

INTERCOLLEGIATE SAILING ASSOCIATION PROGRAM REVIEW



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**Collegiate
Sports Associates**
executive search & consulting



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EXECUTIVE SUMMARY

Introduction

Collegiate Sailing has grown substantially in the past 15 years without paralleled growth in administration and management. As the diversity of profiles of members continues to broaden, the Inter-Collegiate Sailing Association (ICSA) nobly tries to be everything to everyone. During the late spring of 2018, the ICSA partnered with Collegiate Sports Associates (CSA) to conduct an organizational review of the Association and membership with a focus on governance. After an exhaustive research of data, peer associations, bylaws, budgets and survey responses, CSA recommends that the ICSA build their reserve to cover the increased costs of professional management to lead the organization through a strategic plan for the future.

Charge

The charge to CSA from the ICSA was:

- Examine the breadth of the ICSA's information and data including bylaws, budgets, leadership job descriptions, context, needs, policies and procedures and propose organization options with ramifications based on the examination.
- Assess the financial liabilities and assets and proposed future options advantageous to the ICSA vision.
- Evaluate the dynamics of membership and propose options relative to shared institutional variables and the ICSA's core values.
- Research the context of NCAA Championship membership and present prospective strategies to engage the NCAA.
- Examine the ICSA's current rules compliance and enforcement policies and make recommendations to enhance the effectiveness of the organization and sport.

Assumptions and Desired Outcomes

From the official charge, research, interviews and survey responses, CSA made the following assumptions and desired outcomes of the project that were validated and authorized by the ICSA Executive Committee.

- Assumptions
 - o Student-athlete health, safety and holistic development is the highest priority.
 - o Historical Core Values are undergraduate, non-scholarship, co-educational competition while engaging students in leadership opportunities as Board Members.
 - o The sport has grown significantly without paralleled investment in management and administration.
- Desired Outcomes
 - o Organization models that best serve the membership and collegiate sailing.
 - o Membership options that best serve collegiate sailing.
 - o Promote the sport of collegiate sailing and inspire lifelong participation.
 - o Continue to improve the relationship with U.S. Sailing.



- A system of competitive equity through rules development, compliance and enforcement.
- Clarify the ramifications of NCAA membership (process, expenses, resources, co-ed competition, championships):

Observations and Recommendations

Governance

- **Recommendation:** Regardless of whether the ICSA chooses to move to a professional management model or not, CSA recommends consideration of a profile for the Board, Executive Committee and Standing Committees. To further involve institutional leadership and broaden representation with an extended group of stakeholders, university athletics or club administrators should be included in management. Critical roles within the profile should include the following personnel:
 - Varsity Head Coaches
 - Club Head Coaches
 - Varsity Athletics Administrators
 - IM/Club/Recreation Administrators
 - Undergraduate student-athletes
 - Outside Directors who are key stakeholders with specific expertise (internal or external)

Currently, there are guidelines for conference representation which inherently creates geographical representation but if the Association moves toward competitive Divisions, consideration for representation should align with each level and assigned based on appropriate context and needs. In addition, by expanding the pool of potential representatives to university administrators and key stakeholders, finding individuals to participate should be less difficult than previous efforts.

Term Limits

- **Recommendation:** CSA recommends the Association consider a rotation so a few volunteers are not overwhelmed with the ongoing responsibilities of long-term management as well as ensuring that leadership is perpetually providing a diversity of views and hybrid dialogue the can elevate the Association as a resource for the distinctive profiles of membership. The rotation should be allocated in multi-year variance so there are not multiple roles to fill in any given year. Individuals can rotate back after a clearly defined period off the Board, Executive Committee or Standing Committees.

Eligibility and Rules Compliance:

- **Recommendation:** CSA recommends the ICSA consider formally adopting eligibility rules that align with the NCAA and formally change the current Declaration of Adherence policy to include authorization from the President's office of each member.

Leadership and Funding

- **Recommendation:** CSA recommends the ICSA consider evolving into initially funding a part-time Professional Management Model by building the reserve to cover the increased



expenses for a pre-determined number of years (i.e. 2-5). Once professional management is hired and fully integrated, the Association can annually evaluate performance and new revenues thereby determining future decisions about expanding to full-time management and staff. In this way, the risk is minimized and a framework exists to evaluate the new model.

NCAA Membership

Application Process for NCAA Membership

There are two primary processes to apply for NCAA membership. The first is through a program known as the Emerging Sport for Women and requires a minimum of 40 institutions properly sponsoring women's sailing as a varsity sport for one academic year for an NCAA championship to be established. Legislation to establish either a National Collegiate Championship or a divisional championship may be proposed during the year in which the minimum number (40 institutions) exists.

The second process would be for co-ed sailing or men's sailing. At least 50 institutions must properly sponsor the sport as a varsity sport for two academic years and legislation to establish either a National Collegiate Championship or a divisional championship may be proposed during the second year in which the minimum sponsorship number (50 institutions) exists.¹

Scholarships

There are no minimum athletic scholarship requirements for NCAA sports and currently there are conferences (i.e. the Ivy League) and divisions (III) that do not permit athletic aid.

Varsity Intercollegiate Sport

In order to qualify for NCAA competition, a team must be considered a varsity intercollegiate sport "that has been accorded that status by the institution's President or Chancellor or committee responsible for intercollegiate athletics policy."²

Divisions

The NCAA currently hosts 11 non-divisional, national championships. For co-ed or men's sailing, at least 50 institutions must properly sponsor the sport as a varsity sport for two academic years and legislation to establish a Championship may be proposed during the second year in which the minimum sponsorship number exists.³

Playing and Practice Seasons

Organized playing and practice limitations for each sport are clearly defined for NCAA sports and include a variety of activities explicitly outlined to "minimize interference with the academic

¹ See Appendix B for specific legislation of the NCAA processes

² NCAA Manual (2018-19). 17.02.18 Varsity Intercollegiate Sport, page 235 (See Appendix G).

³ See Appendix I – NCAA bylaw 18.2.4 Minimum Sponsorship for Championships

programs of its student-athletes.”⁴ Through the legislative process, member representatives would determine precise details for playing and practice time demands and each member would be responsible for monitoring compliance with their programs.

Compliance Requirements

“It is the responsibility of each member institution to control its intercollegiate athletics program in compliance with the rules and regulations of the Association. The institution’s president or chancellor is responsible for the administration of all aspects of the athletics program, including approval of the budget and audit of all expenditures” and such issues as academics, financial aid, recruiting, playing and practice seasons, drug testing, etc.⁵

New Revenue Opportunities

Sponsorship activation throughout the year: There is interest in activation throughout the year with particular interest in major regattas and national coaches’ conferences. Access to coaches and student-athletes is a valued experience and should be explored in ways that maximize sponsorship revenues.

Subscription Live-Streaming: Currently there is live-streaming of the national championships with low numbers in terms of viewers. However, with the continued evolution of multiple methods of viewing and expansion of viewing devices, the future of access through technology should continue to be carefully watched.

Conference Networks: With the Power 5 conferences moving toward league-wide media networks there is always a desire for more product. Some of the networks televise, stream or archive competitions with member teams in sports not sponsored by their conference (such as ice hockey). The ICSA should work with member teams to explore the possibilities of presenting regattas and the national championships on Conference Networks.

Annual Coaches Conference Sponsorship/Vendors: The more opportunities to connect sponsors with coaches is viewed as a valuable endeavor by most companies and organizations willing to pay for access and visibility.

U.S. Sailing: As the relationship continues to develop, exploring revenue opportunities through this partnership and mutually beneficial activities should be perpetually contemplated.

Grants: Corporations, governing bodies, professional sports organizations and not-for-profits often have grant money available for a diversity of endeavors that range from student-athlete community service projects to research. Most universities have an office on campus that provides the employees and students with the resources and guidance to explore relevant grants, write

⁴ NCAA Manual (2018-19). Bylaw Article 17, Playing and Practice Seasons General Principles, 17.01.1, page 233 (see Appendix H for more details).

⁵ NCAA Manual (2018-19). 2.1 The Principle of Institutional Control and Responsibility, page 3.

applications and can be engaged in meaningful ways that assist individual institutions or the collective membership.

Fund Raising Board/Board of Stewards: Some associations and universities establish boards that are comprised of 1) members who volunteer to help raise money; or 2) members who make an annual financial commitment to the organization and receive some benefit such as hospitality, ‘insider’ information or unique access to events. In either model, there are opportunities to generate new revenues, especially in expensive sports that tend to have financially successful life-long participants and supporters such as sailing.

Dues and Fees:

Membership dues and Regatta fees are currently a revenue stream for the ICSA and should continue to be examined annually and considered against future needs. Dues will be raised for the first time in 17 years in 2020 so there is clearly opportunity to create a budgeting model that has increased fees more regularly defined.

Realignment

Recommendation: While divisions are not explicitly defined within ICSA, there is general agreement that three levels of collegiate sailing implicitly exist based on each member’s commitment to the sport and investment in their team:

- Elite
- Competitive
- Developmental

If not for the history of access for all as a core value in collegiate sailing and implications on the member teams, CSA’s recommendation would be for the ICSA to develop a strategic plan to support divisional competition. However, ICSA’s history and core values are obviously relevant and validate that a professional management model is necessary so an Executive Director can manage a thoughtful process for members to engage leading to educated, data-based decisions that best serve the sport of collegiate sailing.

INTRODUCTION

During the late spring of 2018, the President and Executive Committee of the Intercollegiate Sailing Association (ICSA) engaged Collegiate Sports Associates (CSA) to conduct an organizational review of the Association with a special focus on the governance structure, leadership, processes and procedures. CSA assembled a team of former Division I Athletic Directors with extensive experience including CSA President and Founder, Todd Turner, Dr. Brad Bates, Jim Miller and Clay Pfeifler. Collectively, the review team has over 95 years of collegiate experience in administration.

The charge to CSA from the ICSA was:

- Examine the breadth of the ICSA's information and data including bylaws, budgets, leadership job descriptions, context, needs, policies and procedures and propose organization options with ramifications based on the examination.
- Assess the financial liabilities and assets and proposed future options advantageous to the ICSA vision.
- Evaluate the dynamics of membership and propose options relative to shared institutional variables and the ICSA's core values.
- Research the context of NCAA Championship membership and present prospective strategies to engage the NCAA.
- Examine the ICSA's current rules compliance and enforcement policies and make recommendations to enhance the effectiveness of the organization and sport.

Process

CSA conducted a comprehensive review that included extensive research of contemporary data, comparable association profiles, NCAA membership requirements, and a comprehensive survey sent to sailing stakeholders to gauge context and inform options. The survey received 60 invited responses and 237 responses from a posted link. In addition, the CSA team interviewed the ICSA Board, Executive Committee, select Athletic Administrators and Sponsors to ensure a comprehensive and broad process.

During the 2018 National Championships, Todd Turner, attended the Executive Committee meetings and discussed the project with the Association's Executive Committee. In addition, the team reviewed data and materials provided by the Association as well as comparable information from other collegiate athletics governing bodies.

On November 28, 2018, CSA presented preliminary findings and survey analytics to members of the Executive Committee to validate direction, gather feedback, answer questions and confirm focal points. A subsequent webinar was presented by CSA to the Executive Committee on December 18, 2018 that encompassed key observations and recommendations to again confirm that the evolving areas of focus were compatible with ICSA's needs. A preliminary draft of the project document was provided to the Executive Committee in late December and final editing integrated feedback from Committee members. On January 10, 2019 CSA presented an executive summary of key findings and recommendations to coaches attending the winter meetings so the



group could digest, discuss and report to the Board of Directors. Finally, on January 12, 2019 CSA presented the final product to the Board during their winter meetings and conference.

Assumptions and Desired Outcomes

Early in the process, the following Assumptions and Desired Outcomes were defined by CSA and confirmed by the Association's leadership:

- Assumptions
 - Student-athlete health, safety and holistic development is the highest priority.
 - Historical Core Values are undergraduate, non-scholarship, co-educational competition while engaging students in leadership opportunities as Board Members.
 - The sport has grown significantly without paralleled investment in management and administration.
- Desired Outcomes
 - Organization models that best serve the membership and collegiate sailing.
 - Business models that support each organizational model
 - Identify new revenue opportunities
 - Membership options that best serve collegiate sailing.
 - Promote the sport of collegiate sailing and inspire lifelong participation.
 - Continue to improve the relationship with U.S. Sailing.
 - A system of competitive equity through rules development, compliance and enforcement.
 - Clarify the ramifications of NCAA membership (process, expenses, resources, co-ed competition, championships):
 - Clarifying NCAA scholarship requirements
 - Clarifying NCAA regulations regarding cross-divisional competition
 - Clarifying NCAA regulations regarding club team status
 - Clarifying NCAA governance requirements for schools/teams

CONTEXT AND COMPARATIVE DATA

In many ways, the magnitude of the growth of collegiate sailing has been an inspiring model for intercollegiate athletics academically, athletically, and as a catalyst to developing leaders. The sport epitomizes a breadth of values that most universities aspire to provide for all their student-athletes, whether varsity, club or recreational. Embedded within this culture is a contemporary context grounded in six critical categories.

Governance, Administration and Management: The growth of the sport has also increased administrative and management pressures and gaps between programs have expanded and required greater attention to a myriad of resource needs ranging from elite teams to start-up clubs. The expansion has prompted shifting focus of management to a variety of program profiles in *trying to serve the membership as everything to everyone* and requires a more focused mission and appropriate human and financial resources.

Championships: There is universal agreement from the membership and leadership that the national championships are administered extremely well and provide student-athletes with exceptional experiences. While there is some concern about the duration of the events, participants, coaches and administrators believe the Association conducts exceptional championships.

Revenues: There are three primary areas of revenue for the ICSA: 1) membership dues that will be increased in calendar year 2020 within the three categories of full-member, provisional-member and associate-member; 2) Regatta fees for competitors; and 3) Sponsorships.

Conference Profile Variance: As with individual programs, there is great variance in conference profiles both in teams, resources, regional proximity and investment. The number of teams within conferences range from 8 to 54 and the differences have implications on competitiveness, access to competitions, conference resources and leadership as well as perceptions of a hierarchy of conferences nationally.

NCAA Membership: There are varied opinions about pursuing NCAA championship status depending on the lens by which each individual, team and conference views the implications on their personal situation. Much of the anxiety is based on naivety about the process to become a NCAA sport, the ramifications on current ICSA members, and the repercussions on collegiate sailing collectively.

Competitive Context: Generally, most of the membership believes there are three levels of collegiate sailing within the ICSA membership: elite, competitive, and developmental. The elite teams tend to be varsity programs with more coaches (many full-time) and have access to their Athletics Department's resources. As a non-scholarship sport, there are some schools with larger endowments that put together strong financial aid packages for high school sailing prospects that are perceived to have competitive advantages and circumvent the core value. Concerns also exist regarding rules development, compliance and enforcement as the Association essentially relies on self-reporting violations which is common with varsity programs but not prevalent with the ICSA

membership. Because violations are so rarely reported, there are some perceptions that competitive advantages exist through non-compliance.

SURVEY RESPONSES

In September of 2018, a survey was provided to key sailing stakeholders requesting feedback on the ICSA and collegiate sailing. The survey was sent to 60 identified constituents and a link was also provided as an open invitation to participate. There were 297 total respondents. See Appendix I for the full survey results.

Demographics: 75% of the respondents indicated they were a current or former sailing athlete. 73% of the respondents were male, 53% were from individuals affiliated with Division I athletics department institutions with 41% affiliated with institutions with athletics departments competing in NCAA Division III. Of the respondents, 65% were/had been connected with varsity sailing programs and 35% with club programs. A majority of the respondents were from two conferences: MAISA or NEISA.

30% of the sailing programs connected to respondents are without a full-time head coach, 26% have one full-time coach and 44% have two or more coaches. The primary funding source for 29% of the respondents' programs was their Athletics Department, 17% was Recreation Sports/Student Services and 16% from university affiliated foundations/gifts. The average roster size of the respondents was 15.5 men and 16.2 women with 39% receiving need-based financial aid and 41% receiving academic merit-based aid.

Resources: Not surprisingly, varsity programs have much more access to student-athlete support resources than club programs. 90% of varsity teams, but only 21% of club teams, have access to strength and conditioning coaches and sports medicine facilities and trainers. 76% of varsity teams but only 11% of club teams have academic advising provided to the student-athletes. Coaches at 35% of the varsity team schools are given special admissions for student-athletes while only 11% of coaches with club teams and 47% of varsity student-athletes have priority registration but only 7% of club student-athletes.

Rules Compliance: Varsity programs that fall within their school's athletics department report strong compliance with NCAA rules on eligibility, equity and time demands with access to full-time, NCAA compliance staff to support their programs. 78% of the varsity programs follow all NCAA rules with only 14% of their club sport peers striving for NCAA compliance.

Consistent Themes: The survey provided ample opportunity for qualitative responses and the following themes were consistently reflected by participants:

- There is great disparity between programs financially, philosophically, and/or athletic imbalances between Club/Varsity teams, MAISA/NEISA vs. everyone else and/or large teams vs. small



- A loud minority called for transparency and neutrality in governance and committee work with perceptions of management placed in an inherent conflict of interest context. This is a common issue with self-governing associations.
- Respondents were nearly unanimous in the belief that ICSA presents a great value but more human and financial resources are needed and most programs are willing to increase dues to pay for expanded administrative support
- There is a strong, general desire to grow the sport and develop lifelong sailors
- A clear vision with deliberate action steps to accomplish it is needed
- There is a significant sub-set of respondents that want to help develop and grow lower-level programs

Future Actions: Survey participants were asked to provide their views on the future of ICSA and collegiate sailing and the following items reflect the membership's response:

- There is general support for pursuing a full-time administrative team even if it requires increasing membership dues (only 12% of the respondents were against)
- Most respondents wish to remain independent of the NCAA (only 11% did not support being independent)
- Respondents are divided on the prospect of dividing the membership into competitive divisions within ICSA with 42% against divisions.
- Most respondents believe that the highest core value of the ICSA is continuing to be an undergraduate-centric competition with the second highest core value being non-scholarship

OBSERVATIONS AND RECOMMENDATIONS

The ICSA has served as an extraordinary resource for collegiate sailing for many years. Assets developed over time have evolved into exceptional experiences for student-athletes and helped facilitate the tremendous growth of the sport. Thus, a foundation for continued success has been built by the many leaders, coaches, students, sponsors and stakeholders passionately engaged in the sport.

Building an evolving association that successfully serves a diverse membership is not assured simply by allocating additional resources. Rather, it requires a vision, collaborative planning and organizational leaders with an unwavering commitment to ensure the best possible experience for student-athletes, coaches, volunteers, sponsors, fans and constituents.

