

INTERVIEW WITH ANDY GEIGER

OSU DIRECTOR OF ATHLETICS

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Q. You seem to have fixed very early on a career in athletics administration, becoming Assistant Director at your alma mater, Syracuse, in 1964, just three years after graduation; and you never untracked until resigning from Ohio State in 2005. Was this something aspirational and deliberate, or was there a bit of serendipity involved? Did it have anything to do with your crew student-athlete experience at Syracuse? Did you ever contemplate a career change?

A. It had everything to do with what I did at Syracuse. I went to Syracuse in 1957 as a freshman interested in transportation. I have been a fan of railroads my whole life and I thought I was going to head for a career in railroading. I got involved with the crew right away. It really refocused me in a lot of ways, grew up through the experience, matured I think because of the responsibility and some other things that were happening in my family life. I really latched onto the crew as my emotional center. I was fascinated with the whole concept of intercollegiate athletics. Syracuse had a national championship football team my sophomore year with the great Ernie Davis, a Heisman trophy winner. I was fascinated by the team and I had gotten to know Ernie a bit through athletic department kinds of associations. I went to the then Assistant Director of Athletics at Syracuse and

asked if there was anything I could do to learn the business as an intern, as a volunteer. He put me to work. I got a job right away out of college as a coach and physical education instructor at Dartmouth College. Three years into that, about two and a half years into that experience, the Assistant Athletic Director that I had worked with became Athletic Director at Syracuse, and he called me and invited me to come back and work with him. So I was at my first crossroads at the age of 25, whether to continue in the coaching or to get into a career in administration.

Q. You must have been very flattered to be asked?

A. I was excited. I was really excited, but torn. I had a marvelous time as coach at Dartmouth and we loved the town, loved the college, got married there, all of that. So it was a difficult choice but we opted to go back to Syracuse. I was there six years as Assistant AD.

Q. Your eleven-year tenure as AD at Stanford was a very successful one by all accounts. What motivated you to move in 1990 to the AD position at the University of Maryland with a significantly troubled program at that time?

A. Well I had been, as you mentioned, close to twelve years at Stanford, and we had made a significant change in our lives as a couple. In 1986, we adopted a baby and in 1988, another. So we had in 1990 a 4-year-old and a 2-year-old essentially. And we were, in 1990, we were not sure that the Silicon Valley economic explosion and all of the business that was going on around the Stanford area was the environment, that we especially wanted to raise children in. Maryland was recruiting me rather vigorously and Eleanor's mother lived in

Arlington, Virginia, and my mother lived on Cape Cod. So we thought that coming back east was a good move at that time, to be with our family, and to have the grandmothers get to know the children and for us to sort of change direction at that point was a good thing. Also, professionally I had never worked for a state or public university. All of my work had been in private schools or independent schools. Maryland's a land-grant university and I wanted to have that experience. We also have a great fondness for the Washington, D.C., Annapolis, Baltimore area, and always enjoyed being in that area. So the Maryland job was attractive from that standpoint. Also, Bill, I think after eleven plus years at Stanford, the job of being a Director of Athletics at a Division I school in a very aggressive, very competitive conference, is not an easy job. It's intense. And I think ten years is a long tenure in a job at one school. It begins to wear. It began to wear here at Ohio State for a variety of reasons, and it was wearing at Stanford. And I think on both sides. I think I ran the same type of Athletic Department at both Stanford and Ohio State with the same philosophy, a broadly-based program. Worked very hard to have excellent facilities, worked very hard to give our coaches salary, budget and facilities, so that they can create an opportunity for success for the youngsters that compete. That's the essence of the job. And so we'd been doing that and doing that I think effectively. There were those that began to get nervous or upset about finances. We'd won a lot of championships and there's always a push and a pull on campus between faculty and alumni and staff and others. It got to the point where I thought I wanted to do something else and I thought somebody else ought to be at Stanford.

Q. Did I read that during your tenure there, there were 24 national championships?

A. Twenty-seven I think.

Q. That's a lot.

A. Thirty-nine times we were first, second or third in NCAA championships in 13 different sports. It was remarkable.

Q. In a sense you had done it all.

A. Yes. There wasn't anything to prove other than the fact that they have gone on to be even better. We built an endowment at Stanford that serves them well to this day. The endowment was something around \$4 million when I came in 1979, and it was \$54 million when I left in 1990. The support for athletics was just really, really starting to grow, and we had started a venture capital fund to support the program and that had taken off. Today it's worth hundreds of millions. The Stanford program is essentially endowed. We used some of those concepts as pretty much a model for what we've done here at Ohio State.

