

Squaring the Blade

Volume 18
Number 3
FALL
2000

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REPORT FROM THE MANAGING COMMITTEE

Developments During The Last Six Months

The last two issues of *Squaring the Blade* have reported to you on two major challenges facing us as alumni supporting MIT crew: a breakdown in the relationship between MIT and Friends of Crew and the need to support rowing at significantly greater levels than at present.

The first developed dramatically a year ago when the Managing Committee's attempt to re-confirm our founding agreement—which had formed the basis of years of cooperative support by Friends for Crew—was dramatically rejected by MIT. The second has developed over a period of years as our competitors have increased the size of their athletic department budgets and support for crew while at MIT such support has been stagnant.

The First Challenge—MIT and Friends of Crew

In this issue, we can report to you that progress is being made and outline for you what we think remains to be accomplished. We are optimistic that a resolution will be possible. The core of our optimism comes from communications that the Managing Committee has had with MIT Corporation Treasurer Allan Bufferd, who is working with us on behalf of the MIT administration. He has been direct and responsive and has noted with concern the numerous letters and other mes-

sages that have been sent by individual alumni expressing dissatisfaction with the current state of affairs. He has also indicated a strong desire and willingness to work with us to review the history of expenditures of funds from the Friends' account and to set up a dependable framework in which to go forward. We view our discussions with Mr. Bufferd as fitting into four topics.

First, we wish to review how the Friends' account has been used and how crew is funded from the dozen or more accounts used to support it. James McCurdy, Mac McCurdy's son, has asked us to seek a review of the endowed accounts set up by his father, as well. Mr. Bufferd is gathering information and preparing a report that will be reviewed with us. We hope to report to you on it in the next issue of *Squaring the Blade*.

Second, we wish to consider the best placement of the funds that are in the Friends' account. Although included among the overall funds held and managed by MIT, the Friends' account is not currently an endowment account that limits its use to the income earned each year. Instead, it can be spent down to zero at any time and also accrues interest at a lower rate than the earnings on a true endowment account. We will consider whether the account should be moved into an endowment status, and

we expect the final decision on that issue to be made in conjunction with resolution of the next issue.

Third, we wish to create instruments for the designation of funds that we intend to raise to support MIT crew more effectively in the future. The October 1999 Strategic Planning Report identified a short list of key areas needing greater support (see box on page four) and offered a rough estimate of \$15 million to provide that support. Assuming that we can work through our issues with the MIT administration, we intend to proceed to raise those funds. Since the suggestion of the strategic plan was to endow certain expenses to avoid the need and uncertainty attendant with trying to raise the necessary funds year-to-year, that approach would be consistent with moving the existing funds into an endowment account from which only the earnings could be used.

Fourth, we wish to review and revise the agreement between Friends and MIT. While we have taken the position that the agreement was finalized in 1985 and has been relied on for years by all of us in giving money to MIT to support crew and remains valid, Mr. Bufferd has expressed concerns with it. At the same time, he has expressed the willingness to work with us to revise it, if necessary, and has demonstrated a strong recognition of Friends as an existing, contributing organization. We are prepared to continue to work with him to consider revisions to it and will report to you further during the coming year.

The Second Challenge—Increasing Support for Crew

All of the work described above is designed to evaluate and repair a precarious situation and simply lays the groundwork for addressing the second major
(continued on page four)

Attention, All Of MIT Athletics...

Our success in restoring an adequate level of support for competitive intercollegiate rowing may depend on increased funding for athletics generally. It also may depend on recognition by the MIT administration of the fact that a small number of sports have a tradition of excellence and competition at the Division-I level even as other teams compete at the Division-III level. These top-level sports include rowing, sailing, shooting, and fencing.

FUND CAMPAIGN PLANNING COMMITTEE

Laying A Foundation, "Settling" For The Long Haul

The Fund Campaign Planning Committee was formed to develop a plan and guidelines for fund raising to meet the future needs of Friends as set forth in the October 1999 Strategic Plan. This committee has been very active. In more than a dozen meetings, we have worked on financial planning to support MIT crew.

We have identified many alums who have demonstrated a strong interest in MIT rowing. In early May 2000, we hosted an informational meeting for about 20 Boston-area alums identified as strong crew supporters to discuss the need for more support for rowing. This

group showed keen interest in present conditions and disappointment in the decline of the rowing program. We picked up many useful ideas from this group. Our goal over the next six months is to make progress on outlining the parameters for a fund-raising campaign even as we continue to educate interested alums.