Using best practices from successful peer associations and governing bodies frames a plan specifically for ICSA that builds off of these practices in the context of what it takes to continue growing the sport while being true to historical core values. Developing new resources will be challenging and tough decisions lie ahead but success will not occur without a unified plan and strong leadership. All sailing stakeholders must set-aside selfish interests and trust the institution's leaders, be inspired by their vision and embrace individual institutional roles while supporting plans to maximize the development of intercollegiate sailing and the association.

GOVERNANCE, ADMINISTRATION AND MANAGEMENT

In reviewing the bylaws, constitutions and personnel of peer associations, common elements emerge that provide consistency to members. The primary areas of engagement and support encompass management, rules and compliance, competitions and budgets.

Management

Every collegiate sport association has a leader! The titles include President, Chairman, Executive Director and Commissioner but the job descriptions consistently focus on leadership, revenue generation, fiscal management, communications and enforcement. Many are hired, evaluated, extended or terminated by association boards who balance the distribution of power to ensure a diversity of ideas and continued evolution of the sport (see Appendix A).

The major differences in associations' leadership are whether they are volunteers, part-time or full-time employees and the breadth of staffing and budget. The obvious advantages of full-time leadership and staffing is the extent and scope of their ability to serve their members and sport. The primary disadvantages are the cost of full-time leadership, limitations of volunteers with full-time jobs and perceived conflicts of interest when volunteers are affiliated with competitive peers.

Other than the most financially-challenged club programs, the vast majority of ICSA members recognize that full-time leadership would be advantageous to the association and sport and expressed a willingness to increase dues to move to a model that reflects broader professional



management. However, most members are not aware of the incurred costs associated with professional leadership. The range of salaries and benefits for similar association leaders varies greatly. With the current ICSA revenues and members, this would potentially require a substantial increase in member dues and should be considered as an annual revenue line for the ICSA budget for conservative budgeting purposes. However, with a focus on revenue generation, an Executive Director should be capable of more than offsetting the increased compensation costs and grow annual revenues through increased sponsorships, grants, and gifts.

Because the membership is extremely pleased with the national championships, the priorities of the Executive Director for the ICSA can be more focused on revenue generation, sport promotion, communications and management. Continuing to host exceptional national championships can evolve into a coordinated effort by the Executive Director and supporting Boards and Committees per Association bylaws and constitution.

Hybrid governance models integrate full-time leadership with a system of volunteers through boards and committees. Such models ensure a checks-and-balances approach while combining the best of management practices with the expertise of volunteers coming from campus administrators, coaches and student-athletes. The model also provides high levels of expertise and knowledge to guide future legislation, structure, mission and vision.

- **Representation:** The ICSA leadership is comprised of a Board of Directors (including the Officers), Executive Committee and Standing Committees.⁶ There currently are no explicit definitions of a profile for each entity other than specific to ‘graduates’ or ‘undergraduates.’ While this format provides flexibility when determining the makeup of each group, it does not ensure broad-based representation.
- **Recommendation:** Regardless of whether the ICSA chooses to move to a professional management model or not, CSA recommends consideration of a profile for the Board, Executive Committee and Standing Committees. To further involve institutional leadership and broaden representation with an extended group of stakeholders, university athletics or club administrators should be included in management. Critical roles within the profile should include the following personnel:
 - Varsity Head Coaches
 - Club Head Coaches
 - Varsity Athletics Administrators
 - IM/Club/Recreation Administrators
 - Undergraduate student-athletes
 - Outside Directors who are key stakeholders with specific expertise (internal or external)

Currently, there are guidelines for conference representation which inherently creates geographical representation but if the Association moves toward competitive Divisions, consideration for representation should align with each level and assigned based on appropriate context and needs. In addition, by expanding the pool of potential

⁶ See Appendix D (Nomination and Election of Officers from ICSA bylaws) and Appendix E (Article VII from ICSA bylaws)



representatives to university administrators and key stakeholders, finding individuals to participate should be less difficult than previous efforts.

- **Terms:** Currently, the Officers are the primary managers of the ICSA with support from the Board, Executive Committee and Standing Committees. Brief descriptions of Officer responsibilities exist in the ICSA bylaws and each has a one-year appointment that ends annually on June 30th. However, there are no limitations on consecutive terms or required rotations off the Executive Committee. The advantage of continuity is a deeper understanding of the policies and procedures of governance but limits the diversity of perspectives and leadership that a formal rotation provides and often burdens a few with the many responsibilities of long-term volunteerism.
- **Recommendation:** CSA recommends the Association consider a rotation so a few volunteers are not overwhelmed with the ongoing responsibilities of long-term management as well as ensuring that leadership is perpetually providing a diversity of views and hybrid dialogue that can elevate the Association as a resource for the distinctive profiles of membership. The rotation should be allocated in multi-year variance so there are not multiple roles to fill in any given year. Individuals can rotate back after a clearly defined period off the Board, Executive Committee or Standing Committees.
- **Eligibility and Rules Compliance:** The ICSA has a standing committee on Eligibility but there are no specific definitions of academic and athletic eligibility rules. The primary challenge of creating rules is limitations on enforcement with a voluntary association and restricted access to compliance directors without athletic departments for club programs. However, without a formal eligibility system there is greater opportunity for perceptions of misconduct and academic compromises for competitive purposes.
- **Recommendation:** CSA recommends the ICSA consider formally adopting eligibility rules that align with the NCAA. The Intercollegiate Rowing Association has a simple statement with clear definitions within their bylaws: “Although the IRA and the NCAA are separate organizations, they have similar purposes. As a result, the rules of eligibility enacted by both organizations are essentially the same.”⁷ In the rare exceptions where there are differences between eligibility rules, the IRA bylaws explicitly define them within their bylaws.

Similar to the ICSA, peer conferences and associations with voluntary management rely on self-monitoring by member schools and a self-reporting system that engages varsity athletic department compliance offices where possible. However, the IRA incorporates a much higher level of authorization with every team being required to submit a “Declaration of Adherence” from the university President’s office. This additional layer of institutional authorization to complying with eligibility rules and association bylaws should be considered as a way of strategically elevating the standards of compliance given the significant limitations of enforcement staffing.⁸

⁷ Intercollegiate Rowing Association Bylaws (2018-2019), page 1.

⁸ Intercollegiate Rowing Association Bylaws (2018-2019), Section V, page 5.



Leadership and Funding Models

There are generally three, fiscally-sound models for ICSA to consider: 1) status quo – a volunteer organization; 2) full-time Executive Director, part-time Executive Associate and voluntary structure; and 3) part-time Executive Director. The current model encompasses the following organizational hierarchy:

Status Quo Model

○ Membership Revenues⁹

- The following provides a purposefully simplistic formula for evaluating the costs of membership depending on the level of professional management the Association is interested in pursuing. The models assume a continuation of each level of membership assuming increased costs at the percentage of their current contributions.

Currently, the 24 Associate level members are contributing 7% to the total dues revenue. With half the members of the Associate level, the Provisional level teams (13) are also contributing 7% of the total dues revenue at the higher dues rate both currently and beginning in 2020.

The largest contributions to total dues revenue come from Regular members covering the remaining 86%.

For general projections, these percentages (7%, 7% and 86%) are applied to professional management models to estimate the impact on each school from the increased expenses. These models are conservatively covering the increased expenses through membership dues to ensure costs are covered but other revenues (i.e. sponsorships) could also be applied to minimize the impact on members. These numbers also do not include new revenues that professional management can be assumed/expected to substantially increase and could offset compensation and operations expenses.

MAISA	2018	2020
○ Associate (10)	\$700	\$1,000
○ Provisional (4)	\$520	\$800
○ Regular (39)	\$5,070	\$7,800
MCSA	2018	2020
○ Associate (10)	\$700	\$1,000
○ Provisional (0)		
○ Regular (24)	\$3,120	\$4,800
NEISA	2018	2020
○ Associate (2)	\$140	\$200
○ Provisional (5)	\$650	\$1,000

⁹ Membership dues with peer associations range significantly. For example, the Intercollegiate Rowing Association has a \$1,000 application fee for new members and annual dues are \$500.



○ Regular (34)	\$4,420	\$6,800
<u>NWICSA</u>	<u>2018</u>	<u>2020</u>
○ Associate (0)		
○ Provisional (0)		
○ Regular (9)	\$1,170	\$1,800
<u>PCCSC</u>	<u>2018</u>	<u>2020</u>
○ Associate (1)	\$70	\$100
○ Provisional (3)	\$390	\$600
○ Regular (17)	\$2,210	\$3,400
<u>SAISA</u>	<u>2018</u>	<u>2020</u>
○ Associate (1)	\$70	\$100
○ Provisional (0)		
○ Regular (24)	\$3,120	\$4,800
<u>SEISA</u>	<u>2018</u>	<u>2020</u>
○ Associate (0)		
○ Provisional (1)	\$130	\$200
○ Regular (11)	\$1,430	\$2,200
<u>TOTAL</u>	<u>2018</u>	<u>2020</u>
○ Associate (24)	\$1,680 (7%)	\$2,400 (7%)
○ Provisional (13)	\$1,690 (7%)	\$2,600 (7%)
○ <u>Regular (158)</u>	<u>\$20,540 (86%)</u>	<u>\$31,600 (86%)</u>
TOTAL (195)	\$23,910	\$36,600¹⁰

Professional Management Model I: Full-time Executive Director, part-time Executive Associate and voluntary governance structure

- Advantages: dedicated leadership focusing upon the highest priorities of the membership with experienced volunteers complementing the hierarchy of the organization.
- Disadvantages: significant member costs associated with full-time leadership and operations.
- Model
 - **Assumption I:** All assumptions are made to cover the expressed costs associated with professional management and do not consider current ICOSA budget allocations
 - **Assumption II¹¹:** Executive Director (\$130,000 compensation and benefits)
 - **Assumption III:** Executive Assistant \$50,000 compensation and benefits)
 - **Assumption IV:** Annual Budget (\$50,000 for travel, operations, communications, etc.)
 - Membership Revenues

¹⁰ Intercollegiate Rowing Association: \$25,500 annual team membership dues (51 teams x \$500)
 USA Rugby/DIA College \$11,200 annual club membership dues (70 teams x \$160)
 US Polo Intercollegiate \$10,000 club annual membership dues (50 teams x \$200)

¹¹ All assumptions are made to cover the expressed costs associated with professional management and do not consider current budget allocations

- $\$130,000 + \$50,000 + \$50,000 = \$230,000$
- Associate (7%) = $\$230,000 \times 0.07 = \$16,100/24 \text{ members} = \$671/\text{member}$ (\$100 in 2020)
- Provisional (7%) = $\$230,000 \times 0.07 = \$16,100/13 \text{ members} = \$1,238/\text{member}$ (\$200 in 2020)
- Regular (84%) = $230,000 \times 0.86 = 197,800/158 \text{ members} = \$1,252/\text{member}$ (\$200 in 2020)
- An alternative formula would be Divisional competition with tiered annual membership dues (elite teams have greatest commitment and therefore pay higher dues)

Professional Management Model II: Part-time Executive Director and voluntary governance structure

- Advantages: lower costs than Professional Management Model I with part-time leadership for the membership and experienced volunteers complementing the hierarchy of the organization.
- Disadvantages: increased financial costs associated with part-time compensation and relying on continued volunteers for operations and governance.
- Model
 - Part-time Executive Director (\$50,000 compensation)
 - Annual Budget (\$20,000 for travel, office supplies, communications, promotions and operations)
 - Membership Revenues
 - $\$50,000 + \$20,000 = \$70,000$
 - Associate (7%) = $\$70,000 \times 0.07 = \$4,900/24 \text{ members} = \$204/\text{member}$ (\$100 in 2020)
 - Provisional (7%) = $\$70,000 \times 0.07 = \$4,900/13 \text{ members} = \$377/\text{member}$ (\$200 in 2020)
 - Regular (86%) = $\$70,000 \times 0.86 = \$60,200/158 \text{ members} = \$381/\text{member}$ (\$200 in 2020)
 - An alternative formula would be Divisional competition with tiered annual membership dues

Professional Management

Should the ICSA move to a professional management model (i.e. Executive Director or Commissioner), the priorities of the association should be reflected in the job description. Quantitative and qualitative data indicates that four primary priorities currently exist: 1) revenue generation; 2) national championship; 3) communications, 4) enforcement. Depending on the future role of the Board, Executive Committee and Standing Committees, the responsibilities of the Professional Manager should be complementary with an overarching role of managing the endeavor. The Officers should be responsible for an annual, written evaluation of the Professional Manager based on pre-established performance goals.

Professional Management Summary

Generally giving context to three possible models provides insight into estimated costs associated with variances in professional leadership while leaving the latitude to create different models with fluid variables of compensation and responsibilities (for example, a model that reduces Executive Director compensation to add another part-time staff member). Each has advantages and disadvantages and ultimately can evolve depending on the immediate and long-term needs of the Association.

Model	2018	2020/Future
Status Quo Associate Member Dues	\$70	\$100
Professional Model I Associate Member Dues		\$671
Professional Model II Associate Member Dues		\$204
Status Quo Provisional Member Dues	\$130	\$200
Professional Model I Provisional Member Dues		\$1,238
Professional Model II Provisional Member Dues		\$377
Status Quo Regular Member Dues	\$130	\$200
Professional Model I Regular Member Dues		\$1,252
Professional Model II Regular Member Dues		\$381

Recommendation: CSA recommends the ICSA consider evolving into funding some semblance of Professional Management Model II by building the reserve to cover the increased expenses for a pre-determined number of years (i.e. 2-5). Once professional management is hired and fully integrated, the Association can annually evaluate performance and new revenues thereby determining future decisions about expanding to full-time management and staff (Professional Management Model I) based on data. In this way, the risk is minimized and a framework exists to evaluate the new model. This strategy minimizes risk and the new model can be evaluated through an existing framework of expectations and performance.

NCAA Sport with ICSA Administration

The ICSA membership is strongly divided regarding the pursuit of sailing as a NCAA championship sport. Much of the antagonism is driven by naivety of the ramifications as well as the diversity of membership profiles and concerns for constricting opportunities for sailing programs. There are distinctive advantages and disadvantages to NCAA sponsorship and must be carefully considered by the ICSA leadership when anticipating consequences of continued independence or NCAA competition.

The major advantage for NCAA membership is increased resources available for programs as well as increased perceptions of credibility within athletic departments that are under educated about the nature of their collegiate sailing peers and colleagues. The NCAA would manage all championship competitions and each member school with collegiate sailing would have opportunities to nominate staff for general and sailing-specific committees to determine future and ongoing legislation. Because varsity status is required to compete in the NCAA, the most obvious



concern is the separation of programs that likely will force club programs to make difficult decisions as well as athletic departments' willingness to sponsor sailing as a varsity sport at many schools. Regardless of future decisions, staying true to the core values of the ICSA can guide the evolution of the sport collegiately.

Application Process for NCAA Membership

There are two primary processes to apply for NCAA membership. The first is through a program known as the Emerging Sport for Women. As an emerging sport for women, at least 40 institutions must properly sponsor women's sailing as a varsity sport for one academic year for an NCAA championship to be established. Legislation to establish either a National Collegiate Championship or a divisional championship may be proposed during the year in which the minimum number (40 institutions) exists.

The second process would be for co-ed sailing or men's sailing. At least 50 institutions must properly sponsor the sport as a varsity sport for two academic years. Legislation to establish either a National Collegiate Championship or a divisional championship may be proposed during the second year in which the minimum sponsorship number (50 institutions) exists.¹²

Scholarships

There are no minimum athletic scholarship requirements for NCAA sports and currently there are conferences (i.e. the Ivy League) and divisions (III) that do not permit athletic aid.

Varsity Intercollegiate Sport

In order to qualify for NCAA competition, a team must be considered a varsity intercollegiate sport "that has been accorded that status by the institution's President or Chancellor or committee responsible for intercollegiate athletics policy."¹³

Divisions

The NCAA currently hosts 11 non-divisional, national championships. Teams from each NCAA division compete for championships regardless of their athletics department's divisional classification. For co-ed or men's sailing, at least 50 institutions must properly sponsor the sport as a varsity sport for two academic years. Legislation to establish either a National Collegiate Championship or a divisional championship may be proposed during the second year in which the minimum sponsorship number exists.¹⁴

Playing and Practice Seasons

Organized playing and practice imitations for each sport are clearly defined for NCAA sports and include a variety of activities explicitly outlined to "minimize interference with the academic programs of its student-athletes."¹⁵ Through the legislative process, member representatives

¹² See Appendix B for specific legislation of the NCAA processes

¹³ NCAA Manual (2018-19). 17.02.18 Varsity Intercollegiate Sport, page 235 (See Appendix G).

¹⁴ See Appendix I – NCAA bylaw 18.2.4 Minimum Sponsorship for Championships

¹⁵ NCAA Manual (2018-19). Bylaw Article 17, Playing and Practice Seasons General Principles, 17.01.1, page 233 (see Appendix H for more details).



would determine precise details for playing and practice time demands and each member would be responsible for monitoring compliance with their programs.

Similarly, the nature of championships will be clearly defined through the NCAA legislative process to include variables such as division or national champions, multiple championships, types of championships (gender specific or co-ed), duration, participant and host selection processes and annual timing.

Compliance Requirements

“It is the responsibility of each member institution to control its intercollegiate athletics program in compliance with the rules and regulations of the Association. The institution’s president or chancellor is responsible for the administration of all aspects of the athletics program, including approval of the budget and audit of all expenditures” and such issues as academics, financial aid, recruiting, playing and practice seasons, drug testing, etc.¹⁶

New Revenue Opportunities

With part-time and voluntary management, successfully creating and implementing strategies for new revenue generation will be very difficult and likely already utilized. Therefore, the breadth of new revenue opportunities will be limited by the human resource allocation and commitment to increase the ICSA’s revenues.

Sponsorship activation throughout the year: Currently, most sponsorship revenues take place around the national championships. There is interest in activation throughout the year with particular interest in major regattas and national coaches’ conferences. Access to coaches and student-athletes is a valued experience and should be explored in ways that maximize sponsorship revenues.

Subscription Live-Streaming: Currently there is live-streaming of the national championships with low numbers in terms of viewers. However, with the continued evolution of multiple methods of viewing and expansion of viewing devices, the future of access through technology should continue to be carefully watched. The ICSA does not need to be a leader in technology as the cost would be prohibitive but perpetually evaluating best practices from sports media will always be a viable revenue possibility.

Conference Networks: With the Power 5 conferences moving toward league-wide media networks there is always a desire for more product. Some of the networks televise, stream or archive competitions with member teams in sports not sponsored by their conference (such as ice hockey). The ICSA should work with member teams to explore the possibilities of presenting regattas and the national championships on Conference Networks. Nearly every school is required to produce a minimum number of annual competitions/events through on-campus studios and equipment and adding collegiate sailing will add value to sponsors seeking a broader audience.