Q. Good. Then, only four years into your tenure at Maryland, you were persuaded to move to the AD helm at Ohio State for very little additional salary, after initially declining to pursue the job. What factors influenced this move, and what part did President Gordon Gee and/or Vice President David Williams play in your decisions?

A. Well, we were not interested in leaving the Washington, D.C. area. We had a beautiful house and the family was really happy. The kids were in a very good independent school. I had been invited to interview at Ohio State and declined. They persisted, and one Sunday afternoon I got a telephone call from Gordon

Gee. Gordon can be very persuasive. And he said, "Look, just come take a look. Come visit with us." I of course knew of Ohio State's history in athletics. We'd never lived in the Midwest. I talked with my wife about it and she was reluctant, but she said, "Let's go. We should not turn down an opportunity to at least look at it. We shouldn't turn that down." We'd had a trip planned to Disney World in Orlando, one of those ones where you don't tell the kids where you're going. "We're going on a vacation and we'll take a big airplane." We got on the flight to Orlando and the stewardess looked at the boys and said, "Well, is this your first trip to Disney World?" And their eyes got really big and they got excited. We came back from Orlando and landed at Dulles and Eleanor and I caught a plane to Columbus, and a babysitter picked the boys up. We came to Columbus, and essentially the position was offered to us during our visit here. It was pretty clear that this was going to work out. And frankly, I stood in the middle of Ohio Stadium and ...

Q. Some epiphany?

A. I got a feel for the intense support that the University has for its football program, and the community and the state has. One of the interesting rules of thumb in my business about whether or not there's strong support is, how much Buckeye stuff do you see in the airport. And it's pretty good in Columbus, and the radio station was tuned to 1460 and they were talking about the Buckeyes constantly, over and over again. You'd have to be a bunch of other places like I have been to appreciate how unique and how special all of that is. It's not normal operating

procedure. It's more normal today than it used to be. But in 1994, it was pretty exciting. So we decided to come.

Q. Your OSU position title, Director of Athletics, was changed shortly after you came in August 1994 to include Assistant University Vice President. What did this added title signify and mean to you, and did you seek it?

A. It was simply because athletics at that time was a division of Student Affairs or a department of Student Affairs. It did not report directly to the President. That's the way Gordon wanted it. Gordon said, "We'll give you the title of Assistant Vice President for Student Affairs and Director of Athletics." I said, "That's fine, if that's what you want." I didn't seek it but it was I think to make clear to the community that we were intending to have the Athletics Department be part of the institution, and not the wholly owned subsidiary of some kind, like it is at most places. So we agreed that that was a good tactic and I became active in the leadership group in student affairs under the Vice Presidency of David Williams, who became a very good friend through all of this.

Q. And he's back with Gordon Gee.

A. He's with Gordon and doing lots of things at Vanderbilt.

Q. Can you describe your administrative style as Athletic Director? A big question, I know. Has it evolved much over 33 years in AD positions? Tell us how you relate to coaches and the student-athletes?

A. I think a management style evolves and you go from being young and thinking you know everything about everything, to being older and wiser and realizing that you don't know much about anything, that that's the curse of administration to a

certain extent. I tell people that if we're depending upon me to figure out what to do when it's third and eight on our own 18 yard line with time running out and we need a touchdown, we're doomed, cause I don't have that expertise. I don't seek it. So my administrative style is to provide vision, if possible energy, to recruit really good strong people to the various positions, whether coaching or administration or service in the Athletic Department. Give them the resources with which to operate, and then get out of the way.

Q. You came to OSU as one of the foremost AD's in the nation. What, in your view, are the optimal qualifications and qualities in a successful director of athletics?

A. I think you have to be a competitor. It has to be clear to your group that victory is desired and that we're all going to work hard to get to the place where victory is a way of life. And in order to create the environment for success, I think you have to as a leader be empathetic. I think you really have to understand the issues that the other guy has. It's very important to listen to the concerns that they have, and try to solve their problems. Administration is all about problem solving. You're dealing far more with negative things than you are with positive things. Sure you are creating and all of those kinds of things but administrators get problems, whether it's financial or human relations or competency or whatever it might be, these are the issues that the director gets. And as soon as you solve one, as you raise the level of the organization, the top ten percent will identify itself and the bottom ten percent will identify itself, and you're always tinkering with the bottom ten percent.