Last year's Strategic Plan suggests establishing an endowment sufficient to provide support for crew that does not have to be renewed each year. As the committee broadens the base of support in the MIT and rowing communities, it will develop a strategic plan to coordi-

nate fund raising for Friends, with the goal of providing continuing support for coaches, equipment, and training trips at a level commensurate with MIT's peer institutions.

Progress has been much slower than hoped. We believe we are laying a firm foundation for future progress. Like a race, we are now "settling" after the start for the long haul of the race. As we all know, that is where success arises. We appreciate the support we have received and always look forward to comments or questions.

The Fund Campaign Planning Committee

Jack Frailey '44 Mike Greata '63
 Bill Reynolds '49 John Wasserlein '63
 Bill McTigue '54 Bruce Anderson '69
 Chet Riley '62 Roseanna Means '76

E-mail: mitcrewfund@external.cisco.com

INFORMATION DEVELOPMENT COMMITTEE

Taking Stock Of What Needs To Be Done

The Information Development Committee continues to gather information about subjects relevant to our key issues: the level of support for crew at our peer institutions, the way that support is provided, the history and present status of support for athletics generally at MIT, and how MIT crew fits into that picture. We have had minimal cooperation from the athletic department in gathering data about MIT athletics and MIT crew. We have gathered articles from MIT newspapers, identified and studied the Web sites of other colleges and support groups, examined in-

formation on student life at MIT, spoken with coaches at several peer institutions, and continued to identify additional sources of information. The committee will continue to gather and develop information as the process of negotiation with the MIT administration continues.

The Information Development Committee

Mike Scott '73 Stu Schmill '86
 Willie Vicens '70 John Everett '76
 David Lee '76

E-mail: mitcrewinfo@external.cisco.com

JOIN OUR E-MAIL LISTSERVS

The MIT alumni office maintains two listservs containing the e-mail addresses of rowing alums. The list is approximately one-third the size of our mailing list. Please send in your e-mail address so we can add you to the listserv.

ATTENTION, ALUMNAE...

We would like participation in and leadership of Friends to involve alums from all teams as well as eras. If you are interested in becoming involved, please contact Joan Whitten Miller at jwmiller@meei.harvard.edu.

SQUARING THE BLADE

A NEWSLETTER FOR
 THE FRIENDS OF MIT CREW
 VOLUME 18 • NUMBER 3

MANAGING COMMITTEE OF THE FRIENDS _____
 DUSTIN ORDWAY '74
 JOHN EVERETT '76
 JOAN WHITTEN MILLER '80
 JOHN MILLER, CHAIR EMERITUS

DIRECTOR OF CREW _____

VARSAITY WOMEN'S COACH _____
 SUSAN LINDHOLM

NOVICE WOMEN'S COACH _____
 BILL PATTERSON

VARSAITY HEAVYWEIGHT COACH _____
 GORDON HAMILTON

FRESHMAN HEAVYWEIGHT COACH _____
 STEVE HOPE

INTERIM VARSAITY LIGHTWEIGHT COACH _____
 DOUG VINCENT

FRESHMAN LIGHTWEIGHT COACH _____
 MIKE BEARDSLEY

FRIENDS MANAGING COMMITTEE
mitcrew@external.cisco.com

FOURTH ANNUAL REUNION ROW

Official Results Of Races On June 4, 2000

OFFICIAL ADJUSTED TIMES

1—Class of 1965	1:08.6
2—Class of 1995	1:31.9
3—Class of 1975	1:36.9
Classes of 1950/85	1:36.9
5—Classes of '60/'70/'80/'90	1:46.5

BOATINGS

<i>Class of 1965</i>	
Cox	Jesse Lipcon
Str	Bob Curd
7	Bob Menzies
6	Jim Falender
5	Stan Wulf
4	Sandy Blanchard
3	J.R. Schilling
2	Dave Waltz
Bow	Sam Drake

<i>Class of 1995</i>	
Cox	Quoc Tran
Str	Fouad Saad
7	Shawn Hanegan
6	Prashant Doshi
5	Gus Leotta
4	Emily Hanna '00
3	Janet Wang
2	Brit Gould
Bow	Lizette Arce

<i>Class of 1975</i>	
Cox	Chris Santos
Str	Jim Schiette
7	David Katz
6	Milton Roye '78
5	Mike Beasley
4	Bob Laurenson
3	John Chisholm
2	Chris Dippel
Bow	Steve Derezinski '90

<i>Classes of 1950/'85</i>	
Cox	Sahar Aminipour '00
Str	Bey Blanchard '50
7	Kim Marvin '85
6	Robert Tung '64
5	Mark Jhon '01
4	Frank Petree '50
3	Robert Randall '50
2	Gary Drlik '85
Bow	Sid Wex '65

<i>Classes of 1960/'70/'80/'90</i>	
Cox	Willie Vicens '70
Str	Susan Temple '80
7	William Peck '60
6	Howard Hornfeld '60
5	Eriko Yagi '90
4	Marnin Merrick '80
3	Angelo Ho '80
2	Allen Morris '80
Bow	Bob Eller '60



CLOCKWISE, FROM TOP LEFT. Members of the classes of '60, '70, '80, and '90. Members of the class of '65. Members of the class of '95. Members of the class of '75.