¹⁶ NCAA Manual (2018-19). 2.1 The Principle of Institutional Control and Responsibility, page 3.



Annual Coaches Conference Sponsorship/Vendors: The more opportunities to connect sponsors with coaches is viewed as a valuable endeavor by most companies and organizations willing to pay for access and visibility. Maximizing annual coaches' conferences by leasing vendor space, creating sponsorship opportunities (meetings and hospitality 'presented by') and linking people who can form partnerships can offset conference costs and become another revenue line item.

U.S. Sailing: The relationship with U.S. Sailing is as strong as it has ever been and continues to grow as an important partnership to the future of collegiate, international and Olympic sailing as well as promoting the sport. As the relationship continues to develop, exploring revenue opportunities through this partnership and mutually beneficial activities should be perpetually contemplated.

Grants: Grants are currently realized by the ICSA and were consistently referenced in the survey and during interviews as a wonderful resource to the membership. Similarly, corporations, governing bodies, professional sports organizations and not-for-profits often have grant money available for a diversity of endeavors that range from student-athlete community service projects to research. Most universities have an office on campus that provides the employees and students with the resources and guidance to explore relevant grants, write applications and can be engaged in meaningful ways that can assist individual institutions or the collective membership.

Fund Raising Board/Board of Stewards: Some associations and universities establish boards that are comprised of 1) members who volunteer to help raise money; or 2) members who make an annual financial commitment to the organization and receive some benefit such as hospitality, 'insider' information or unique access to events. In either model, there are opportunities to generate new revenues, especially in expensive sports that tend to have financially successful life-long participants and supporters.

Dues and Fees:

Membership dues and Regatta fees are currently a revenue stream for the ICSA and should continue to be examined annually and considered against future needs. Dues will be raised for the first time in 17 years in 2020 so there is clearly opportunity to create a budgeting model that has increased fees more regularly defined. Additionally, continuing to build the reserve is insurance for unanticipated adversity or investment.

Realignment

As previously mentioned, collegiate sailing has substantially grown in the past 15 years with an expanding diversity of member profiles yet without expanding management. The administration continues to try to be *everything to everyone* but does not have sufficient staffing or dedicated managers to serve the breadth of member needs.

Merit-access to the national championships *for everyone* has been a noble and cherished core value of the ICSA since its origins and a majority of survey respondents and interviewees referenced this



issue as particularly meaningful. However, there is a detrimental tipping-point that often prompts governance to evolve in ways that best serve the evolution of a sport or membership. For example, throughout their history, the Indiana State High School Basketball Association highly valued a non-divisional state championship (i.e. the movie *Hoosiers* is based on a true story epitomizing this context) until the sport outgrew the membership's diverse profiles and the arduous decision was made to create divisional competitions and championships and the sport has prospered. Minnesota high school ice hockey went through a similar evolutionary process. Even the NCAA has developed and redefined divisions throughout its history.

Recommendation: While divisions are not explicitly defined within ICSA, there is general agreement that three levels of collegiate sailing implicitly exist based on each member's commitment to the sport and investment in their team:

- Elite
- Competitive
- Developmental

If not for the history of access for all as a core value in collegiate sailing and implications on the member teams, CSA's recommendation would be for the ICSA to develop a strategic plan to either 1) create an Association plan for divisional competition that includes clear definitions of each division's membership (i.e. rules and compliance, aid, roster size, equity, playing and practice seasons, regions, commitment, etc.) or 2) support members interested in NCAA membership through the application process and continue to govern remaining ICSA members.

However, ICSA's history and core values are obviously relevant and validate why a professional management model is necessary. In many ways, this project symbolizes the tipping-point for the ICSA and this proposal has examined the many variables and implications of each so an Executive Director can manage a thoughtful process for ICSA members to engage an informed dialogue leading to educated, data-based decisions that best serve the sport of collegiate sailing.



SUMMARY

The expansion and growth of Collegiate Sailing places the sport at a crossroads of decisions that could have beneficial or detrimental effects on member schools depending on their profile.

Throughout its history, the leadership of ICSA has guided the membership in ways that have promoted and supported the magnitude of the sport's growth and development. However, with growth has come greater and broader needs from member schools, and an evolving gap between teams, creating an implicit categorization of three levels: elite, competitive and developmental.

The future of collegiate sailing requires professional management to lead the association through the litany of issues encompassed in the vast diversity of teams. The current management model has contributed greatly to the success of college sailing and the byproduct of that success is the vast and various needs of the expanding membership.

As some members consider NCAA membership while others struggle to support a roster, full-time management can engage the multitude of issues, lead the membership to define priorities, facilitate the development and implementation of a strategic plan, and deliberately take meaningful actions that best serve the future of collegiate sailing.

APPENDIX A – PEER MODELS

PEER MODELS:

- Current ICSA Model: <https://www.collegesailing.org>
- Rowing Model: <http://irarowing.com/admin/>
- Rugby Model: <http://dlarugby.com>
- Polo Model: <https://www.uspolo.org/association/programs/intercollegiate-interscholastic>

INTERCOLLEGIATE SAILING ASSOCIATION GOVERNANCE

- ICSA Board of Directors (18 members) – Executive Committee (7)
 - o President, Vice President (undergraduate – rotating conferences), Secretary, Treasurer
- Budget Committee (7)
- Nominating Committee (4)
- Appeals Committee (5)
- Coordinators (3)
- Standing Committees
 - o Communications Committee
 - o National Championships
 - o Inter-conference Regatta Scheduling
 - o Procedural Rules Committee
 - o Eligibility Committee
 - o Hall of Fame Selection Committee
 - o All-Academic Sailing Team Selection
 - o All-American Sailing Team Selection
- Ad Hoc Committees
 - o Concussion Committee
 - o Techscore Committee

INTERCOLLEGIATE ROWING ASSOCIATION (51 members - \$1,000 initiation fee/\$500 annual fee = \$25,500 annual membership revenue)¹⁷

- Commissioner
- Executive Director
- Board of Stewards (must be salaried administrator at a member institution and serve at least 50% of a normal workload for a staff member at that institution AND 3 ex-officio, non-voting members {Commissioner, President of Coaches Association and Regatta Director})

¹⁷ Such arrangements may also include such matters as providing for the staffing, payroll and benefits for the persons responsible for the day-to-day operations of the events supported by the IRA, as well as securing appropriate insurance coverage for the Association, the Stewards, the Association's officers and staff and events supported by the IRA such as the IRA National Championship (IRA Constitution, Article 5, Section I, J, page 10).



- President plus 7 members (8)
- Administrative Committee (3 Board of Stewards members including the President and two others): conduct the business of the Association between Board of Stewards meetings.
- Infractions Committee (4 voting members)
- Nominating Committee (3 members – solicit nominees for the election of the Board of Stewards, Eligibility and Infractions Committees)

USA COLLEGE RUGBY

- 70 Teams/7 Conferences
 - Membership dues
 - Club Team \$160 (\$11,200)
 - Senior player \$50
 - College player \$45
- National Office
 - Collegiate Director
 - College Development Assistant
 - Eligibility Coordinator
 - National Championships/Competitions Manager
 - Membership Manager
 - Communications Specialist
- College Management Committee
 - 10 members (8 conference representatives plus 2 at-large members)
- Men's D1 College 7s Committee (7 members)
- Women's College Competition Committee (7 members)
- Men's D1AA College Competition Committee (11 members)
- Men's D2 College Competition Committee (5 members)
- College Eligibility Competition Committee (4 members)

UNITED STATES POLO ASSOCIATION

- 38 USPA Intercollegiate Programs with 22 men's and 28 women's teams
- Membership Dues (
 - Active Club \$200
 - Non-Voting College Club \$100
 - Affiliate Club \$200
 - Associate Club \$150
- Officers (4 members: Chairman, President, Secretary, Treasurer)
- Board of Governors (Consists of Circuit Governors, the Governors-at-Large, and the Officers: Border, Central, Eastern, Florida, Great Plains, Hawaiian Islands, Mid-States, Northeastern, Pacific Coast, Pacific Northwest, Rocky Mountain, Southeastern, Southwestern)
 - Authority to establish reasonable compensation for employees of the Association
- Interscholastic & Intercollegiate Committee
 - Chairman
 - Staff (3)



- NHTC Membership
 - I/I EC Board
- Executive Committee: conducts business between Board of Governors meetings.
- Nominating Committee
- Club Memberships:
 - Active Member Clubs
 - Provisional Active Member Clubs
 - Affiliate Member Clubs
 - Associate Member Clubs

APPENDIX B – OFFICERS

ARTICLE VIII: OFFICERS

Section 1: Officers

The Association shall have the following officers:

A. **PRESIDENT:** The President shall be a graduate and shall be the chief executive officer of the Association and shall be responsible for the administration and development of the operational policies of the Association. The President shall have the power to approve all regatta officials for the National Championships and any other regattas sanctioned by the Association; shall appoint the ICSA representative at all National Championships; shall appoint all representatives to US SAILING Committees; and, shall perform such other duties as directed by the Board of Directors.

B. **VICE PRESIDENT:** The Vice-President of the Association shall be the Undergraduate Director from the select conference in order of the following rotation schedule: MCSA, SEISA, NEISA, NWICSA, PCCSC, SAISA, MAISA. The Vice-President shall preside at meetings of the Board of Directors, shall serve as a liaison for the undergraduate members of the Board of Directors, and shall serve as Chair of the Nominating Committee.

C. **SECRETARY:** The Secretary shall be a graduate and shall maintain the records of the Association, including its membership list, shall keep the minutes of all meetings, including meetings of the Board of Directors and all other committees, and shall publish, either a hard-copy or on-line Directory of membership. The Secretary shall tally the results of all votes taken by the Board of Directors, shall make the records of the Association open to any member of the Board of Directors at reasonable times, and shall perform such other duties as the Board of Directors may require.

D. **TREASURER:** The Treasurer shall be a graduate and shall have charge of all moneys of the Association, shall collect all dues, entry fees and other moneys due the Association, shall receipt for all donations subject to the direction of the Board of Directors, and shall invest the funds of the Association. The Treasurer shall keep such books as may be necessary for the duties of this office which at all times shall be open to inspection by any member of the Board of Directors. The Treasurer shall serve as Chair of the Budget Committee, report in detail at the annual meeting all moneys collected, expended or invested, and any other matter deemed proper, and shall perform such other duties as the Board of Directors may require.

Section 1: Executive Committee

The Executive Committee shall execute and administer the policies and procedures established by the Board of Directors and shall conduct the daily business of the Association in accord with these policies and procedures. The Executive Committee shall consist of the President, Vice-President, Secretary, Treasurer, and three other members elected by the Board of Directors at the time of the annual meeting.



APPENDIX C – NOMINATION AND ELECTION OF OFFICERS (ICSA BYLAWS)

Section 2: Nomination and Election of Officers

A. **NOMINATION PROCEDURE:** Each Regular Member may submit the names of individuals whom it wishes to have considered for the offices of President, Secretary, and Treasurer to the Nominating Committee not later than 30 days prior to the annual meeting. The Nominating Committee will compile all nominations and distribute them to the Board of Directors at least 15 days prior to the annual meeting and may recommend the election of certain individuals. Further nominations will be entertained only if an office does not have a nominee 15 days prior to the annual meeting.

B. **ELECTION PROCEDURE:** The President, Secretary, and Treasurer shall be elected by the Board of Directors by secret ballot at the annual meeting. The candidate receiving the largest number of votes shall be considered elected.

APPENDIX D – BOARD OF DIRECTORS (ICSA BYLAWS)

ARTICLE VII: BOARD OF DIRECTORS

The Board of Directors shall have the general supervision and control of the management and administration of the affairs of the Association and may exercise all or any of the powers of the Association, including the power to draw up the condition of the National Championships, to approve the dates and scheduling of major interconference regattas, to standardize rules of intercollegiate sailing competition, to act on all matters of policy and decide all questions not covered in these By-Laws. The Board of Directors shall consist of the appointed and elected Officers of the Association and the Undergraduate and Graduate Conference Directors, as described below.

As Amended on 24 May 2015

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Each Regular member Conference shall be represented by one Undergraduate Director who shall be the current chief undergraduate officer of the Conference. Each Regular member Conference shall also be represented by one Graduate Director who shall be the Conference Commissioner



APPENDIX E – MULTIDIVISION CLASSIFICATION

20.4.1 Multidivision Classification. A member of Division II or Division III may have a sport classified in Division I, provided the sport was so classified during the 2010-11 academic year. Such a classification shall continue until the institution fails to conduct the sport in Division I in any following academic year. *(Revised: 8/9/07, 1/15/11 effective 8/1/11)*



APPENDIX F – VARSITY INTERCOLLEGIATE SPORT

17.02.18 Varsity Intercollegiate Sport. A varsity intercollegiate sport is a sport that has been accorded that status by the institution's president or chancellor or committee responsible for intercollegiate athletics policy and that satisfies the following conditions: *(Revised: 3/8/06)*

1. (a) It is a sport that is administered by the department of intercollegiate athletics;
2. (b) It is a sport for which the eligibility of the student-athletes is reviewed and certified by a staff member designated by the institution's president or chancellor or committee responsible for intercollegiate athletics policy; and
3. (c) It is a sport in which qualified participants receive the institution's official varsity awards.

17.02.18.1 Team Sports. [#] The following are classified as team sports for purposes of this bylaw: Baseball Basketball Field Hockey Football, Lacrosse, Women's Rowing Women's Rugby, Women's Beach Volleyball Soccer, Softball Volleyball Water Polo, Ice Hockey

17.02.18.2 Individual Sports.

The following are classified as individual sports for purposes of this bylaw: Women's Bowling Cross Country Women's Equestrian Fencing, Golf, Gymnastic, Rifle, Skiing, Swimming and Diving, Tennis, Track and Field, Indoor and Outdoor, Women's Triathlon Wrestling



APPENDIX G – PLAYING AND PRACTICE SEASONS

BYLAW, ARTICLE 17

Playing and Practice Seasons

17.01 General Principles.

17.01.1 Institutional Limitations. A member institution shall limit its organized practice activities, the length of its playing seasons and the number of its regular-season contests and/or dates of competition in all sports, as well as the extent of its participation in noncollegiate-sponsored athletics activities, to minimize interference with the academic programs of its student-athletes (see Figures 17-1 and 17-2).

17.01.2 Additional Playing and Practice Seasons Limitations. The Committee on Academics shall have the authority to determine the circumstances that would require an institution or team(s) that fails to satisfy the academic performance program to apply additional playing and practice seasons limitations. The committee shall establish and annually publish to the membership such circumstances (see Bylaw 14.8). *(Adopted: 1/9/06 effective 8/1/07, Revised: 8/7/14)*

17.02 Definitions and Applications.

17.02.1 Countable Athletically Related Activities. Countable athletically related activities include any required activity with an athletics purpose involving student-athletes and at the direction of, or supervised by, one or more of an institution's coaching staff (including strength and conditioning coaches) and must be counted within the weekly and daily limitations under Bylaws 17.1.7.1 and 17.1.7.2. Administrative activities (e.g., academic meetings, compliance meetings) shall not be considered as countable athletically related activities. *(Adopted: 1/10/91 effective 8/1/91, Revised: 10/31/02 effective 8/1/03)*

17.02.2 Contest. A contest is any game, match, exhibition, scrimmage or joint practice session with another institution's team, regardless of its formality, in which competition in a sport occurs between an intercollegiate athletics team or individual representing a member institution and any other team or individual not representing the intercollegiate athletics program of the same member institution. *(Revised: 1/10/91)*

17.02.3 Contest, Countable, Institutional. A countable contest for a member institution, in those sports for which the limitations are based on the number of contests, is any contest by the member institution against an outside team in that sport, unless a specific exemption for a particular contest is set forth in this bylaw. Contests, including scrimmages, by separate squads of the same team against different outside teams shall each count as one contest.

17.02.4 Contest, Countable, Individual Student-Athlete. A countable contest for an individual student-athlete in a sport is any contest in which the student-athlete competes while representing the member institution (see Bylaw 17.02.8) individually or as a member of the varsity, subvarsity or freshman team of the institution in that sport, unless a specific exemption for a particular contest is set forth in this bylaw.

17.02.5 Date of Competition. A date of competition is a single date on which any game(s), match(es), meet(s), exhibition(s), scrimmage(s) or joint practice session(s) with another institution's team takes place, regardless of its formality, between an intercollegiate athletics team or individual representing a



member institution and any other team or individual not representing the intercollegiate athletics program of the same member institution. *(Revised: 1/10/91)*

17.02.6 Date of Competition, Countable, Institutional. A countable date of competition for a member institution, in those sports for which the limitations are based on the number of dates of competition, is a single date on which the institution's team in a sport engages in competition in that sport against an outside team, unless a specific exemption for a particular date of competition is set forth in this bylaw.

17.02.6.1 Required Minimum Number of Student-Athletes. For individual sports, a member institution shall be considered to have participated in competition that constitutes a date of competition if the minimum number of student-athletes participating on one or more teams, at one or more sites, on behalf of the institution on that date equals or exceeds the minimum number established for that sport, unless otherwise restricted in this bylaw for a particular sport (e.g., golf, tennis). (See Bylaw 20.9.6.3 for listings of minimum numbers of student-athletes per sport.)

17.02.7 Date of Competition, Countable, Individual Student-Athlete. A countable date of competition for an individual student-athlete is any date on which a student-athlete competes while representing the institution (see Bylaw 17.02.8) individually or as a member of the varsity, subvarsity or freshman team, unless a specific exemption for a particular date of competition is set forth in this bylaw.

17.02.8 Intercollegiate Competition. Intercollegiate competition is considered to have occurred when a student-athlete in either a two-year or a four-year collegiate institution does any of the following:
(Revised: 1/10/91, 1/16/93, 1/11/94, 1/10/95)

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1. (a) Represents the institution in any contest against outside competition, regardless of how the competition is classified (e.g., scrimmage, exhibition or joint practice session with another institution's team) or whether the student is enrolled in a minimum full-time program of studies;
2. (b) Competes in the uniform of the institution, or, during the academic year, uses any apparel (excluding apparel no longer used by the institution) received from the institution that includes institutional identification; or
3. (c) Competes and receives expenses (e.g., transportation, meals, room or entry fees) from the institution for the competition.

17.02.8.1 Exempted Events. Participation in events listed in Bylaw 16.8.1.2 is exempted from the application of this legislation. *(Revised: 1/10/92)*

17.02.8.2 Participation on an Institution's Club Team. Participation on a collegiate institution's club team is exempted from the application of this legislation, provided the institution did not sponsor the sport on the varsity intercollegiate level at the time of participation.
(Adopted: 6/24/09)

17.02.9 National Team. A national team is one selected, organized and sponsored by the appropriate national governing bodies of the U.S. Olympic Committee (or, for student-athletes representing another nation, the equivalent organization of that nation, or, for student-athletes competing in a non-Olympic sport, the equivalent organization of that sport). The selection for such a team shall be made on a national qualification basis, either through a defined selective process or by actual tryouts, publicly announced in



advance. In addition, the international competition in question shall require that the entrants officially represent their respective nations, although it is not necessary to require team scoring by nation.