Q. Playfully dubbed “Andyland,” the gargantuan athletic facilities renovation and expansion program over which you presided has to be very extraordinary, if not unprecedented, placing OSU among the elite. Included in this reference are the Bill Davis Baseball Stadium, the Ohio Stadium, the Schottenstein Center (for basketball and hockey), the Jesse Owens Memorial Stadium (track, soccer, and lacrosse), the McCorkle Aquatics Pavilion, and the Steelwood Athletic Training Facility (gymnastics, wrestling, fencing). From your vantage, what factors combined to catalyze this huge and rapid spurt? What was your part in this dramatic facilities scenario, and how much of your attention span did the various projects consume? Fund-raising was of course involved. How much time did you spend on that?

A. Well the facilities story is multi-layered and fairly interesting in terms of how all of it rolled out. When I came, there were two projects that were pretty well started conceptually. The baseball stadium had been approved as a concept. There had been some fundraising. There is a booster group of baseball called The Diamond Club and they had been working hard at trying to get the baseball stadium accomplished. They were probably maxed out. At about the time I got there, there was a significant leadership gift from Dorothy Davis of about a million and a half dollars towards the baseball stadium. And it was pretty clear that we needed to get moving on that project, that it had been a subject for a good long time, and there was some anxiety about whether it was ever going to happen. So we pushed it along very hard, and we put some department money in it, to get it done. I said, “Look, we’re spinning our wheels here,” and I sensed the angst,



particularly with a major donor that the University wanted to please. So we got the shovel in the ground there. Gordon Gee and the trustees had been musing about a University Event Center. There was also considerable discussion about an Event Center downtown in Columbus, and there had been a tug of war between the mayor, former football captain and alumnus of Ohio State, Greg Lashutka, and Gordon, as to where the arena would be located. And it was an arena that was the basic facility. Ohio State did not want to rent time in a downtown arena. It wanted to have a first-rate place for the men's basketball team to play and a first-rate place for the women to play. There was concern about Title IX issues as it related to that. There was some interest in an interim sort of location or an intermediate location, somewhere north of the short north but south of the campus, to renew some of the area there. And that was a contemplated site. It was a political process as well. Speaker of the House, Vern Riffe, was a very powerful man in Ohio politics, and certainly in the appropriations processes that took place for capital budgeting, and he decided to grant the University \$15 million for planning purposes for a new arena. And this was about when I came in to my job. We spent a lot of time thinking about sites and it became pretty clear to me and to others, as we examined all the sites, that the corner of Lane and Olentangy, on the northwest corner, which then was a not-very-often used pasture area and a place where game day football parking took place, was probably the best place to put a new arena. So we began to develop the west campus or the west bank of the Olentangy athletic campus with a new baseball stadium. The Woody Hayes Athletic Center was already there. We put the arena on the corner.

In the meantime, one of the things that really stunned me, from an operational point of view, was the really poor condition of Ohio Stadium. It was substandard. Paul Krebs, then Associate Athletic Director, and others came to me and said, “We have a real problem getting the city and the county to let us use our own stadium each year because it’s so far below code requirements.” I talked with Mike Dolan who was our Superintendent of Grounds for Athletics at some length. He reported to Paul. I witnessed the stadium in operation my first season, first football season, as Athletic Director at Ohio State, and went to Gordon and said, I appreciate that we need and want an arena, but the stadium is a very serious, very difficult problem. We have no handicapped seating. We’re in violation of the law. Our bathroom situation is woeful at best. The ADA situation as it relates to vertical transportation within the stadium is virtually non-existent. Fourteen thousand seats in C deck with no bathrooms. Not one at that level. If we had ever had a disaster, kind of a terrible, horrible thing happened, where we had to evacuate the stadium quickly, it was just impossible. The aisles were too narrow. There were construction joints in the center of every aisle. A blatant violation of code. And it just goes on and on. There was decaying concrete. The wiring was obsolete. Just really a dismal situation. So we began planning for a renovation. I discovered that twice before Ohio State had come right up to the brink of doing something major with the stadium and had backed away. The cost increase each time, in the projection of what could be accomplished and what we needed to do, was expanding logarithmically and not mathematically. I said, “This is going to become truly a nightmare, when we have all these obligations to play these

