice alumni on the Board of Trustees.

The athletics program has enjoyed significant success in Conference USA. Led by legendary coach Wayne Graham, Rice baseball is a powerhouse that has won 18 consecutive conference championships and claimed the 2003 College World Series title. Women's teams have had tremendous success in volleyball, soccer, tennis, swimming and track and field, with conference championships, playoff appearances and numerous individual honors, including Olympic competitors. While Rice is the second smallest school participating in the NCAA's Division I FBS football, coach David Bailiff has led the team to successful bowl appearances in two out of the last four years, including this year's victory over Air Force in the Armed Forces Bowl. Academically, the football team had a 100 percent graduation rate this year, the best in Division 1. The men's basketball team is playing in the newly renovated Tudor Fieldhouse and regularly places students after graduation in professional leagues in the United States and Europe.

Rice's athletics facilities have undergone \$70 million in upgrades over the past five years, and additional investments are underway or planned for tennis, football, soccer and track facilities.

Rice serves as an academic role model for Division 1 intercollegiate athletics, with ongoing high performance by student athletes for grades and graduation rates. Rice President David Leebron promotes the importance of athletic and academic excellence and integrity in his role on the executive committee and Division 1 board of the NCAA.

RICE'S NEXT DIRECTOR OF ATHLETICS

Rice is searching for a leader who will build a legacy of achievement in athletics that matches its academic prominence. That legacy will be characterized by:

- A compelling vision for athletics and a realistic strategy to achieve it.
- Sustaining a culture of high integrity and academic excellence.
- A student-focused athletics program that is well integrated into the academic life of Rice.
- Being the institution of choice for outstanding scholar athletes.
- A program that develops leaders during their time at Rice and after graduation.
- An enthusiastic, supportive fan and donor base that adds to the athletic experience and generates sufficient revenue.
- Competing successfully at the most competitive level of intercollegiate athletics: NCAA Division 1.
- Building a national reputation that generates support for the university.
- Leading a fiscally responsible, well administered department.
- Excellent facilities and support systems that allow student athletes to train and compete at the highest level.

To achieve these goals, the Director of Athletics will have the support of the president and will be part of his executive leadership team. That will include attending regular meetings of the senior management team and the Board of Trustees. The Director of Athletics will report directly to the president.

In addition to intercollegiate sports, the Director of Athletics is responsible for club and intramural sports, and the recreation & wellness center facilities and programs. Thus the new leader will have an impact over a sizable part of the student body on both athletic and non-athletic issues.

Most importantly, Rice's next Director of Athletics will embrace Rice's aspirations to be a model for a student-focused program of Division 1 intercollegiate athletics. They will view Rice's size and academic standards as assets that create a competitive advantage in recruiting the best scholar athletes, not obstacles to be overcome.

LEADERSHIP CHARACTERISTICS & SUCCESS FACTORS

Passion for Academic and Athletic Excellence

- Develop and effectively communicate a vision for Rice athletics that enhances its competitiveness while staying true to the Rice mission and values.
- Project genuine optimism and enthusiasm for what the university has achieved, and what it can achieve, in athletics.
- Demonstrate an unwavering commitment to the integrity, diversity, and academic excellence that distinguishes Rice, and serve as a role model for these high standards.
- Possess the intellect and character that commands respect across the university. A bachelor's degree is required.
- Understand the competitive dynamics of intercollegiate athletics and position Rice for opportunities that may better align the university among like-minded institutions and provide stronger support for its aspirations.

Superior Relationship Building and Communication Skills

- Establish productive relationships with alumni, donors, and other key stakeholders.
- Build relationships with businesses, professional sports franchises, the Texas Medical Center, and community leaders that help promote Rice as an integral part of Houston.
- Develop a high level of recognition and pride for Rice athletics and its contributions to the university at-large and the Houston community.
- Motivate coaches and student athletes to achieve their highest potential and provide an environment that enhances their ability to thrive and win.

Business and Organizational Acumen

- Build, mentor and retain an effective, efficient and enthusiastic athletics department.
- Work collaboratively with Rice University leaders to develop and execute a responsible financial plan.
- Generate increased levels of philanthropy.
- Develop and execute effective marketing programs to increase attendance in all sports.
- Re-examine existing media, sponsorship, and ticketing deals to identify opportunities for revenue enhancement.
- Develop plans for, and execute, continued facility enhancements.

Rice University is an affirmative action / equal opportunity employer.

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