17.02.10 Organized Competition. Athletics competition shall be considered organized if any of the following conditions exists: *(Revised: 4/29/10)*

1. (a) Competition is scheduled and publicized in advance;
2. (b) Official score is kept;
3. (c) Individual or team standings are maintained;
4. (d) Official timer or game officials are used;
5. (e) Admission is charged;
6. (f) Teams are regularly formed or team rosters are predetermined;
7. (g) Team uniforms are used;
8. (h) A team is privately or commercially sponsored; or
9. (i) The competition is either directly or indirectly sponsored, promoted or administered by an individual, an organization or any other agency.

17.02.11 Outside Competition. Outside competition is athletics competition against any other athletics team (including an alumni team) that does not represent the intercollegiate athletics program of the same institution.

17.02.12 Outside Team. An outside team is any team that does not represent the intercollegiate athletics program of the member institution or a team that includes individuals other than eligible student-athletes of the member institution (e.g., members of the coaching staff, ineligible student-athletes, members of the faculty).

17.02.13 Practice Units. In determining the first permissible preseason practice date, an institution shall count back from its first scheduled contest, one unit for each day beginning with the opening of classes, one unit for each day classes are not in session in the week of the first scheduled intercollegiate contest and two units for each other day in the preseason practice period, except that the institution shall not count any units during the preseason when all institutional dormitories are closed, the institution's team must leave campus, and practice is not conducted. *(Adopted: 1/10/91 effective 8/1/91, Revised: 1/10/92, 4/14/03)*

17.02.13.1 Sunday. Sundays are excluded from the counting. *(Adopted: 1/10/91 effective 8/1/91)*

17.02.13.2 Week. The "week" of the first scheduled intercollegiate contest is defined as the six days, excluding Sunday, preceding the date of competition (even if one or more of the days fall into different traditional calendar weeks). *(Adopted: 1/10/91 effective 8/1/91)*

17.02.13.3 Opening Day of Classes. The "opening day of classes" is defined as the first day of classes as listed in the member institution's official catalog. Required freshman orientation is not considered to be the opening day of classes for the academic year. *(Adopted: 1/10/91 effective 8/1/91)*

17.02.13.4 First Day of Practice. The first day of practice may be conducted on the day when the last practice unit occurs, which is determined by counting backward from the day of the first permissible regularly scheduled contest. For example, in soccer, practice may be held on the day that the 21st practice unit actually occurs, counting backward from the day of the first permissible regularly scheduled contest. *(Adopted: 12/10/97, Revised: 4/14/03, 3/16/15)*



2017-18 Division I – August

17.02.14 Required Athletically Related Activities. Required athletically related activities include any activities, including those that are countable in the daily and weekly limitations, that are required of a student-athlete. Such activities include, but are not limited to, the following: *(Adopted: 1/20/17 effective 8/1/17)*

1. (a) Compliance meetings;
2. (b) Organized team promotional activities;
3. (c) Recruiting activities, including student-host duties;
4. (d) Media activities;
5. (e) Fundraising events;
6. (f) Community service events;
7. (g) Team-building activities; and
8. (h) Travel to and from away-from-home competition.

17.02.15 Student-Athlete Discretionary Time. [FBS/FCS] Student-athlete discretionary time is time during which a student-athlete may only participate in athletics activities at his or her discretion. There shall be no required workouts and institutions are not permitted to recommend that student-athletes engage in weight- training or conditioning activities; however, if the student-athlete opts to work out, the strength and conditioning coach may monitor the facility in use for health and safety purposes. *(Adopted: 4/24/03 effective 5/1/03)*

17.02.16 Tournament—Sports Other Than Basketball. In sports other than basketball, for purposes of maximum contest or date of competition limitations, a tournament is an event that culminates in the determination of a winner. A tournament may be conducted in round-robin, pool play or bracket formats. *(Adopted: 9/18/07)*

17.02.17 Tryouts—Enrolled Students. A tryout of an enrolled student may occur, provided the student is eligible for practice and the tryout only involves activities that are permissible at the time they occur (e.g., practice in season, skill-related instruction or conditioning outside the season). *(Adopted: 8/21/13)*

17.02.18 Varsity Intercollegiate Sport. A varsity intercollegiate sport is a sport that has been accorded that status by the institution's president or chancellor or committee responsible for intercollegiate athletics policy and that satisfies the following conditions: *(Revised: 3/8/06)*

1. (a) It is a sport that is administered by the department of intercollegiate athletics;
2. (b) It is a sport for which the eligibility of the student-athletes is reviewed and certified by a staff member designated by the institution's president or chancellor or committee responsible for intercollegiate athletics policy; and
3. (c) It is a sport in which qualified participants receive the institution's official varsity awards.



APPENDIX H – MINIMUM SPONSORSHIP FOR CHAMPIONSHIPS

18.2.4 Minimum Sponsorship for Championships.

18.2.4.1 Men's Sports. *A National Collegiate Championship or a division championship may be established in a men's sport if at least 50 institutions sponsor the sport. (Adopted: 1/11/94 effective 8/1/94, Revised: 1/17/09)*

18.2.4.2 Women's Sports. *A National Collegiate Championship or a division championship may be established in a women's sport if at least 40 institutions sponsor the sport. (Adopted: 1/11/94 effective 8/1/94, Revised: 4/22/98 effective 8/1/98, 4/25/02 effective 8/1/02, 1/17/09)*

18.2.4.3 Sponsorship Criteria.

18.2.4.3.1 Minimum Period. *In men's sports, the applicable minimum sponsorship number must exist for two consecutive academic years in order for a championship to be established. Legislation to establish the championship may be proposed during the second year in which the minimum sponsorship number exists. In women's sports, the applicable minimum sponsorship number must exist for one academic year in order for a championship to be established. Legislation to establish the championship may be proposed during the year in which the minimum sponsorship number exists. Varsity sports sponsored prior to August 1, 1994, shall count toward the minimum year sponsorship requirement. (Adopted: 1/11/94 effective 8/1/94, Revised: 10/28/99 effective 8/1/00)*



APPENDIX I – SURVEY REPORT



Inter-collegiate Sailing Association

Landscape Analysis Survey Report
NOVEMBER | 2018



**Collegiate
Sports Associates**
executive search & consulting

Collegiate Sports Associates
3185 SEVEN LAKES WEST, WEST END, NC 27376

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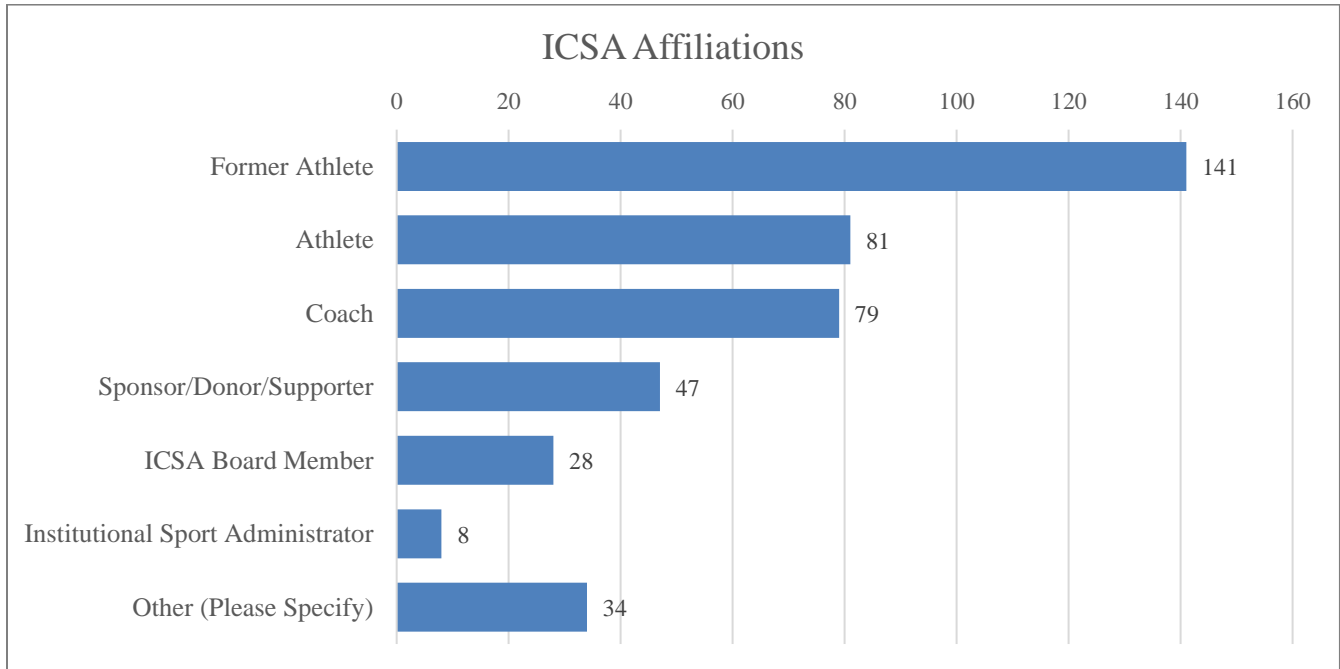
I. PURPOSE & METHODOLOGY

In order to assess the current landscape and charted direction of the Inter-Collegiate Sailing Association, key stakeholders were invited to participate in a written survey designed and administered by the Consultants. Of the 214 individuals invited to participate in the survey via email, 60 surveys were completed, representing a 28% response rate (see Table 1 for respondent demographic information). Additionally, an anonymous link to the survey was made available on sailing news website SailingScuttlebutt.com. 237 surveys were completed through this anonymous link, for a total of 297 completed responses. Throughout the report, analysis of variance and chi-square analysis were conducted to determine whether there were differences between demographic subgroups. Sub-group mean differences with statistically significant differences are highlighted. **Means highlighted in green have higher values (satisfaction/agreement/importance, etc.) than those highlighted in orange.** Differences with a probability (p-value) of less than 5% that mean differences are simply due to chance are highlighted.

Table 1		
Survey Respondent Demographic Information		
	<i>n</i>	%
ICSA Affiliation (Check all that apply)		
Former Athlete	141	48%
Athlete	81	27%
Coach	79	27%
Sponsor/Donor/Supporter	47	16%
ICSA Board Member	28	9%
Institutional Sport Administrator	8	3%
Other (Parents, Officials, Former Board Member/Coach)	34	12%
Total	418	(of 297)
Gender		
Man	214	73%
Woman	77	26%
Gender Nonconforming	3	1%
Primary Conference Affiliation		
NEISA	92	31.2%
MAISA	81	27.5%
MCSA	40	13.6%
PCCSC	29	9.8%
SAISA	28	9.5%
NWICSA	14	4.7%
SEISA	11	3.7%
Length of Affiliation with ICSA		
Less than 1 year	12	4.1%
1-3 years	66	22.5%
4-10 years	104	35.5%
11-20 years	50	17.1%
20+ years	61	20.8%
<i>N</i> = 297		

A. VISUAL AIDS FOR DEMOGRAPHICS

FIGURE 1



*Other responses most commonly referred to Parents, Officials/Judges, Former Board Members, or Former Coaches. Additionally, with only 8 respondents, Institutional Sport Administrator responses may not be a reliable indication of the population's views.

FIGURE 2

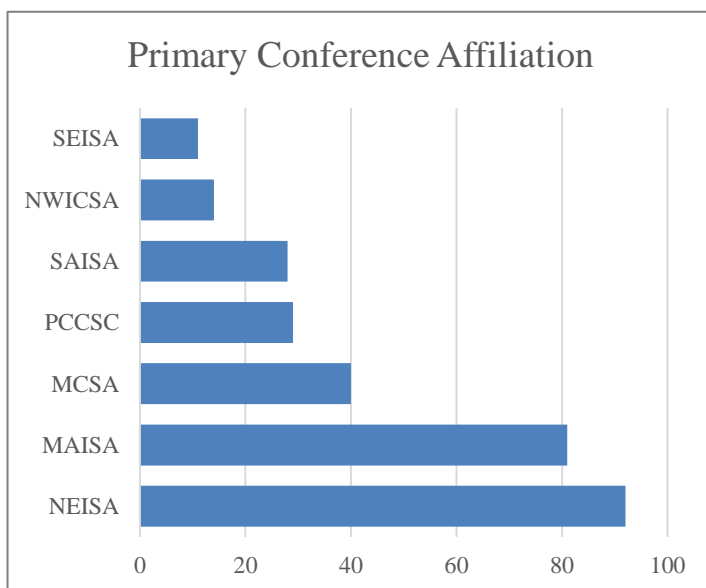
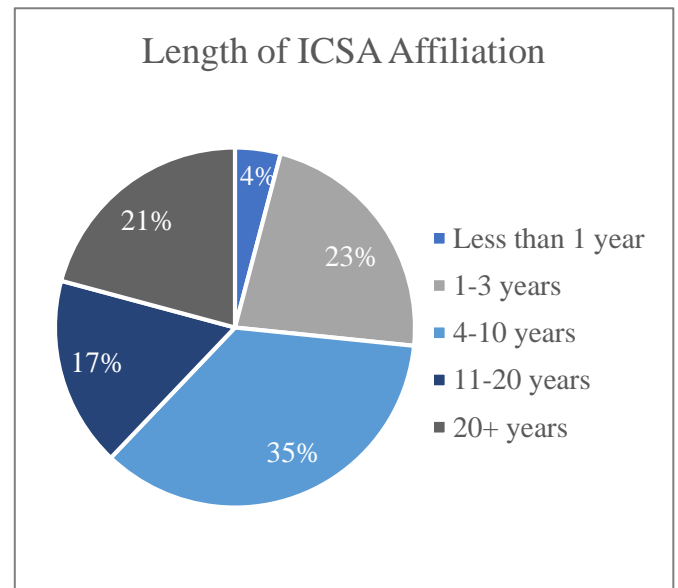


FIGURE 3



II. MISSION & VALUES

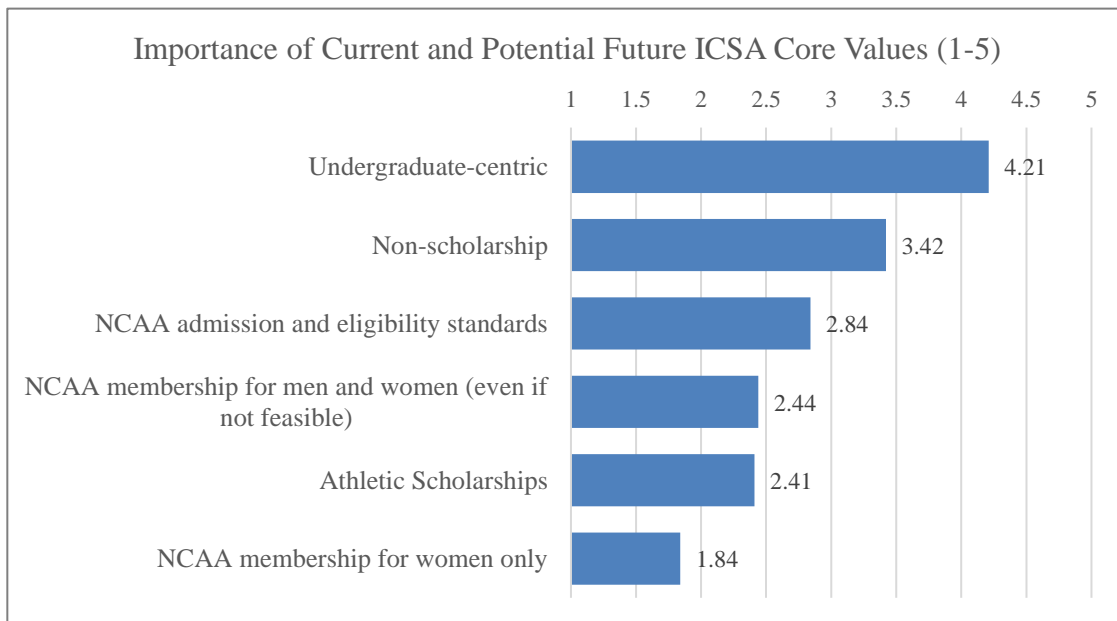
Remaining co-educational and undergraduate-centric were ranked as the most important current and potential future ICSA core values by respondents on a scale ranging from (1) “not at all important” to (5) “extremely important”. Significant differences in these factors were evident between sub-groups on two factors regarding scholarships (represented with an * - see Table 2 for detailed comparisons). ICSA board members and institutional representatives were significantly more likely to view ICSA’s non-scholarship model as important, while athletes, donors, and other respondents were significantly less likely to view the non-scholarship model as important. Regardless of affiliation, ‘NCAA membership for women only’ was not viewed as an important value. While the sample viewed co-ed NCAA membership more favorably, it was viewed only between ‘slightly important’ and ‘moderately important’ on average. There was a high degree of variation within the sample and within demographic categories as evidenced by standard deviations greater than 1.0. These high standard deviation indicates there were a variety of opinions on either end of the scale (with some viewing issues as extremely important and others viewing the same issue as not at all important). This higher variability pushed the means toward the midpoint of the scale. This is evidenced in several issues including issues of scholarship, NCAA admission and eligibility standards, and NCAA membership for men and women.

Table 2

Importance of current and potential future ICSA core values (1-5)

	Cumulative		ICSA Board Member	Inst. Sport Admin.	Coach	Athlete	Former Athlete	Sponsor/ Donor/ Supporter	Other
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Co-educational	4.49	0.88	4.74	4.70	4.53	4.34	4.57	4.42	4.47
Undergraduate-centric	4.21	0.96	4.11	3.88	4.01	4.32	4.23	4.29	4.13
Non-scholarship*	3.42	1.48	4.00	4.88	3.82	3.05	3.49	3.30	2.83
NCAA admission and eligibility standards	2.84	1.39	2.65	3.50	2.94	2.89	2.79	3.16	3.03
NCAA membership for men and women (even if not feasible)	2.44	1.46	2.36	2.88	2.50	2.58	2.32	2.50	2.66
Athletic Scholarships*	2.41	1.46	2.00	1.00	1.91	2.99	2.14	2.44	2.58
NCAA membership for women only	1.84	1.17	1.56	1.63	1.96	1.82	1.85	1.59	1.83
Scale: Extremely Important (5), Very Important (4), Moderately Important (3), Slightly Important (2), Not At All Important (1)									
<i>n</i> = 275									
* <i>p</i> < .05									

FIGURE 4



III. ICSA OPERATIONS AND AFFILIATIONS

Through both quantitative responses and survey comments, the most supported macro-level organizational structure is to remain an independent association with a full-time administrative team, including an executive director. Designating women's sailing as an NCAA Emerging sport, or designating men's and women's sailing as an NCAA Championship sport were moderately supported, while having different competitive divisions within ICSA was met with less than moderate support (see Table 3). There were no significant differences between demographic affiliations, but across all categories, and particularly within the NCAA-related categories, there was a high amount of variation within and among demographic categories.