football games and it's the economic center of the athletic program, and it's awful." So we got an agreement to go forward with exploratory architecture and we started with a study of the stadium and what it would cost to bring the stadium to code, and got that report back. It was a \$57 million estimate to lose 13,000 seats in capacity, and nobody was happy with that option. So we began to go to work in earnest on the project. We had the Schottenstein Center construction underway. We had worked hard on the financing plan for the Schottenstein Center. And that looked, the project looked very good. We decided to put ice in it, which solved our ice hockey problem. Our ice hockey team was playing in a substandard rink. That wasn't its only problem. So we were very pleased with the progress we'd made on that project and it was well underway. The shovel was in the ground and we were going. We had it financed. We came up with a series of options for financing the stadium project and got it going. The stadium project unfortunately was going to cause the removal of the track from the stadium. There wasn't any way to solve the myriad of issues that needed to be solved without lowering the field to gain ability to add back seats. As you widen aisles, and as you make space for people to have a normal and reasonable experience in the stadium, you lose capacity obviously. So we lowered the field which gave us back a whole lot of rows that we were losing, and widened the stadium, built an envelope kind of a thing on each side, widened it by some 40 feet, which gave us 19 rows to go up. We went down 10 rows and up 19 rows. The irony of all that is that we improved the sight line of the stadium for everybody. Every seat is better than it was when we started. And frankly the

genius of the original planners of the stadium prevailed. I knew that we were going to be able to do this when I went up in the upper deck, the very top of the upper deck, C deck, and walked around the stadium, and no matter where I was, at the top of C deck I could see the entire track. So I said, "We can drop the field. We can lower the field." And we lowered it some 14 feet, 14 ½ I think. Amazing project. So we found a way to fund the bonds without really major fundraising. And without going to the state, without going to the University. There is no capital money from any source other than what is generated by athletics that's gone into that facility, which is pretty exciting when you think that it's an almost \$200 million project that is self-amortizing, which is a very good thing. We built the Jesse Owens stadium as part of the track restoration. We needed to have a track. It gave us the chance to really do something significant in honor of Jesse Owens, which hadn't really been done in a meaningful way. I think there was a plaza and the Jesse Owens Recreation Centers, but I think Jesse was one of the great track athletes in the history of world, maybe the greatest ever. I was thrilled with the opportunity to do the Jesse Owens Memorial Stadium. The architect was Curt Moody. Curt did the tribute towers, the Olympic torch towers in the stadium as his gift to Jesse and his gift to the University. I think that stadium is really pretty special.

Q. That's the building you're sitting in, Curt Moody's.

A. I'm sure. Curt did the Schottenstein Center and he did Jesse Owens. He's involved with the McCorkle Pavilion which is, I hope, open some day soon.

Q. I think maybe this Archives Book Depository building may have been his foot in the door at Ohio State.

A. Is that right? It could be.

Q. Because this dates from prior to any of the others.

A. Could be his debut here. In the meantime, the academic support units, student athlete support services organization or SASO as we call it, was trying to function without an office, a real office. They had open landscape cubicles in the basement of a library, Sullivant Hall I think. And the study halls were taking place in a dining commons on Lane Avenue, the north campus dining hall. To say that it was less than satisfactory would be a mouthful. So we were wanting to find a place on campus that would be a permanent home for that function. David Williams and I both, we agreed that we did not want it to be geographically situated in athletics. We thought it ought to be part of the campus proper. So I was talking about this with Bill Hall, who was then head of housing and dining on campus. And they had an old nursing dorm called Neil Hall that was on Neil Avenue between 12<sup>th</sup> and 11<sup>th</sup> or 11<sup>th</sup> and 10<sup>th</sup>, I can't remember which. But it was right across from the medical school. And we looked into renovating that as the center for student athlete support and some other things that were needed. And we hired an architect to look into renovation and they said, "You know what? It's going to cost you a lot of money to renovate this building. It's not worth renovating. Let's start over." So the Younkin Success Center was born out of that. Athletics did some of the heavy lifting with regard to financing that building. The landlord is the housing division. And we have a CVS Pharmacy

and College of Education Learning Center, the Ohio State SASO athletics area, and University counseling services in that building. It is a really good collaborative project. We're very proud and very pleased with that.