We thank our supporters for their generous gifts. We will publish their names in the next issue of SQUARING THE BLADE.

Developments During The Last Six Months

(continued from page one)

challenge—increasing the financial support for MIT crew to allow today's undergraduates to compete on equal footing with their peers. This challenge has three parts: a need for more alumni support, too little institutional money to go around, and a question of funding priorities.

The first part may be the easiest to address. The Strategic Plan identifies a short list of priorities for funding (see box below). As soon as the report came out, the Managing Committee received an e-mailed pledge for \$5,000 toward the salary for a part-time staff person in recognition that a volunteer organization like this needs someone on hand to coordinate among all of us. We have no doubt that adequate support is out there for crew; we simply need to work through the other issues so that all of us can be confident that our contributions to Friends will in fact support crew as intended. To get to that point, we need to address the other two parts of this challenge—too little institutional money and priorities.

TOO LITTLE INSTITUTIONAL MONEY: This problem was noted in the Strategic Plan. The overall MIT athletic department budget is woefully inadequate and has been flat for more than a decade. Now, a supposed increase appears likely to cover the deficit, at most. While MIT has long prided itself on supporting its undergraduates in whatever endeavor interested a sufficient number of them, funding has not kept up with the demand. A strategic review commissioned by the MIT admin-

istration is now under way to evaluate priorities for the athletic department. We think that this study should recognize the critically important contribution that athletics makes to student life at MIT and recommend a dramatic increase in funding for athletics.

FUNDING PRIORITIES: This issue has to do with management of funds and with fairness. Simply put, the question is whether and when the MIT administration will allow more money to be spent on one sport than on another. For example, MIT has several intercollegiate sports with long histories of success at the national level. While most sports teams at MIT compete at the Division-III level, crew, sailing, shooting, and fencing have traditionally competed successfully at the Division-I level. MIT must determine that these traditions are worth continuing and fund the sports at a level that allows today's undergraduates to compete with those of our peer institutions.

In summary, here is where we stand:

- * The MIT administration, as well as the alumni office, has given us strong signs that it respects and wants to work with Friends.
- * The Managing Committee is in the process of working through financial details and planning for the future with the MIT treasurer.
- * The Managing Committee and the Fund Campaign Planning and Information Development committees are working together to gather information regarding athletic department funding and priorities and convey it to the administration in a coordinated way.

- * We look forward to being able to inform you of progress and discuss the timing of kicking off a fund-raising campaign in an upcoming issue of *Squaring the Blade*. (Right now, the work required appears daunting, but we are in fact optimistic and have a great group of alumni working together on these three committees to accomplish the necessary tasks.)
- * We met recently with the new dean for student life, Larry G. Benedict. This meeting was encouraging and sobering at the same time. We are heartened that Dean Benedict brings significant leadership and management experience to MIT and that he has come up to speed very quickly. Any administrative or policy change is slow; however, and you can see from the report that there are competing demands.
- * For all of these reasons, we encourage you to continue communicating to the administration your support for MIT crew. We think that positive statements about your support for MIT as a university and the key role that crew can play for students when it provides them an opportunity to excel at the highest competitive level will be most effective. (And thanks to the many who responded to the e-mailed request for such stories! We have passed them on to Dean Benedict, President Vest, and others.)

Other Developments

There have been other developments during the last several months that should be noted:

- (a) The athletic department has not yet filled the position of director of crew that Stu Schmill left in January 2000. Instead, it has divided some of the director's duties between Susan Lindholm and Gordon Hamilton, who will both stay on next year in interim positions in charge of the women's and men's heavyweight programs, respectively. A lightweight coach and frosh coaches have been hired, so the fear that the athletic department would try to cut one of the teams has not materialized.
 - (b) The athletic department canceled the men's IRA training trip in May on the grounds that the women's crew had not taken one. Anyone with significant
- (continued on next page)

REMINDER OF OUR REAL FOCUS

As we proceed, we must remain focused and keep the recommendations of the strategic plan in mind.

1. Competitively paid full-time coaches.
2. Dedicated staff person for Friends of MIT Crew.
3. Gender equity within the rowing program.
4. Funding for trips.
5. More funding for equipment.
6. Boathouse improvements/expansion.
7. Increased involvement of all alumni—men and women.