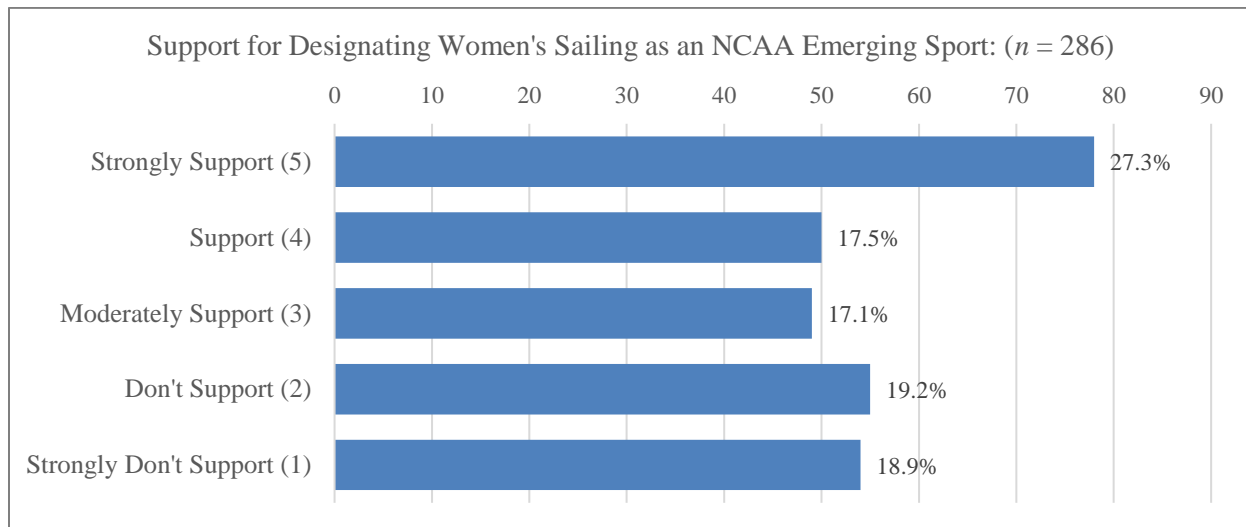
Table 3
Support for various actions (1-5)

	Cumulative		ICSA Board Member	Inst. Sport Admin.	Coach	Athlete	Former Athlete	Sponsor/ Donor/ Supporter	Other
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean
ICSA remaining an independent association not affiliated with the NCAA or NAIA	3.69	1.26	3.77	3.29	3.68	3.67	3.80	3.67	3.64
Pursuing a full-time administrative team, even if it meant an increase in member dues ^b	3.60	1.07	3.52	3.88	4.01	3.43	3.66	3.74	3.64
Designating men's and women's sailing as an NCAA Championship sport	3.18	1.51	3.04	3.14	3.01	3.51	2.96	3.17	3.47
Designating women's sailing as an NCAA emerging sport	3.15	1.48	2.65	3.14	3.04	3.29	2.99	2.98	3.44
Competitive divisions within ICSA ^b	2.78	1.25	2.93	2.38	2.85	2.77	2.64	2.96	2.82
Scale: Strongly Support (5), Support (4), Moderately Support (3), Don't Support (2), Strongly Don't Support (1)									
Scale ^b : Absolutely Yes (5), Yes (4), Maybe (3), No (2), Absolutely Not (1)									
No significant differences between demographic sub-categories									
n = 286									

A. VISUAL AIDS FOR SUPPORT OF NCAA SPORT DESIGNATIONS

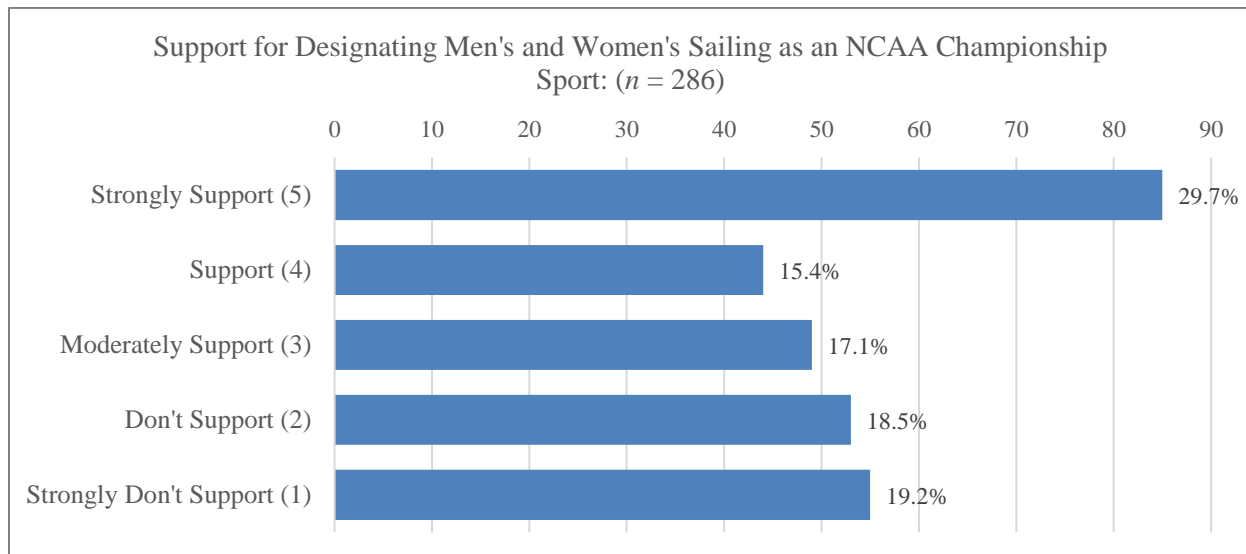
Survey Question Text: How strongly would you support designating women's sailing as an NCAA emerging sport? (Necessity to have a minimum of 10 varsity teams to get on the list, and 40 teams within 10 years)

FIGURE 5



Survey Question Text: How strongly would you support men's and women's sailing as an NCAA championship sport? (Necessity to have a minimum of 50 varsity teams)

FIGURE 6



B. VISUAL AIDS FOR SUPPORT OF ICSA INDEPENDENCE

Survey Question Text: How strongly would you support ICSA remaining an independent association not affiliated with the NCAA or NAIA?

FIGURE 7

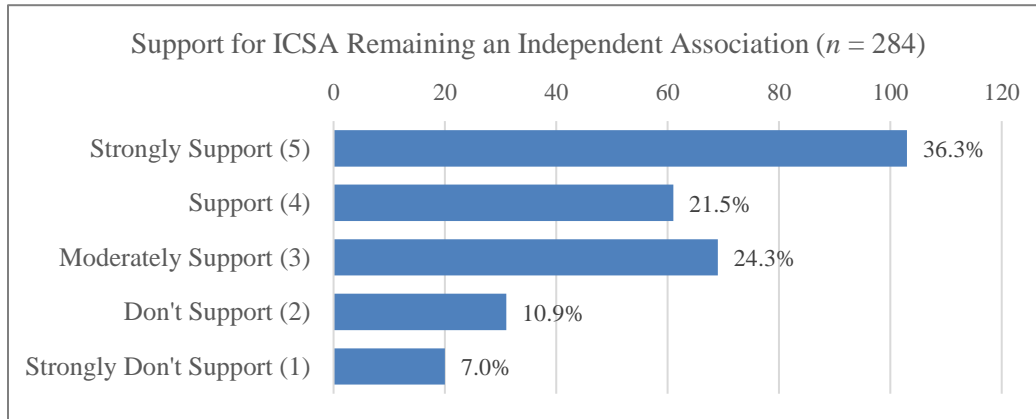
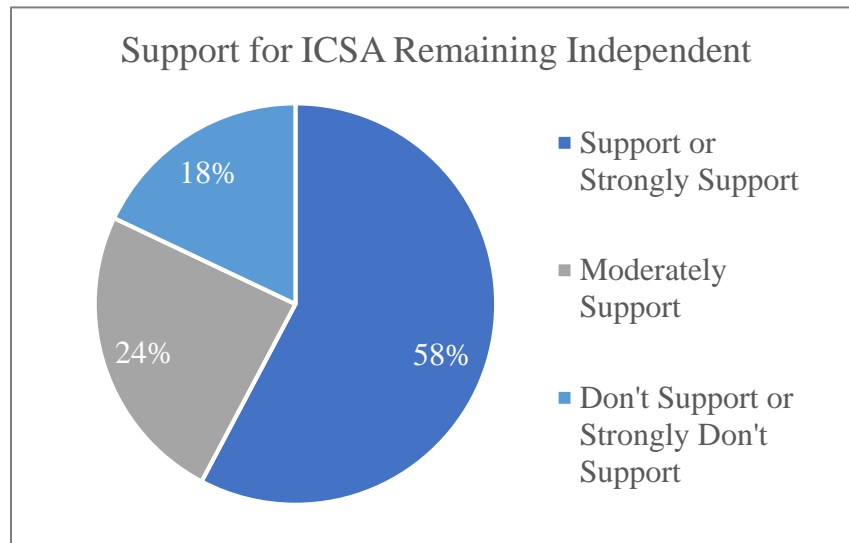


FIGURE 8



C. VISUAL AIDS FOR SUPPORT OF COMPETITIVE DIVISIONS WITHIN ICSA

Survey Question Text: Do you feel there should be competitive divisions within the ICSA (such as NCAA Division I, II, and III)?

FIGURE 9

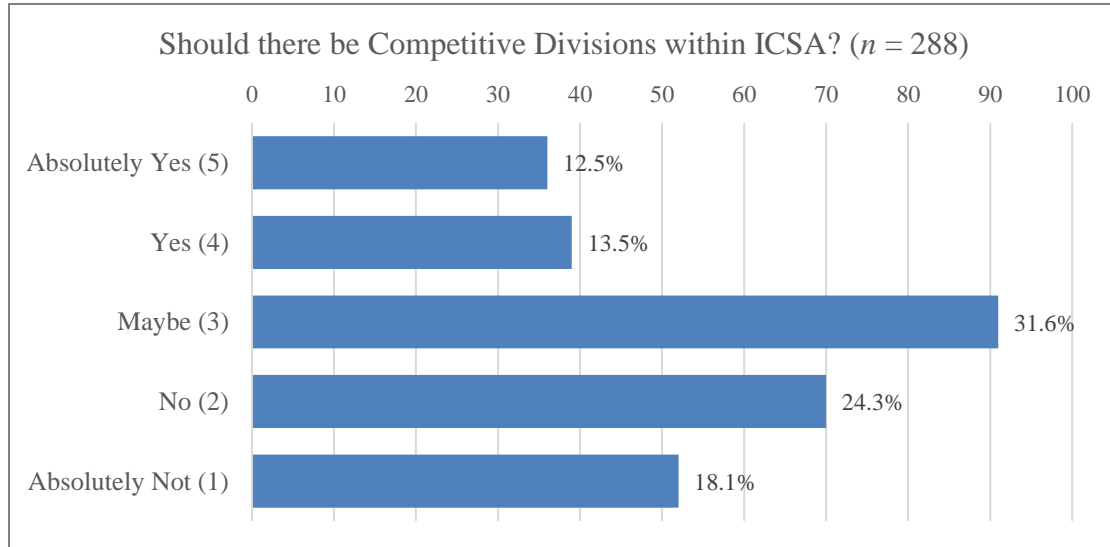
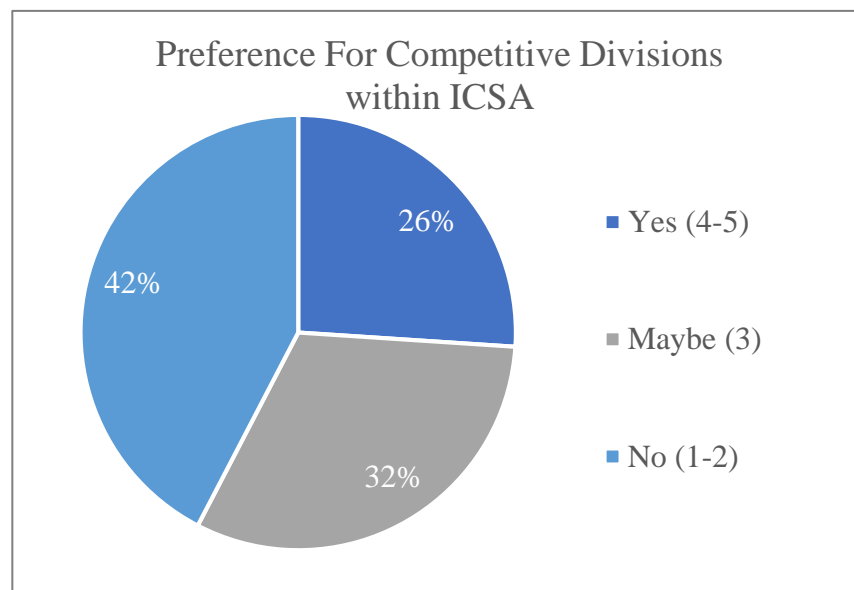


FIGURE 10



D. VISUAL AIDS FOR SUPPORT OF PURSUING A FULL-TIME ADMINISTRATIVE TEAM

Survey Question Text: The ICSA is a volunteer-led enterprise. In your opinion, would a full-time administrative team (including an executive director) be worth pursuing even if it meant an increase in member dues?

FIGURE 11

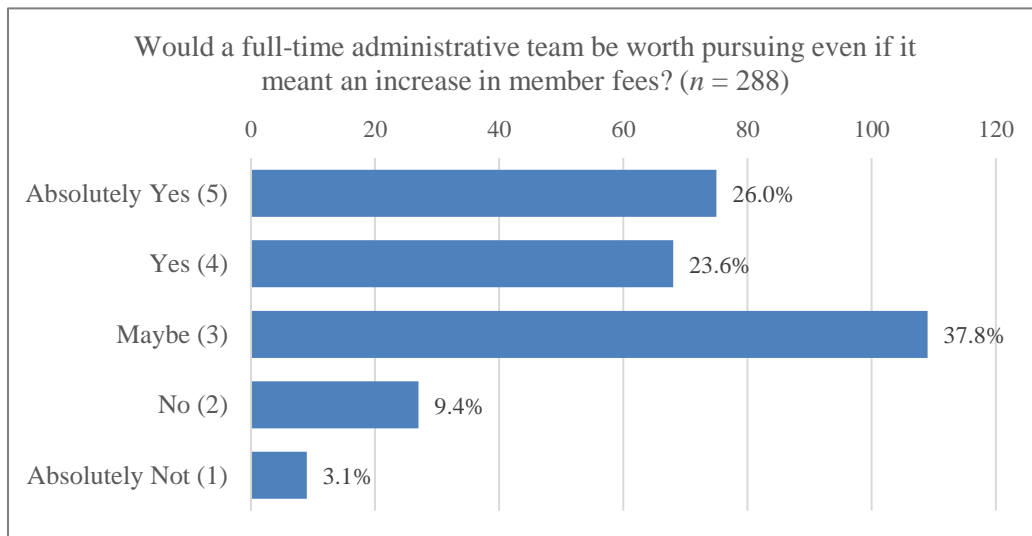
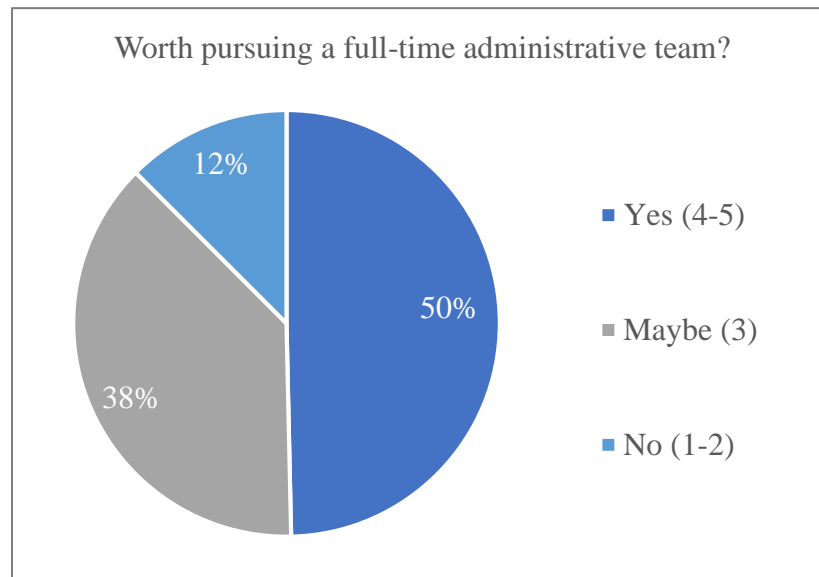


FIGURE 12



IV. PROGRAM OPERATIONS AND RESOURCES

The following questions in this section were asked only to respondents who indicated they were coaches or sport administrators.

Notably, approximately 70% of respondents in this section represent programs from the MAISA and NEISA conferences.

A. PROGRAM OPERATIONS DATA

Over half of coaches and sport administrators indicated their university athletics department competes in NCAA Division I, while 41% indicated Division III. Responses also indicated that almost two thirds of these programs are Varsity programs, while approximately a third compete at the club level.

Additionally, approximately 57% report to the Athletic Director or a Sport Supervisor with Athletics, and 56% follow NCAA compliance and eligibility requirements.

Among Varsity programs, 78% follow NCAA compliance and eligibility requirements, but among Club programs, only 14% indicated they follow these requirements.

Athletic Department's current NCAA division	
Division I	53%
Division II	5%
Division III	41%
Other	1%
<i>N</i> = 81	

Current competitive status of team	
Varsity	63%
Club	35%
Other	2%
<i>N</i> = 81	

To whom does the coach or team leader report?	
Athletics Director	36%
Sport Supervisor within Athletics	21%
Recreational Sports	25%
Other	19%
<i>N</i> = 81	
Notable Others: Sailing Club/Yacht Club/Waterfront Director (8), Dean/Faculty (3)	

Does your school require your team to follow NCAA compliance and eligibility requirements?			
	Cumulative	Varsity	Club
Yes	56%	78%	14%
No	36%	14%	79%
Other	9%	8%	7%
<i>N</i> =	81	51	29

B. PROGRAM RESOURCES

COACHING AND STAFFING

Coaches and sport administrators were asked to estimate their program's annual budget in a variety of areas. Unfortunately, only four provided specific amounts to this question. Therefore, these responses are not included in this report.