Q. It's a wonderful facility. I've been through it.

A. It's really good. Then the Steelwood Center, that's a funny story. Because of the stadium and the Schottenstein Center and the Jesse Owens and the Younkins Success Center, and all these kinds of things, there has been a fair amount of brouhaha on campus about athletics building all these facilities. As you well know, we needed to do something about the library. There were countless faculty and students that were experiencing less than satisfactory existence on the campus because of woefully inadequate and antiquated facilities. So there was a \_\_\_\_\_ and cry about all this building going on in athletics and it was clear to many that the University's priorities were not proper, even though the Athletic Department was essentially doing it on its own. From a fiscal basis that's a tough sell on a place like a college campus. So, the trustees and the Central Administration put a moratorium on athletics, so there would be no more facilities until we say there can be more facilities. They then approved the Larkins Hall renovation, Larkins being the recreation and intramural center on campus. This was an urgently needed project. Once one of the most beautiful and most wonderful swimming centers in the country, it was built in the 1930's. Since the 60's it has been obsolete. So that project was approved, but in the meantime wrestling and gymnastics and fencing were five teams that were going to be without a home. The practice facilities were going to be destroyed, and there was no provision to

keep them in the building. If we wanted to add to the scope of the project, it would cost between \$7 and \$10 million for us to do that. I didn't want to deflect the fundraising efforts to try and raise a very, very difficult \$7 million for that purpose. It just probably wasn't going to happen. I got staff together and said, "Guys, we need to do something extraordinary." And I love to do things like this. Innovation is one of our core values. We try to think against the grain. If you drive south on Kenny from here to Steelwood Road, which is a little railroad spur, the service road for a railroad spur that doesn't exist anymore, between Chambers and Kinnear off of Kenny, you'll find a warehouse. I told the guys to go find me a warehouse. I said, "Start close to campus and then fan out in widening concentric circles until you find a warehouse, the closer the better." And we just need gross square footage and then we'll look at it and see if its adaptable to what we need to do. Well lo and behold they found this thing on Steelwood Road. It was 55,000 square feet and it was turning over in terms of tenancy. The building was going to be vacant. And so I got in the car and drove over there and it was perfect, absolutely perfect. And so we found that the building was owned by Jay Schottenstein. It was part of their real estate division. And we talked to them about what we wanted to use it for. They were very excited about it. They said that the rent for the facility was \$250,000 a year, and that we could have a 25 year lease. It was going to cost us about a million and a quarter to renovate it and rebuild it as an athletic facility. They agreed to amortize that over the first few years of the lease. And to make a long story short, in a few months we had a brand new, Cracker Jack, state-of-the-art, best in the country facility for those

teams. I'm probably happier with that, prouder of that than almost any of the other facilities that we've developed at the University. That's just really special. The McCorkle Pavilion will open sometime soon. They've had some problems getting it closed and getting it finished. I think by the way, as an aside, one of Ohio State's most serious problems is an inability to efficiently build facilities. And it's not necessarily the University's fault. State law requires us to do construction in the most cumbersome possible way and it's costing us millions and millions and millions of dollars, over what it needs to to build these facilities. And something needs to be done at some point to change the four prime system to construction management in a far more efficient way. I understand why it is the way it is, but it's really expensive to do what we're doing. They've had to do a lot of correcting and a lot of changing in the McCorkle.

Q. That's something I hadn't heard before and I dare say a lot of people have not heard that.

A. Very, very serious problem. I have lots of experience with it, with major projects that have had real problems with closure. Final project that I've been involved is a really nice project, and that is now the ice rink. It is now legal, regulation size ice rink and it has been completely renovated. New roof, new locker rooms, lots of new nice things that make it an ideal home for our women's ice hockey team. That's a nice facility. We've put about a million and a half dollars in that over the last summer to renovate it.

Q. I've not been in that one. But my son, for a long time, was a hockey freak. And we went to a number of games, and that really was the pits, that ice rink.



A. Yes. It was 15 feet too short. They were going to throw us out of the league I think. We were always afraid that the CCHA was going to say, “You know what, unless you’re going to commit to a real ice hockey program you ought to do something different.”

Q. And the one in Schottenstein must be state-of-the art.

It is. It’s the best. There’s no question about it. We’re now getting 10, 12, 14,000 people a game. It’s really starting to take off.

As wonderful as all these physical facilities improvements are, they do come with a hefty price tag; and you leave behind an Athletics Department collective debt of ca. \$200 million – the largest by far in the Big Ten. Do you believe departmental revenue can comfortably retire this debt without infringing on the operating budget needed to keep the overall athletic program viable?