These priorities, set forth in the October 1999 Strategic Planning Report, are guiding our efforts today and will be the basis for fund raising in the future.

FALL DINNER AND DEDICATION OF SHELL

Rowers Honor Jack Frailey For His Years Of Service

We are very pleased to have MIT President Charles Vest as our speaker this year at the annual fall dinner of Friends of MIT Crew ("Friends"). President and Mrs. Vest will join us for the reception and dinner, and we have extended invitations to other members of the MIT community as well. We anticipate that President Vest will speak to us about the role of athletics in student life at MIT. As you may know, "student life" is a term used at MIT for the overall experience of MIT students and was the subject of a study in 1998 that can be found on the web at web.mit.edu/afs/athena.mit.edu/org/c/committees/sll/.

As usual, the dinner will take place on the Saturday evening of the weekend of the Head of the Charles Regatta, October 21, 2000. The dinner is scheduled to

take place at the Museum of Science in order to allow more space for the anticipated crowd. Please try to make it to Boston for the dinner and other events that weekend if you are able. The dinner



Jack Frailey '44 offers some final words of advice to the crews before the launch for the Reunion Row race.

begins with a reception at 6:30 p.m.

Earlier the same afternoon at the boathouse, there will be a dedication of a boat to honor Jack Frailey for his many years of service. Jack continues to support crew by serving on national and international rowing committees and by co-chairing the Fund Campaign Planning Committee of Friends with Chet Riley '62. If your schedule allows, please join us for the christening of this shell at 3:30 p.m. on Saturday, October 21, 2000, on the dock of the Pierce Boathouse.

The combination of the dedication and the dinner will provide an excellent opportunity for us to get together informally to discuss how we can work together to support the intercollegiate rowing program at MIT now and in the future. The Managing Committee and as many of the members of the two other committees as can attend will plan to be available at the boathouse after the dedication to discuss our work in progress.

Developments During The Last Six Months

(continued from page four)

- cant experience in the application of Title IX, please contact the Managing Committee.
- (c) The athletic department told the Boat Club, headed by the student commodore of the boathouse (now Melissa Light, who can be reached at milight@mit.edu), to disband as a student club under the athletic department and to reorganize as a non-athletic student organization open to all students. The Boat Club, which organizes social events for rowers like the spring banquet, has functioned as a student club under the athletic department since approximately 1922. There has been some confusion about the athletic department's rationale (apparently some statements were made that confused this student organization with Friends and labeled it a booster organization), which apparently stems from its interpretation of NCAA rules.
- (d) The athletic department has begun to clean up the appearance of the boathouse.
- (e) Our invoices for *Squaring the Blade* have been paid, although in part by funds outside the athletic department and outside Friends. Not all costs

have been approved for payment, and discussions continue.

- (f) Dean Rosalind Williams has returned to teaching, and two new deans have been hired. Dean Williams directly oversaw the athletic department, and Dean Lawrence Benedict, who comes to MIT from Johns Hopkins, will take over that role as the new dean for student life.
- (g) The Visiting Committee for the athletic department met this year. It convenes every two years. We have not yet heard what was concluded.
- (h) Pete Peterson '58 has independently pledged approximately \$1 million to endow a coaching chair for crew.

All in all, it has been a trying year but one that appears to be turning in the right direction. As you will see from the reports of the two ad hoc committees working on planning for a fund campaign and information development, a great deal of additional groundwork has been laid that may help us to succeed in the coming months.

The Managing Committee

John G. Everett '76
Joan W. Miller '80
Dustin P. Ordway '74

Coaches' Reports

Because of the lateness of this issue, we are not including last spring's racing results. You can find them on the Web at www.row2k.com. We will attempt to include columns by the coaches in the next issue of Squaring the Blade. In the meantime, the teams and coaches always appreciate alums' stopping in at the boathouse.

Friends of MIT Crew Account Information

More than \$1,000,000 has been raised since the founding of the Friends through thousands of individual donations by alumni and friends.

Friends' funds are separately collected and managed by MIT as part of the MIT endowment. Endowment funds continue to grow after the date of donation.

To direct donations to the Friends of MIT Crew endowment account, earmark your MIT contribution to Friends of MIT Crew Acct. No. 3855200.

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WHAT'S INSIDE THIS ISSUE

Highlights Of Contents

- Report From Managing Committee page 1, 4-5
- Fund Campaign Planning Committee page 2
- Information Development Committee page 2
- Fourth Annual Reunion Row page 3
- Reminder Of Our Real Focus page 4
- Fall Dinner And Dedication Of Shell page 5