In a question to coaches and sport administrators on coaching and staffing levels, 30% indicated their program operates without a full-time coach. 26% operate with one full-time coach, 30% operate with two, and 14% operate with three. Additionally, 52% of programs indicated they do not have a part-time coach, while 31% have one, and 17% have two or three. Respondents reported a very similar distribution for volunteer coaches (see Table 4 and Figure 13 below).

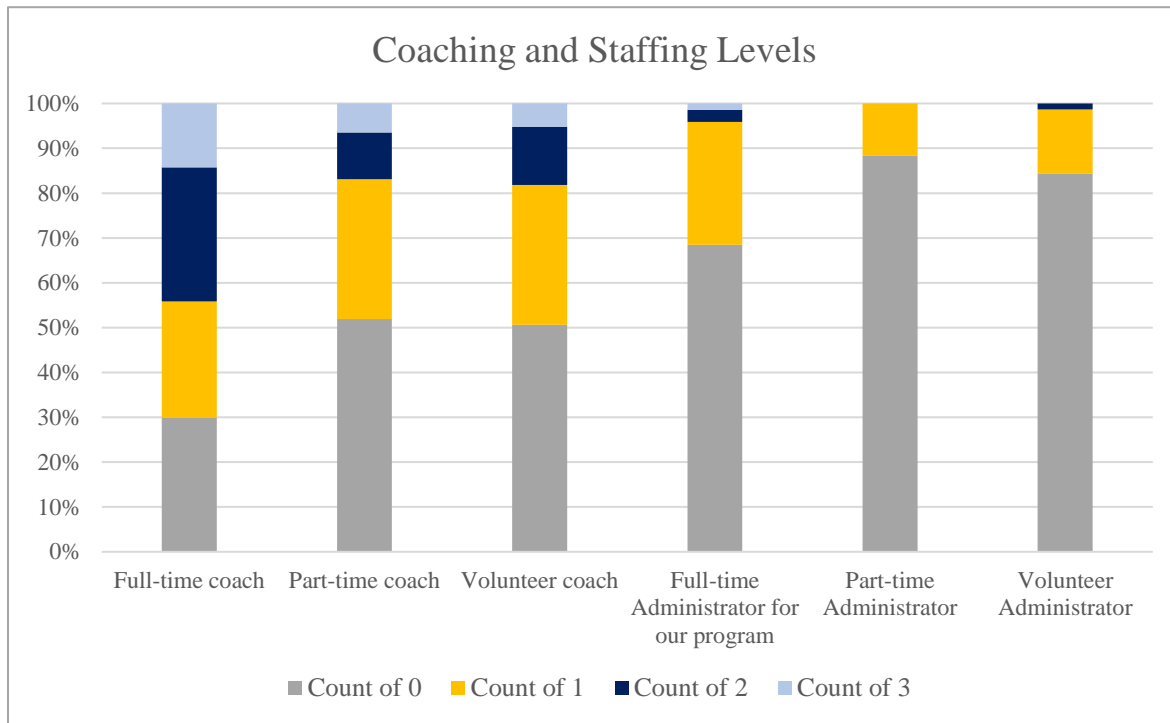
As for administrators, the vast majority of programs report no administrative help. Only 32% reported having one or more full-time administrators, only 12% reported having a part-time administrator, and only 16% reported having a volunteer administrator.

Table 4
Coaching and Staffing Levels

	Mean	SD	Count of 0	Count of 1	Count of 2	Count of 3
Full-time coach	1.29	1.04	23	20	23	11
Part-time coach	0.71	0.90	40	24	8	5
Volunteer coach	0.73	0.88	39	24	10	4
Full-time Administrator for our program	0.35	0.60	50	20	2	1
Part-time Administrator	0.12	0.32	68	9	0	0
Volunteer Administrator	0.17	0.41	65	11	1	0

n = 77

FIGURE 13



FUNDING SOURCES

Coaches and administrators were also asked to identify their funding sources and the percentage of program funding that comes from each of those sources. These sources and percentages varied significantly program to program. On average, the most significant funding source was the Athletics Department, providing an average of 29.4% of each program's funding, followed by Recreation sports/Student Services (17.2%), and then University Affiliated Foundation/Gifts (16%). Again, however, some programs reported 100% of their funding from the Athletics Department or Recreation Sports, and four other sources were identified as providing at least 80% of funding to one or more teams (see Table 5). Camp/Class Revenue and Corporate Sponsorships provided minimal funding across the programs represented.

Table 5

Program Funding Sources (%)

	<i>Mean</i>	<i>SD</i>	<i>Max</i>	<i>Min</i>	<i>n</i>
Athletics Department	29.4%	34%	100%	0%	76
Recreation Sports/Student Services	17.2%	29%	100%	0%	76
University Affiliated Foundation/Gifts	16.0%	21%	90%	0%	76
Endowment	12.8%	23%	85%	0%	76
Student Participants	10.2%	20%	80%	0%	76
Parents	8.9%	15%	60%	0%	76
Camps/Classes Revenue	1.2%	4%	25%	0%	76
Corporate Sponsorships	0.4%	2%	13%	0%	76
Other* (<i>Only 13 Non-Zero Answers</i>)	34.9%	31%	100%	0%	13

"Other" funding sources included: federal, alumni, & government

BOAT OWNERSHIP

Table 6 displays a summary of respondents' answers to a question asking how many FJ's, 420's and Other boats each program owned. Respondents provided a wide variety of boats owned, but 84% of programs represented own 6 or more FJ's and 68% own 6 or more 420's. Furthermore, 59% of programs own 18 or more FJ's and 44% own 18 or more 420's. Additionally, 28 programs indicated they have 1-6 Lasers, and 2 programs indicated they have 40 or more Lasers. To a follow-up question, 47% indicated their program shares facilities or boats with other programs.

Table 6

Number of Boats

	Mean	SD	Count of 0	Count of 6+	Count of 12+	Count of 18+	Count of 20+
FJ's	13.74	7.7	9 (12%)	61 (84%)	50 (68%)	43 (59%)	6 (8%)
420's	11.13	10.7	19 (26%)	50 (68%)	34 (47%)	32 (44%)	5 (7%)

n = 73

*Some respondents indicated they receive boats on loan from other entities

Other boats included: 10 J-22's (2), 1-6 Lasers (28), 40+ Lasers (2), 24 Larks(1), 5 Catalina 14's(1), 5 RS Quests(1), Large Keel Boat(1), Lightning(1), Snipe(1), Blue Jay(1), 3 sloops, 10 Colgate 26's(2), 10-12 J-70's(2), 1 Vanguard 15(1), 1 470(1), 3 24s(1), 4 Cal 20's(1), 4 Ideal 18's(1), 2 CFJ(1), 6 Leadership 44's(1), 2 Melges 32(1), Techs (3), 1 Zodiac 550 Pro(1), 3 Carolina Skiffs(1), Bytes, Keelboats, Powerboats

47% indicate they share facilities/boats with other programs (*N* = 81)

TEAM SIZE

Table 7 summarizes responses to a question asking coaches and administrators to estimate the average number of men and women team members they've had over the past few years, with the results sorted by conference affiliation. Most notably, the eight SAISA programs reported a significantly higher average number of team members, which could be partially influenced by error, as one team reported 60 men and 40 women, perhaps mistakenly expressing percentages. However, even excluding this response, the SAISA average would be approximately 21 men and 30 women. In general, average male and female counts were very close, particularly within the MAISA and NEISA conferences.

With small sample sizes from their conferences outside of the MAISA and NEISA, their averages may not be as reliable.

Table 7
Average number of team members over the past few years

	Cumulative		MAISA	MCSA	NEISA	NWICSA	PCCSC	SAISA	SEISA
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Men	15.5	9.1	13.4	16.3	16.3	15.0	12.2	26.1	6.8
Women	16.2	8.7	12.9	14.2	16.6	8.0	16.4	31.3	11.0
<i>N</i> =	81		28	6	29	1	5	8	4

FINANCIAL AID

Respondents were asked to estimate the percentage of their team's members that receive need-based aid and academic merit-based aid. Of 59 individuals who provided estimates, approximately 39% of team members receive need-based aid and 41% receive academic merit-based aid. There was a very minimal difference in this percentage between Varsity and Club teams (see Table 8). Percentages were also broken up by conference, but again, the small sample size for conferences aside from the MAISA, NEISA, and perhaps the SAISA may make their averages less reliable.

Table 8
Average percentage of team members receiving financial aid

	Cumulative		MAISA	MCSA	NEISA	NWICSA	PCCSC	SAISA	SEISA	Varsity	Club
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Need-based aid	39.0%	28%	39%	25%	45%	30%	33%	38%	25%	40%	37%
Academic Merit-based aid	40.5%	34%	45%	41%	33%	50%	7%	49%	73%	42%	40%
<i>N</i> =	59		23	4	18	1	3	8	2	42	16

RESOURCES AVAILABLE THROUGH THE ATHLETICS DEPARTMENT

Respondents were asked to select which of the listed resources were available to their team's members through the athletics department. Results showed that Strength & Conditioning and Sports Medicine were both available to the highest percentage (65%) of team respondents, followed by Academic Advising (53%) and Nutrition (49%). On the low end, only 26% indicated their program received Special Admits and only 32% received specific support for class scheduling (see Table 9).

The PCCSC conference reported the highest percentages across the categories (average of 66%, $n = 5$), followed by the MAISA (57%, $n = 28$), the NEISA (48%, $n = 29$), and the SAISA (43%, $n = 8$).

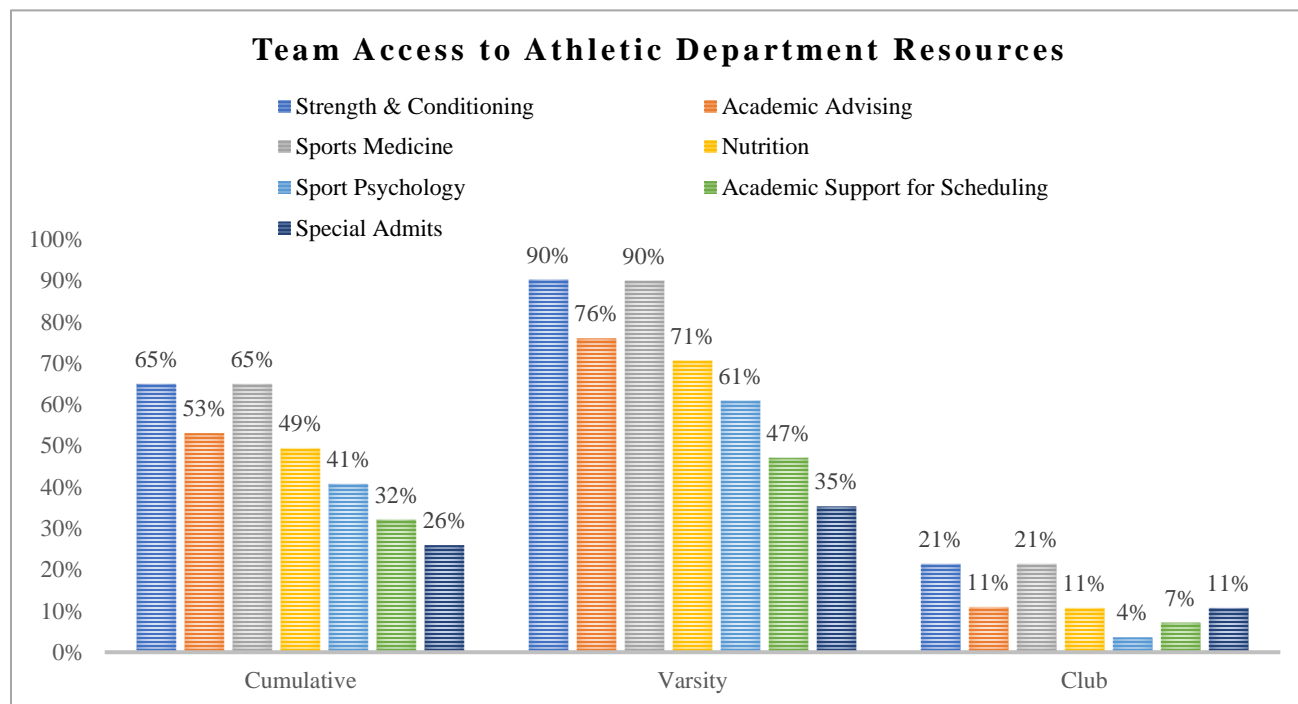
Unsurprisingly, the difference was particularly stark when comparing Varsity and Club teams. For example, 90% of Varsity teams reported having access to Strength & Conditioning and Sports Medicine, only 21% of Club teams indicated they received access to these two resources. Varsity programs were significantly more likely than Club programs to indicate they had access to Academic Advising (7X), Nutrition (6.5X), Sport Psychology (15X), Academic Scheduling Support (7X), and Special Admissions (3X). Cumulatively, Varsity programs were more than 5 times more likely than Club programs to indicate they had access to a listed resource.

Table 9

Which of the following resources are available to your athletes through the athletics department?

	Cumulative	MAISA	MCSA	NEISA	NWICSA	PCCSC	SAISA	SEISA	Varsity	Club
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Strength & Conditioning	65%	79%	17%	69%	0%	80%	63%	25%	90%	21%
Academic Advising	53%	64%	17%	55%	0%	60%	50%	25%	76%	11%
Sports Medicine	65%	79%	17%	69%	0%	80%	63%	25%	90%	21%
Nutrition	49%	61%	17%	45%	0%	60%	63%	25%	71%	11%
Sport Psychology	41%	50%	17%	45%	0%	60%	13%	25%	61%	4%
Academic Support for Scheduling	32%	36%	17%	24%	0%	60%	50%	25%	47%	7%
Special Admits	26%	29%	17%	28%	0%	60%	0%	25%	35%	11%
$N =$	81	28	6	29	1	5	8	4	51	28

FIGURE 14



V. COACH AND STUDENT INVOLVEMENT

In general, respondents were mildly confident in unbiased involvement by coaches and students, with means between 3.40 and 3.50 for 4 of the five areas of involvement. Athletes were significantly more likely to be confident in unbiased involvement in both National Committees and National Governance, while institutional sport administrators were significantly less likely to be confident in those areas (see Table 10). Respondents were most confident in unbiased involvement in Regatta Officiating, but met national and conference governance and committees with a mild to moderate confidence. With standard deviations above 1 for all categories despite few strong differences between affiliations, there was a moderate amount of variance in respondents' confidence, regardless of their affiliation.

National Governance and Committees were ranked as the most important areas for non-coach/non-student involvement, with sport administrators significantly more likely to view independent involvement as important for both National and Conference Governance as well as National Committees (see Table 11). In the same areas, coaches, athletes, and former athletes were significantly less likely to view independent involvement as important.

Survey Question Text: ICSA Leadership Coaches and undergraduates who are active sailors are involved in officiating and governing college sailing at all levels. Please rate your level of confidence that coach/sailor involvement at these levels remains fair and is never biased toward a specific team or group of teams:

Table 10

Confidence in unbiased involvement by coaches and undergraduate sailors (1-5)

	Cumulative		ICSA Board Member	Inst. Sport Admin.	Coach	Athlete	Former Athlete	Sponsor/ Donor/ Supporter	Other
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Regatta Officiating (RC)	3.85	1.05	3.71	3.63	3.81	3.69	4.00	4.11	3.78
Conference Committees	3.50	1.05	3.96	3.00	3.38	3.47	3.51	3.68	3.25
Conference Governance	3.47	1.03	3.82	3.00	3.34	3.40	3.50	3.55	3.19
National Committees*	3.40	1.11	3.64	2.50	3.39	3.50	3.45	3.34	3.16
National Governance*	3.42	1.14	3.46	2.25	3.32	3.56	3.45	3.34	3.09

Scale: Very Confident (5), Confident (4), Somewhat Confident (3), Not Confident (2), Not At All Confident (1)

* $p < .05$

$n = 286$

Survey Question Text: How important is it that we seek non-coach/non-student involvement in any of these areas?

Table 11

Importance of seeking non-coach/non-student involvement in these areas (1-5)

	Cumulative		ICSA Board Member	Inst. Sport Admin.	Coach	Athlete	Former Athlete	Sponsor/ Donor/ Supporter	Other
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean
National Governance*	3.44	1.14	3.71	4.25	3.62	3.19	3.49	3.61	3.78
National Committees*	3.27	1.1	3.18	4.00	3.23	3.11	3.30	3.45	3.61
Regatta Officiating (RC)	3.21	1.16	3.21	3.25	3.03	3.16	3.19	3.27	3.64
Conference Governance*	3.07	1.11	3.11	3.63	3.05	2.94	3.10	3.09	3.38
Conference Committees	2.89	1.05	2.75	3.00	2.74	2.88	2.89	2.98	3.23

Scale: Urgently Important (5), Important (4), Somewhat Important (3), Not Important (2), Not At All Important (1)

* $p < .05$

$n = 286$

FIGURE 15

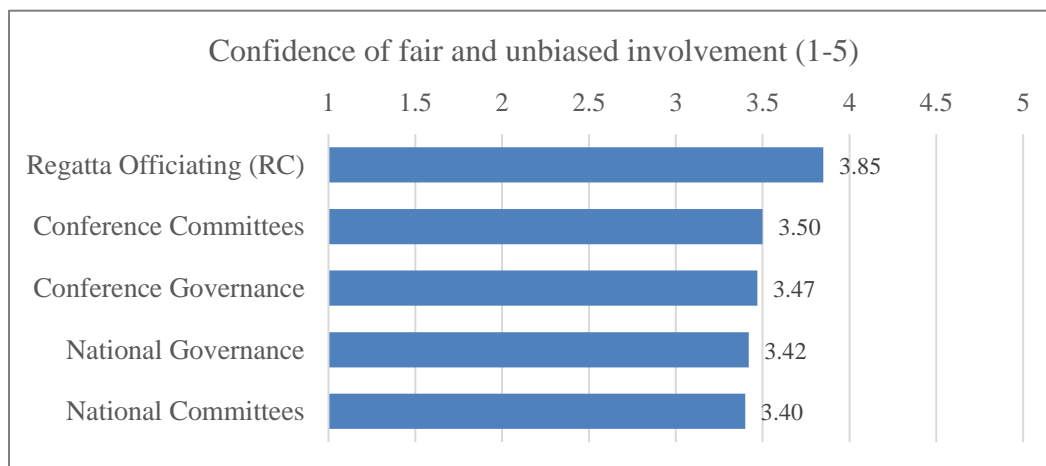
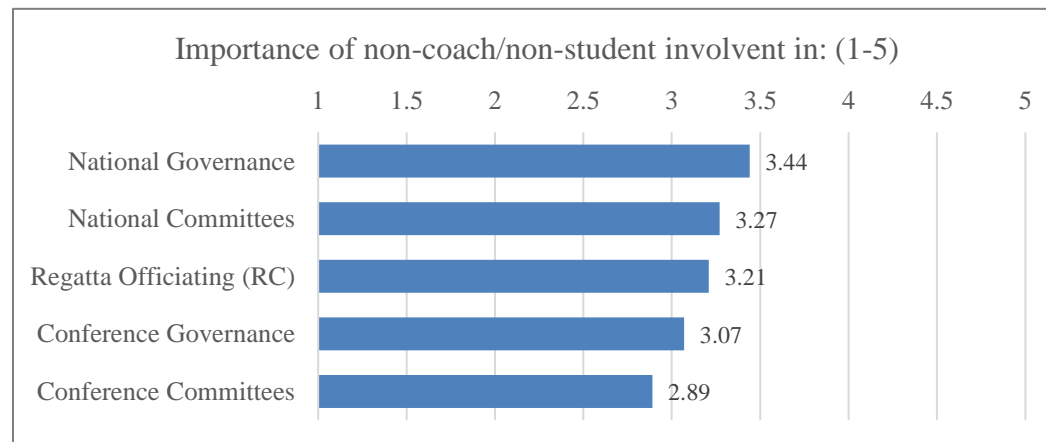


FIGURE 16



VI. ICSA RULES AND ENFORCEMENT

Questions in the survey gauged respondents' confidence that various ICSA rules are both followed and enforced. In general, athletes and institutional sport administrators differed the most across these questions. Broadly, scheduling rules and rules pertaining to the eligibility of sailors were the least concerning, while recruiting rules were unquestionably the most concerning, followed by playing and practice rules. Compared to other rules, respondents generally had the least confidence that recruiting rules were being followed, believed they were the most difficult for ICSA to enforce, and believed they led to the greatest competitive advantages, a troubling combination. Even outside of recruiting rules, general confidence that rules are being followed and confidence in ICSA's enforcement of these rules was modest.