A. Insofar as I’m sure that Ohio State Football will continue to be a desirable and cultural happening in the area. As long as it is, we don’t have any problem at all.

Q. No doubt about that, right.

A. So far it’s been fine. Before we ever put a shovel in the ground we added \$6 in three year increments to the price of the ticket. That’s \$6 per ticket is reserved for debt retirement. Then the 1,000 club seats, all the revenue from those red seats is dedicated to debt retirement of face value of the ticket which goes towards general department revenue. Then there’s 82 suites in the stadium and all the suite rental revenue goes to debt retirement. And that amounts to about \$15 million a year.

Q. Is there an actual schedule to retire the debt down to zero?

A. Yes. The debt service is about \$14 million a year, so it's working very well.

Was there some hypothetical year for debt retirement?

A. Thirty years. And as long as those things are subscribed the plan is failsafe.

Q. The price of a general admission football ticket has risen to \$58, which I read recently I think is at the top of the Big Ten's price scale maybe by a dollar or two, but it seems to engender little complaint. What determines the setting of this ticket price which you may have just given us insight into. And how high is too high? Does the insatiable demand make it strictly a moot issue?

A. I think there's still some elasticity in that. I wouldn't push it too hard. We usually go up fairly modestly. We've established the concept that ticket prices ought to increase every year a little bit, unless I can get agreement from all the members on the staff, from the University, from the Hospital folks and others, that things like tuition and salary and health care and benefits will never increase, then we don't have to increase the athletic department revenue. It is amazing to me that people, the public, looks at increase in tuition or increase in football ticket prices or any kind of ticket prices or anything like that as some phenomenon to be criticized. It is to be held up as some terrible, terrible, thing. Which means to me and says to me that people think that somehow we don't exist in the real world. That inflation is a phenomenon that only taxpayers have or that only businesses have. We all have it. It's part of our life. It's what happens in society. Everyone of us would like to get a raise. If we do a good job we'd like to earn more next year than we did this year. That our sense of worth and self esteem, all those kinds of things will be rewarded in an incremental kind of way as time goes on. If

any of those kinds of things are going to happen, then the price has to go up. The revenue has to go up. It has to be met in some way. And you add to that technology, as I've said benefits, the cost of health insurance, all the kinds of things we do, travel. Athletics departments travel and stays in hotels and travels on airplanes and rents cars, and all those kinds of things. And those things cost more next year than they did this year. The only thing I can do is raise ticket prices.

Q. Because you have to make the financial bottom line.

We have to be independent financially.

Q. OSU is indisputably a big-time sports institution, with an athletic program of 36 varsity sports, 105 coaches, 150 full-time staff, 700 part-time student staff, 1,000 student-athletes, and elite facilities – all supported by an overall \$80 million annual budget. Is there a fundamental conflict between the halo image of the big sports enterprise and the profile of academic excellence that OSU promotes so strongly? This is surely of concern to many faculty. What do you say to people who view OSU to be a football factory?

A. First of all I think it has to be acknowledged that if you go around the country and you stop the man on the street and you say Ohio State Buckeyes, football is going to be early in the conversation if it's not first. It is something that the place is extremely famous for. I wish that that wasn't so, but it is. It was so before I came here. I tried to do my job as effectively as I possibly could as Director of Athletics. I was meant to come here and advocate strong athletics. We have a large department and we're winning more championships, we're better across the

board than we were. If I have a criticism of the Athletic Department that I inherited, it was a place that if you just came to work every day and kept your nose clean and didn't complain very much, it was a safe place to work. And I don't run a place like that. I don't want it to be a safe place to work. I think we all have to earn our way. I also think that the curse of football is greater if you're not good at anything else, if you're not making a really significant effort at other things. I mean both within the Athletics Department and elsewhere. I think that football is really good at Ohio State because it's really good. It's excellent. And I think that being excellent is something that all parts of the University should strive to be, and many parts are truly, truly excellent. I don't think athletics ought to be faulted for being good. I'm prouder of our fencing national championship than I am of our football national championship, simply because I think trying very hard and succeeding at being good at as many sports as possible validates the football program. If we were just having the teams for the sake of having them, and not investing anything in them and winning championships in football, then we would be a football factory. A trustee recently, within the last six months, said that as part of the transition to the new athletic director and all of that, they thought we ought to drop 10 or 12 sports and the resulting savings ought to be turned over to the University for use in academic purposes. My response to that, "So you really want to acknowledge that we have a professional football team, and that their job is to make as much money for the University as they possibly can and that there is really not much else that we do this for." Others agreed with me and that motion has no traction. But I think that there is extraordinary faculty