Table 12

Level of confidence that the following rules are followed consistently throughout ICSA (1-5)

	Cumulative		ICSA Board Member	Inst. Sport Admin.	Coach	Athlete	Former Athlete	Sponsor/Donor/Supporter	Other
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Conduct of regattas and race management rules	3.63	0.99	3.70	3.63	3.49	3.86	3.60	3.65	3.47
Scheduling rules	3.60	0.95	3.59	3.25	3.52	3.89	3.58	3.56	3.42
Eligibility of sailors (financial aid, amateurism, etc.) ^a	3.31	1.11	3.22	2.75	3.15	3.65	3.26	3.07	3.10
Rules defining penalties for any/all of the above ^a	3.30	1.03	3.33	2.88	3.23	3.69	3.10	3.12	2.97
Rules relative to recruiting sailors	2.79	1.16	2.70	2.57	2.63	3.13	2.67	2.56	2.40
effort to enforce these rules? ^b	3.09	1.02	3.22	1.88	2.94	3.44	3.02	3.00	2.71

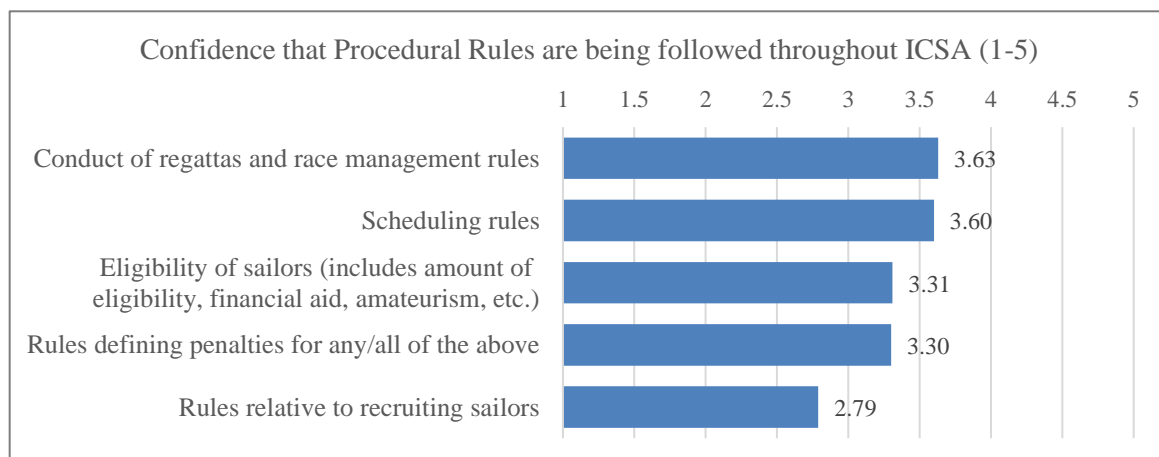
Scale: Very Confident (5), Confident (4), Somewhat Confident (3), Not Confident (2), Not At All Confident (1)

Scale^b: Yes, enforcement is very consistent (5), Yes, enforcement is consistent (4), Enforcement is somewhat consistent (3), No, enforcement is not consistent (2), No, enforcement is very inconsistent (1)

^a $p < .05$

$n = 286$

FIGURE 17



Cumulatively, respondents also viewed rules relative to recruiting as the most difficult for ICSA to enforce, followed by playing and practice rules (see Table 13).

Table 13

Which of the following rules are the most difficult for ICSA to enforce?

	Cumulative	ICSA Board Member	Inst. Sport Admin.	Coach	Athlete	Former Athlete	Sponsor/ Donor/ Supporter	Other
	%	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Rules relative to recruiting sailors	37%	37%	13%	40%	32%	42%	37%	29%
Playing and practice rules	24%	30%	38%	24%	32%	24%	23%	13%
Rules defining penalties	16%	11%	25%	17%	8%	14%	23%	29%
Conduct of regattas and race management rules	12%	11%	0%	12%	18%	9%	2%	13%
Eligibility of sailors	8%	7%	25%	6%	9%	9%	7%	10%
Scheduling rules	3%	4%	0%	1%	1%	3%	7%	6%

$n = 274$

* $p < .05$

FIGURE 18

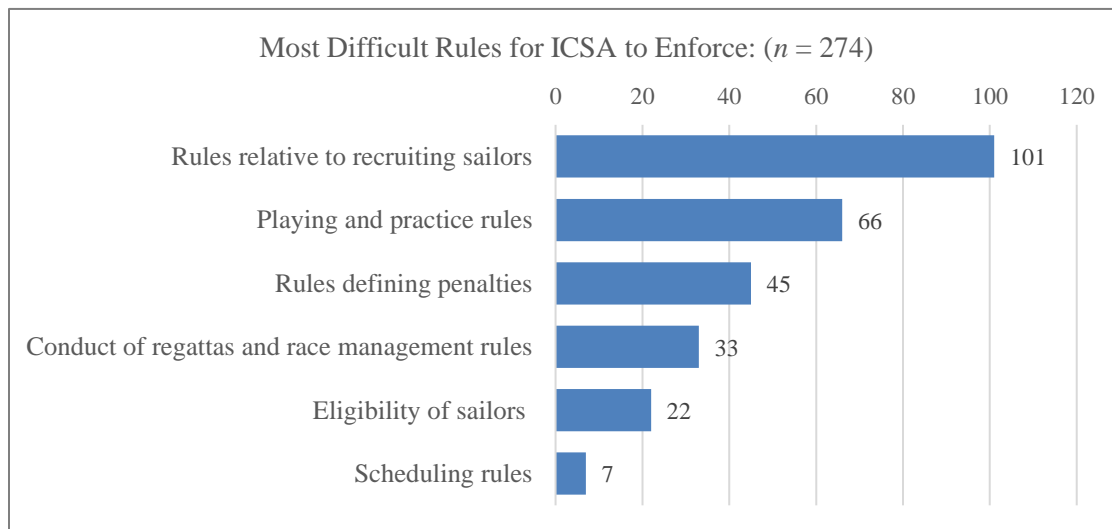


Table 14

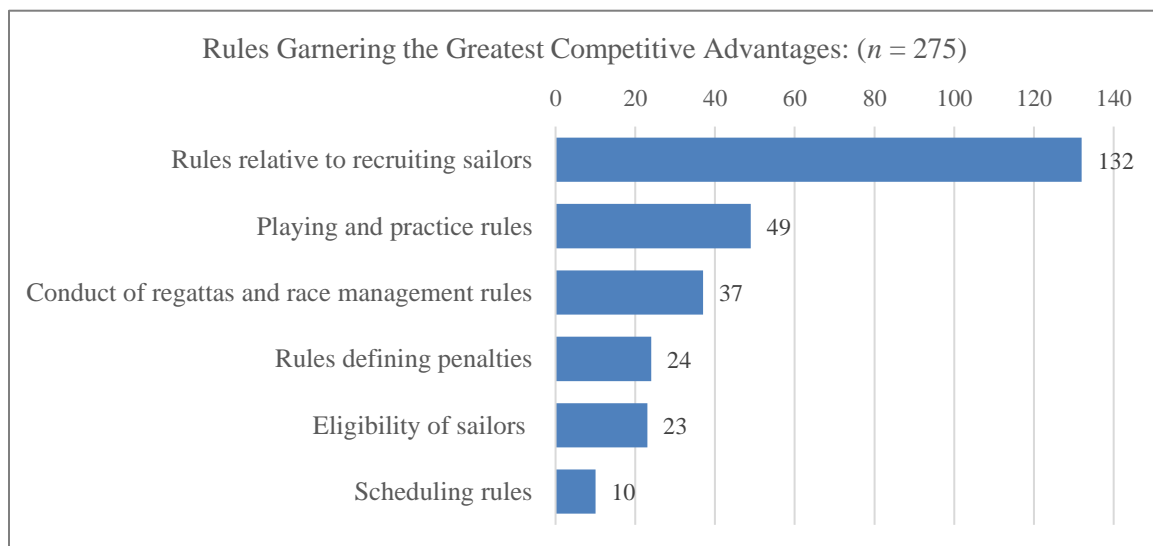
Which rule violations garner the greatest competitive advantages?

	Cumulative	ICSA Board Member	Inst. Sport Admin.	Coach	Athlete	Former Athlete	Sponsor/ Donor/ Supporter	Other
	%	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Rules relative to recruiting sailors	48.0%	50%	14%	51%	39%	52%	43%	45%
Playing and practice rules	17.8%	19%	43%	21%	18%	19%	18%	26%
Conduct of regattas and race management rules	13.5%	15%	14%	13%	23%	8%	5%	10%
Rules defining penalties	8.7%	4%	14%	8%	8%	9%	14%	3%
Eligibility of sailors	8.4%	12%	14%	6%	9%	9%	14%	10%
Scheduling rules	3.6%	0%	0%	1%	3%	3%	7%	6%

$n = 275$

* $p < .05$

FIGURE 19



VII. ICSA VALUE

Questions in this section were asked only to respondents who indicated they were coaches or sport administrators.

Respondents indicated that ICSA's memberships present a strong value for the associated member fees.

Survey Question Text: The ICSA currently offers regular, provisional, and associate memberships. Do you agree that the value of what the ICSA provides is worth the member fees?

For the question above, 81% of respondents answered "Strongly Agree – a great value" or "Agree – a fair price" and only one respondent disagreed. The remaining 18% of respondents chose "Somewhat Agree." On a 5-pt scale, the mean was 4.16 ($SD = .75$, $N = 79$).

Coaches and sport administrators were then asked: *What dollar amount do you think the current ICSA services are worth to your program annually?*

While some respondents provided qualitative responses here that were excluded, most answers fell between \$0 and \$2,000 for each service. ICSA National Championships presented the most value on average (\$1,403) by a wide margin, with Regatta Coordination (\$682) and Scoring Administration (\$548) clearly in a second tier, and Rules Oversight (\$217) and Education & Training (\$217) clearly in a third tier with significantly lower value (see Table 15).

Table 15

ICSA Value of Services

	Mean	SD
Value of ICSA National Championships	\$ 1,403	\$ 1,200
Value Scoring Administration	\$ 548	\$ 588
Value of Regatta Coordination	\$ 682	\$ 804
Value of Education and Training	\$ 196	\$ 404
Value of Rules Oversight	\$ 217	\$ 414

***All but a few answers of value ranged from \$0 to \$2,000*

***A few comments noted that ICSA provides minimal rules oversight or education & training*

VIII. ISSUES FACING ICSA

All respondents were given two spaces to enter comments to the question, “*What are the most important issues facing ICSA today?*” Those comments were then analyzed and coded into themes that capture the essence of their comments. In some cases, comments may count towards multiple themes, and even the themes themselves may have ideological overlap with others. Table 16 summarizes narratives expressed by respondents.

By far, the most common sentiment expressed by respondents noted imbalances between teams, their competitive status as Varsity or Club, geographic regions, and conferences - whether in level of performance, resources available, scheduling imbalances, or team size. Many comments noted that the gap between MAISA/NEISA and everybody else is widening, and many also stressed the need to increase parity and support smaller, emerging teams that want to compete at higher levels. It was clear that a professionalization of the sport at the high level and the expense of the sport in general is currently pushing out lower-level teams, while many made comments to effect of ‘ICSA only cares about the top teams.’

Additionally, many respondents felt that a handful of coaches in governance were driving decisions for the entire association in a manner that benefitted their own programs. For this reason, many expressed a desire to pursue independent leadership and governance.

Table 16

What are the most important issues facing ICSA today?

	<i>n</i>	%
Financial, philosophical, and/or athletic imbalances between teams (club vs varsity, MAISA/NEISA vs everyone else, large teams vs small teams)	125	41%
Need for transparency and neutrality in governance and committee work / Need for independent leadership, active management, and a unified vision to lead ICSA forward	40	13%
Getting publicity for the sport, branding ICSA, and getting new sailors/increasing participation / Expanding sailing nationally (namely to the West Coast)	34	11%
Time demands of sailing and academics / Long length of the competition season and Nationals	21	7%
High expense of the sport, need for funding (coaches, boats, travel, regattas, etc.)	18	6%
Inclusion/equality for women, diversity	15	5%
Difficulty/lack of rules enforcement	10	3%
Concerns for the health, safety, and well-being of student-athletes	7	2%
Sponsorship selection - Laser Performance deal	7	2%
Lack of support for high performance sailors	6	2%
Inability to offer scholarships	6	2%
Sailor life/involvement after graduation	6	2%
Differences in scholarship administration/standards/integrity (loopholes)	5	2%
Acquiring, organizaing, and retaining officials	5	2%
Total	305	

Other notable sentiments were that only a few places can host Nationals or regattas, and some felt that college racing is geared towards smaller individuals (~150 lbs) which has led to health concerns. Additionally, quite a few felt that the Nationals selection process was unfair or biased, and some believed that the types of boats used by ICSA are not up to date with the trends of the sport. While many felt that the lower-level teams are repeatedly disadvantaged, some respondents believed the current system failed to support the highest-level sailors.

Notable comments to this question are included below:

Team Imbalances:

Too much breadth and too many types of teams trying to be governed equally by ICSA. Club teams with little to know desire to race competitively all the way to varsity teams with 6+ figure budgets following NCAA rules and whose goal is to compete for national championships. Our structure is not capable of governing all these types under the same umbrella.

Not in MAISA or NEISA? Forever doomed to be 2nd rate.

Trying to do too much. We attempt to cater to club teams, varsity teams, and those in between across six disciplines. The sport is getting watered down because of it.

Continued growth of high performance coaching and teams making competition bar too high for club level teams, thus not truly growing the sport but just concentrating it in fewer schools

Too much regional concentration, particularly in New England. Too little ability for universities in other conferences to be competitive.

Finding a balance between inclusivity and athlete excellence (e.g. club level sailing vs. Olympic level aspirations)

Competitive Imbalance. Ability of loosely committed students, schools, and conferences to impact the overall direction of the organization. Inability to recognize that the level of commitment, both from individuals and from the institutions, demonstrates clearly that the experience they are seeking is a different experience than the more highly committed individuals and institutions.

Divide between the top 40 teams who are competing at a "Division 1" level, and the other 200 teams who are competing at a "club" or "division 3" level

We need to help develop "non-varsity" sailing programs to grow and succeed. These programs can be fantastic, but as most of them are student run, they need the proper guidance.

Elimination of competitive opportunities for smaller teams and conferences. This can either be from the east coast teams refusing to travel outside of NIESA/MAISA for competition which means other conferences don't have competitive competition, or the systematic elimination of opportunities for other conferences to compete in MAISA/NEISA. The new fall showcase is a

perfect example, how can a conference like the Midwest grow when only 1 team gets to go compete at a high level. Look further at the number of interconference berths the MCSA gets and even the best teams only really get 2-3 good, east coast regattas.

ICSA Governance

Voting members are in a position to be self-serving to protect what is best for their team and teams like them and there is a perception, whether true or not, that not all voting members of the organization at the conference

Transparency with the competition and All-American committee, both committees demonstrably worked to the direct benefit of the teams and players of the people on the committee.

Independent leadership is critical for the ICSA. We need to alleviate perceived bias or unfair decision making when coaches are making decisions that impact the ICSA and their own teams successes.

To continue to grow and expand the ICSA needs to move towards independent leadership. To remove any bias, or perceived bias, in the governance, direction, execution and growth of our sport. In addition there needs to be more clarity in the governance and decision making process.

In reality, ICSA is run by a handful of coaches regardless of them being on a committee or not. These 5-8 coaches hold tremendous power and are intimidating to others

There are actually no true rules of any kind in College Sailing. The current leadership does not follow or enforce them at their own institutions and everyone else involved follows that "lead".

That the ICSA board spends the majority of its time on policy and direction for the teams that in general make it to nationals. Rarely the smaller sport-club teams

Scholarships:

Quasi-scholarships causing imbalance in teams with schools that can't give non-athletic scholarships to athletes

We seem to have a problem with discounting at institutions wanting top athletes as a way around scholarships

Laser Performance:

Opaque and harmful deals made by national governance (i.e. Laser Performance deal for nationals).

Competition among vendors is important in sports. The Laser Performance "sponsorship" agreement lacks clarity and limits the growth of the sport.

Other:

There is no initiative to keep sailors involved in the sport after graduation. Sure, most of the sailors in the top programs will keep sailing, but there are hundreds of kids that don't have a path to get involved with sailing after graduating.

Burn out in college sailors- 20 hour a week practice limit is too long and not always enforced

VIII. OPPORTUNITIES OR CHANGES TO PURSUE

All respondents were given two spaces to enter comments to the question, “*What opportunities or changes would you like to see the ICSA pursue?*” Those comments were then analyzed and coded into themes that capture the essence of their comments. In some cases, comments may count towards multiple themes, and even the themes themselves may have ideological overlap with others. Table 17 summarizes narratives expressed by at least four or more respondents.

Table 17

What opportunities or changes would you like to see the ICSA pursue?	<i>n</i>	%
Help level the playing field by providing resources, training/clinics, and representation to lower-level teams/club programs	40	17%
Transparent or unbiased leadership / Pursue full-time paid management	30	13%
Various changes to types of racing or boats used	30	13%
Various scheduling/event changes (e.g. Qualifying, Invitations, Hosting, Timing)	29	13%
Add limits to season length / regattas (shorter season)	17	7%
Enhance gender equality, women in sailing	10	4%
Support high performance sailing (Varsity teams or Olympic-track)	10	4%
Develop and promote post-collegiate sailing life, opportunities	9	4%
Create divisions or separate Varsity and Club	8	3%
Allow scholarships	8	3%
Create publicity and visibility for ICSA and/or college sailing	8	3%
End the Laser Performance deal	7	3%
Responses Provided (can count for multiple sentiments)	230	
Others: Find ways to increase funding (4), Conference realignments (4), Pursue NCAA Integration/relations (4), Increase rules oversight (4), Develop more clear communication from ICSA (4)		

Notable comments to this question are included below:

Developing Lower Programs

All conferences need help in fostering growth. In NEISA we do a little to encourage developing or struggling teams, but the conference does not have the capacity to do more because most of the teams are undermanned and marginally able to run their own programs.

Consider mandating a max team size, give other schools the opportunity to have higher level talent.

Funding / support for the MCSA and other conferences that are comprised of student run teams who often do not have the opportunity to travel and compete in high level events and improve

Find new ways to help "Non-Varsity" programs. Perhaps offer online workshops within each conference that the so the management of the club programs can get consulting and interact with others to share ideas.

Design a subset nationals for developing teams so that they may be competitive in their own skill level, while still pursuing further development.

Establish conference coaching events- bring top coaches to clinics for underserved conferences to raise the level (all but MAISA and NEISA are opportunities)

ICSA Leadership and Governance

More transparent leadership, better transparency/objective standards for All-Americans and with general policy

Is it possible to have outside governance without raising the cost to participate too much?

Leadership by a non-coach. It's ok if they are a previous coach but shouldn't be currently active. We need unbiased leadership and someone who can dedicate their full attention to it.

Increase dues A LOT, pay a minimum of two full time professionals to govern ICSA

We need an executive committee and/or board of directors that is primarily made up of non-coaches and non-sailors/athletes. It would be good to keep some representation from those groups, but coaches especially should not be the primary presence on our governing board.

Changes in Scheduling or Events

Nationals is way too big. Split team race into a separate event and focus on a spectator friendly venue with racing close to shore.

We need to make our model for the national championship more sustainable both in terms of time (number of days), and ability of all conferences to host

Make ladder event qualifying common between conferences. Many different standards exist, and at least in MAISA, considerable time is spent reinventing the wheel every few years.

Eliminate semi-finals from women's and coeds. Conference champion gets auto invite. Selection committee picks at large teams to complete field.

Having more regattas where MAISA, NEISA could maybe treat as a scrimmage, or developmental regatta for their underclassmen that would give MCSA teams additional opportunities to compete at higher level events to develop their teams and bridge the gap to at one point return to getting invites or allocated berths to the most competitive regattas in MAISA, NEISA.

I would like Nationals to be split more evenly between seasons ie: spring nationals is WAY to long

Changes in Types or Sailing or Boats Used

Give value to offshore/keelboat fleet racing. College sailors stop sailing after college because they no longer have access to dinghies, and may not have skills to jump on high level keelboat teams.

Tighten our mission so that we can do dinghy fleet racing and team racing really well, eliminate match racing and singlehanded disciplines

More singlehanded support for districts. Singlehanded sailing seems to be on a downward trend but I think it is critical to keep singlehanded sailing an option in ICSA. Keep supporting the laser class in college sailing

Publicity and Visibility

Promoting college sailing as a viable intercollegiate sport to collegiate administrations and athletic departments.

Other

Opening focus to guide collegians into becoming sailboat owners, especially while students, just acquiring whatever is raced on their local pond, rather than this drive to dream about high tech equipment they may not afford until they're 50 or 60 and may be dead before they get there.

Sailing higher-performance boats that encourage a wider range of body types (especially bigger/taller women), having a stronger link between college sailing and Olympic sailing -- I'd like to see more collegiate All-Americans on the Olympic podium! College sailing would gain more credibility if it put more sailors on the Olympic path.

There is a great opportunity to create a division between those programs who are looking to compete at the national level, and the larger group of programs who are simply interested in being a club and enjoying their college experience with some light competition between similar programs. Whether this is through possibly becoming an NCAA sport or creating multiple divisions within ICSA, some sort of formal division should be created.

XII. FINAL THOUGHTS

After respondents pondered the issues addressed throughout the survey, they were given an opportunity to provide additional thoughts critical to future goals, priorities and overall direction of ICSA. The most common narrative themes expressed a desire to remain independent from the NCAA and a desire to grow the sport of sailing, build lifelong sailors and prioritize or preserve the unique leadership experience that college sailing has traditionally provided. Other common themes addressed the increasing gap between teams and conferences, a desire to provide greater support to smaller, emerging teams, and the need for greater transparency, neutrality, or the pursuit of full-time independent management. The quantification of the number of theme “mentions” where the topics were discussed by at least three individuals are captured in Table 18 and a selection of open-ended statements are included below to enhance clarity.

Table 18

Final Thoughts

	<i>n</i>	%
Push to grow the sport of sailing, develop lifelong sailors and/or preserve the leadership experience college sailing provides	14	17%
Remain independent from the NCAA (mostly due to negative perceptions of the NCAA)	14	17%
There's an increasing separation of teams/conferences/sailors - Newer, smaller programs have the deck stacked against them (top 15-20%), particularly in scheduling*	12	14%
Desire for greater support of smaller, emerging teams (active efforts/funding)	10	12%
ICSA needs greater transparency/neutrality/Independent governance, including officiating	10	12%
Join or consider joining the NCAA (mostly for co-ed only)	8	10%
Desire to professionalize the sport and ICSA, pay umpires, hire full-time management (willing to increase member fees to fund)	7	8%
Positive sentiments for ICSA or current model	7	8%
ICSA is losing touch with modern trends of the sport (boats used)	5	6%
Scholarships would further the divide among teams	4	5%
Consider adding scholarships to grow opportunities, keep kids in sailing	4	5%
College Sailing should clarify its goals - it cannot serve everybody in its current form	4	5%
ICSA needs more rules oversight (recruiting/scholarships)	3	4%
Costs are prohibitive to competing nationally at a high level (travel, equipment). Need for a funding source.	3	4%
Responses Provided (can count for multiple sentiments)	83	
*A number of comments referenced the opposite, that they believed "national" sampling was holding back better teams from the MAISA or NEISA from qualifying		

I think our leadership and volunteers are incredibly dedicated and wonderful. ICSA is an absolute bargain and a wonderful organization. The recruitment enforcement issue is not an easy one!

College sailing is dominated by an inner circle of sailors who sail exclusively while their teams merely provide competitive practice for their college careers. For example, an A and B skipper from any given top 10 CO-ed/women's team will sail more regattas in one fall or spring than much of their team will in their entire college careers. This exclusivity stratifies the skill level between the 'inner-circle', and everyone else, even more so. College sailing should assess its goals for furthering the sport of sailing. Is limiting the scope and value of a season to several coed and women's showcase events, in which the same inner-circle of talented sailors will compete, really consistent with a growth in the sport? My guess, no. We watch our talented teammates walk away from us, not necessarily because they always work harder than the rest of us, but partially because they receive, often times, double the time on the water.

It would be great to see more rules oversight. From what we see, there is none. Raising the cost or going to NCAA would hurt many teams ability to compete. While it's frustrating to feel that there are limitations to what a club team (who is not super well funded) can achieve in results, it is great that those teams can still participate among the best teams. If some schools start to have the ability to provide scholarships, that would put a greater divide between the teams that have and don't have. The thing that makes college sailing unique to other sailing is that the financial advantage (compared to other sailing) is mostly taken out and with the same amount of allowed practice time, the people that are the most efficient/work the hardest are in theory able to work their way to the top. It would be unfortunate to push that approach out.

I would like to see more training for volunteer coaches, especially those without significant racing background, and more developmental support for emerging (or struggling) teams. I'm also concerned that collegiate sailing isn't keeping up with modern trends in non-collegiate sailing. A student who arrives on campus with some exposure to high performance boats on television may see dinghies as very limiting.

We have one of the best infrastructures for sailing in the world yet we are sailing boats designed decades ago designed for young teens. Of course, I understand the costs benefits associated with 420s and FJs, a reliance on a 280 lb. ideal crew weight puts athletic and competent crews who weigh more than the tiny walk-on crews at a huge disadvantage. Finding a boat that relies on high performance and sailing knowledge would take our sport to the next level and maybe even turn out more Olympic caliber sailors.

Between 2003 and 2011, ran USODA, C420 class, helped to start LISOT in 2002, started all girls Opti team in 2004, helped to start high school sailing team in 2008 and fought unsuccessfully US Sailing attack on C420 class. Three daughters sailed both women's and coed

at Harvard, Dartmouth and Stanford. There is so much that is great about college sailing and so much wrong. Desperately needs to be professionalized; a board with a few Athletic Directors and no coaches and an ED who is not from sailing. Need to professionalize racing. As I told Vandemoer three years ago; even a high school lacrosse game has paid refs and with exception of nationals, virtually none of the college weekly events have anything comparable. The sexism in the sport is unrelenting; starting with the distinction of coed vs., women's. The good females want to sail coed which is what they grew up in but are told they can't - they will take away a boy's spot (few coaches don't live by this but not many). EVERYONE perceives the women's as very second tier (don't believe the denials). Make coed all boys (don't listen to the coaches about how it can't be done; it can) or make a men's division with gender of crew open and women's division with gender of crew open. (Having men crew for women would be incredibly therapeutic). Fleet racing needs to be done in one season. Right now, the fall fleet racing has become meaningless til the ACCs. Start Nationals third week of December (don't listen to the nonsense about exams- Stanford and Dartmouth have had to sail in Nationals in the middle of exams for years; it can be worked out). Finally, I can't think of a thing the NCAA has made better or not screwed up. ICSA has the advantage of not being the NCAA and being able to fix things on its own. The NCAA solves nothing. Feel free to call if you need to hear more of the rant. - John Lambert - 207 874 4000

As former collegiate sailor and soon to be parent of collegiate sailor I see that ICSA has changed tremendously in last 25 years. I attend a large state school in SEISA and had opportunity to learn the sport, as was a recreational sailor before college, and compete at a national level. While our team was not a serious competitor for national champion, this opportunity to race at a top level made me an active, lifelong racer. With the concentration of ICSA competition into NEISA and MAISA this opportunity for college students to come into our sport at high level of competition at this key time in their lives is diminished. ICSA should refocus on growing our sport as a whole to ensure a long pipeline of future sailors.

Please consider how allowing athletic scholarships might incentivize young athletes and broaden opportunities before them. As a parent of two sailors recruited by Ivy League teams, we saw no opportunities that would have eased the financial burden to a family (with the exception of programs such as Navy.) Even partial scholarships help for most all families. There has to be a way to avoid the negatives of sports scholarships (team stacking, etc.) It works for other sports, why not sailing?

Coming from a 100% student-organized program our biggest challenges were dealing with equipment and travel costs. Our closest regatta was a 6-hour drive and on average we drove more than 10hrs one way to each regatta. We struggled to get quality/safe equipment, and trained each other. I think the ICSA needs to focus on bringing up the quality of the entire feel as opposed to just the wealthy east coast schools. This can be done through equipment awards for small teams with strong leadership, student racing clinics that help to train students to be great coaches in their programs, and other educational opportunities. We made a ton of progress at

Mich Tech during my 3 years as Commodore and frankly never heard anything from the ICSA regarding help or support for our team or others in the MCSA like us who were working hard to improve. Felt like all the ICSA ever cared about was catering to a select few schools. The sport of sailing will succeed only by seeing 100+ teams be competitive as opposed to a small fraction of which come from families who have been privileged to have their kids training from a very young age.

I would hope that the results of this survey would be published. I feel that all transactions within the ICSA should be made public given the volunteer nature of the organization. Overall we have a great product, but there are decisions that are made that could be perceived as biased. Our leadership rarely changes and that's a problem. There are coaches that are privileged to information, and coaches who are not. The ICSA needs to be more transparent with all decisions and transactions.

I think pursuing NCAA status would help encourage our universities to do more to support the teams and it would create a better distribution of skill. If we were division 2 and WISCO and UMich were DI, we wouldn't get yelled at for bringing inexperienced sailors and trying to teach them to sail at their regattas.

There's an substantial and immobile imbalance between the nations top-30 teams/schools that historically support and fund their sailing programs, and the other the 200 teams that struggle to pay for coaches and travel. It's partly because these non-historic schools don't give a damn about sailing because it seems illegitimate. NCAA status would incentivize more schools to fund varsity level athletic programs and finally take their sailing teams seriously. "NCAA" titles and championship participation look good for all schools. "ICSA" championships don't mean much to a layman in a University's administration or student governments. This change would have an immeasurable positive impact on our sport, but of course would come with noticeable costs to our current values. But at the bottom line should be two aims: tighter competition and more sailors involved in the sport for life. It is daunting for ICSA to concede its authority to NCAA. But the people at NCAA are professionals at managing collegiate sports leagues. They too understand how to cater to the needs of their constituents and create progressive change in the sports they manage. ICSA is run by coaches. They work hard, but that sounds ridiculous...and it is! Its time to let coaches coach and let the pros take over the management.

College sailing rightfully exists on many levels with the ability to sail in some of the best venues, against the best sailors, and thought by some of the best coaches in the world. It thrives off the community it creates since sailing is truest a lifelong sport and professional/commercial aspirations are limited. It would be disappointing to commit to a large sweeping change only to see some of the sport die because the team did not have enough money to be promoted to NCAA and would lose the instigation so support buoyed by the rest of the teams across the country. College sailing is important to the sailing community as a whole and is not just another sport to add to some college brochure.

I believe the addition of sailing into the NCAA is vital for the continuation of the sport. This will encourage and enforce continued success on the water and assist in academic support. The resources provided to sailors will be substantial and although costs will increase, it will set standards that as of now are only met by a handful of schools.

Great idea to do the survey. ICSA needs professional help. Coach/volunteers should NOT be negotiating business deals with sophisticated businesses (I.e. boat manufacturers) and agreeing to exclusive contracts of 10 years, for example. (No business person I've ever met would agree to a 10 year exclusive....). Volunteers are awesome, and nobody doubts their nice intentions, but the best sailing coaches in the world aren't necessarily the best business/deal negotiators. Also, understandably, there is much tradition in sailing, and regattas are named after wonderful, mostly deceased heroes....but....there are too many regattas in sailing overall, and college sailing too. Compress the double handed dinghy season the fall, have the Nationals in a warm, rotating place just before Christmas, and then save the spring season for Match, single handed, offshore. My 2 cents. Again, GREAT idea to do this survey. Good luck!

The ICSA needs to set firm rules around sexual and physical harassment and abuse and the allowance of athletes to continue competing. Skippers who hit their crews and have multiple pending title ix cases against them at their schools should not be welcomed into competition and especially not awarded the title of All American, as was the case with the Hobart College Coed A skipper. This is a shameful practice and harmful to teammates and competitors. When the team and school fail to intervene, it should be the conference's responsibility.

1) We (speaking based on my experience on US sailing committees, and at NYYC and LYC) have seen a substantial decrease in interest in post college sailing by recent grads. After lots of investigation, we attribute that to college sailors not associating college sailing as something fun they want to do more of after graduation. Instead, it was the thing that took them away from parties on the weekend, and away from socialization. 2) I believe the reduction in event weekends is a real negative as it reduces the weekends for the b and c teams at each college to get opportunities to sail. In my view, at most the cap should be on weekends per season a particular sailor can race. I do believe the purported concerns about sailing distracting from academics are dramatically overstated. I say that as someone who sailed a lot in college and just fine in school (good enough to get into a top law school). As did my brother (top business school). And sister in law. Etc. - Senet Bischoff. 1996 CSOY, 3-time ICSA National champ (2 team racing and 1 singlehanded), 6-time Morgan Trophy winner, 2-time Etchells Corinthian World Champion and Tufts (and Georgetown Law) alum.

Analyze the number of teams wanting varsity status vs the teams wanting club status. Develop a set of rules for a Varsity Division and separate Club Division and a way to make a transition either way from one to the other. Hold championships in each Division which are practical for each Division in various part of the country. Concentrate on team racing and 2 division dinghy racing. Singlehanded and Match racing and large boat racing events are a distraction to the 2

main disciplines. There needs to be a revaluation of permitted recruiting practices and Scholarship (grants in aid) that are permitted to make sure that all schools have an equal chance to acquire a limited amount of natural talent.

Somehow we need to bring back some of the importance of regattas out side of NEISA and MIASA. Have at least one regatta in each district count as a ranking regatta and give points toward being an All American for attending these regattas. This would possibly force teams to go out of district and away from the east coast.

There shouldn't be a separate women's division. This division was created in late 1900s when female involvement in the sport was incredibly low. Now that more than have of college sailors are female, a separate division is not necessary. Ask any current college sailor and they will state that the women's regatta is less competitive than the top Co-ed regatta of the same weekend.

College sailing has grown out of its format and the leadership is lethargic in almost every aspect. New leadership, professional administrators and a plan for funding college sailing is desperately needed. The lower fleets opti's, lasers, 29ers, 420's are creating lots of great sailors. Many of them are shocked and dismayed when they arrive at college to find their old class organizations were better organized and more fairly administered than the ICSA. It has no real rules and almost every program takes advantage of that situation to the detriment of young sailor/students.

I'm happy this survey was released and that the gathered answers are being cared for. As a captain of a club team, I feel trodden on and taken advantage of by varsity teams who would love nothing more than for clubs to disappear so they can feed their monopoly of olympic-bound athletes, and it saddens me because sailing offers so much more than that to those involved. I feel unappreciated, unsupported, and misunderstood by my school and work tirelessly within the restrictions placed on our team for the greater purpose of spreading the lifelong love of sailing to students and shaping the wonderful character traits that racing teaches, especially for women. All in all, I don't know what the answers are to any of my grievances but I'm happy to have a place to share concerns and am looking forward to an administration that cares enough to put a survey like this out. Thank you.

College sailing was one of greatest experiences of my life, I transferred to a non sailing school and I missed it deeply, creating a how to kit and mentor system helping new schools spin up teams should be a priority

My Athletics Department is constantly weighing dropping our program because we are NOT NCAA and cannot offer scholarships. Women's Sailing would benefit greatly by going NCAA in my opinion. I cannot speak directly to coed teams, but suspect the same might be true. 80% of my 35 student-athletes work outside, part-time jobs. Offering scholarships would benefit them greatly and entice high school women to stay in sailing!

My program would be willing to spend significantly more money on a better ICSEA. "better" would mean professional governance.