members at Ohio State. We live in a culture where, just recently on page one of the Metro section of the Columbus Dispatch, there was a story about students complaining about rising costs of fees driven by the new recreation center, and rising tuition costs caused by what we've talked about previously. On page 4 of the Metro section, not of the main section, but the Metro section of the newspaper, was a little story about professors Chism and Thompson being elected to the National Academy of Sciences. Now, that's bizarre, and that's a reflection on this place, not Ohio State University, but it's a reflection on the State of Ohio, Central Ohio, and what's deemed important. I think that it's probably not even known at the newspaper that being elected to the National Academy of Sciences is a stunning achievement, an extraordinary achievement, of which the whole State should rise up in pride, swelling pride. That ought to be on page one of the main section of the newspaper. That ought to be page one of section A, but it's on page 4 of the Metro, which I think was the B or C section of the newspaper.

Q. It's the B. But that kind of thing happens over and over.

But that's not the Athletic Department's fault; that's not football's fault.

Anything the football team does, good or bad, is on page one. We don't have trouble finding space for that. But there's not a buying into the importance of education and the celebration of Ohio State being a top ten public and all of the aspirational kinds of things, the academic plan that Brit Kirwan worked so hard on and that others have worked on here. It's not in the mainstream and that's an indictment of the place. It's not a good thing.

Q. I think I hear you saying that the pursuit of excellence in athletics is on one track, and the pursuit of academic excellence is on another track, and they are perfectly compatible. They need not be in competition and they needn't be in conflict with each other.

A. No, and I think it's recognized by the University in lots of ways. I see advertisements around town of our achievements in medicine couched in athletic terms. The doctors are wearing football jerseys. We're celebrating something that's extraordinary that isn't football, but using the football metaphor. That's okay. I think that's okay. But we need to get past the time where we have to use the football metaphor, where there isn't a need for a metaphor. It's extraordinary all by itself, and recognized all by itself. We frankly have a long way to go.

Q. One of the many distinctive aspects of your career has been your staunch support of non-revenue sports, which are numerically all but a handful at large institutions like Maryland and OSU. You have called them "the humanities of the athletic program," which I thought was a very interesting metaphor in itself. Clearly, your point of view could have been otherwise; so, please explain your sense of the value and role of these very diverse sports.

A. I called them the humanities or the classics, that metaphor is meant to point out that we may gain a great deal of revenue from football, and the University may have revenue producing centers like the business school or engineering or medicine or whatever it might be, programs that are responsibly budgeting centers and can be tubs that sit on their own bottom like the athletic department is expected to be. I don't think that English and Foreign Languages and Philosophy

and Psychology and those kinds of things that we treasure in the academy are revenue producers in the sense that they have sizzle and all of those kinds of things. And the point I'm trying to make is, that if we're going to have a great University, if you're going to have a great library, you're going to have great humanities, the core curriculum is going to be extraordinary. The basic general education curriculum of the University is outstanding, and you don't evaluate it in financial terms. We don't evaluate synchronized swimming or fencing or soccer or lacrosse, whatever it might be as other than bringing outstanding, creative, talented people to this community. I think that one of the values of having a broadly based athletics program is that you have a very diverse student body as a result. Kids that are gifted gymnasts aren't at all like football players, and it's good to have gifted gymnasts. There are dancers, they are tiny little people many of them, that express themselves through manipulation and movement of their bodies in truly spectacular and beautiful ways. They're dancers. I think that athletics has a real kinship with the arts and with the humanities of the University. If you're football "uber alles" you're in trouble. I've long believed that.

Q. And that's perhaps sort of a hobgoblin OSU will always struggle with. Don't the ever-escalating salaries of the football and basketball coaches, as well as perhaps the athletic director, contribute to an institutional values and image problem? In approximation, coach Jim Tressel's annual compensation package is \$1.5 million or more, coach Thad Matta of basketball is about \$1.3 million; and your replacement was just hired in April at \$450,000, which is very significantly above your last contract level. Many think these salaries are out of control, and many

teaching faculty certainly take negative notice. How about a morale issue related to the huge disparity between these three salaries and those of all other coaches? Does simply explaining it away as a market-driven matter really bring understanding and acceptance?

A. Does it bring understanding and acceptance? But if I hired a football coach who wasn't able to command that level of salary in terms of his performance, he'd be hooted out of town. The job of football coach at Ohio State is a very public, very taxing, time consuming, 24/7 type commitment. I'm not saying that there are jobs at Ohio State that are done anonymously, or that involve faculty who are intensely involved in very, very important research that aren't equally committed to performing excellently. I think that it would be a heck of a lot easier for me and for those that are managing universities if athletic salaries were a lot less than they are. But I couldn't probably find a basketball coach or a football coach to come to Ohio State if I wasn't willing to have a top ten to twenty level salary in the country.

Q. And that's a market issue.

I don't know how to say to people that, "I expect you to finish in the top ten or twenty in the country but I'm not going to pay for it." They'll go someplace else in a heart beat. That is something that we've fought against. I don't think that it's necessarily healthy that the pop culture in the world, it's not just an American phenomenon, if you look at international professional athletes receive, coaches and the like receive, and prizes they pay now for success in the Olympic games, all that sort of thing, I regret that movie actors and actresses and athletes and



coaches and rock stars and people like all of those people, I regret that they make as much money as they do because I think it's evidence of a culture that's gone awry.

Q. I totally agree with that.

A. But I'm not going to sacrifice Ohio State on that altar. I couldn't survive if I did.

Q. You have stated that there is a mythical lack of understanding about the athletics budget at Ohio State, which I suspect is both internal and external, and which I think is part of an image problem. The question is: how better to promote awareness (and maybe believability) about the facts that the Athletic Department generates all of the funds for its own budget, including facilities debt retirement; that it pays the University for tuition, fees, room and board for student-athletes on scholarship; and that it even contributes modestly to the University's general fund budget. Related here is another little-appreciated fact of the economic impact of the athletic program on the greater Columbus metro area – ca. \$100 million annually, according to a study that you commissioned. I might add that over and over and over there are indications of a chasmic lack of understanding to the contrary; that somehow these huge numbers are a drain on the University's budget and a misplaced priority.

A. The gross amount of money that the Ohio State Athletic Department spends is less than 3% of the gross amount of money that Ohio State University spends in a year. We raise all of the money that we spend, and when we award a full football scholarship to an in-state or out-of-state student, we pay 100% of the cost of that. We don't get tuition waivers; we don't get paper transactions that require ... we

got one subsidy from Ohio State, one subsidy, and that is that we are allowed to build our facilities within the bonding capacity of the University, and that our bonds are rated and we pay interest at the University rate. That's it. That's the total amount of commitment that we get from Ohio State. The rest of the time we're paying our own way. Last year our commitment to Ohio State, including the financial aid that we offered, was in the \$17 million range. And that's a pretty healthy commitment. It's very rare in this day and age that an athletic department is able to do that. Again, I think that we're so big and the facilities are shiny and new, the department is able to be aggressive and sort of get what it wants, because it can pay its own way, that engenders resentment. It's hard for people to believe what they don't want to believe. They see wealth represented by new facilities and salaries and all those kinds of things, and there's enormous resentment of that, and there's an assumption that if the Athletic Department wasn't doing it, that there would somehow that money would be coming over to some other activity at the University. I would suggest that may not be true.

Q. And it's an issue of, don't bother me with the facts; I know what I disapprove of.

A. I think there's elements of that.

Q. Including possibly the above, what is it in your opinion that the University community and general public least understand about OSU athletics?

A. I think there's some strange feeling that a coach in an athletic department can and should have absolute control over the behavior of all the people that he/she is connected with, and that human frailty that's accepted elsewhere is not accepted when it's an Ohio State football player for example, who does what kids

sometimes do. Recently we've had a little bit of a spate of misbehaviors. It's been a mystery to me as to how somehow that's the coach's fault or that it's somebody's fault. That as people in charge of the Athletic Department we're in the marionette business. And all of the people that come into contact with us are puppets; that we have strings on all of them, and that they're going to be perfect in every way. That isn't to say that we excuse the rather dumb things that happen but we would like to have an opportunity to be teachers and to work on the issues that we have, and to be able to have the opportunity to change lives in a positive and in a strong way. The cultural mania for our football program especially is ... I remember one night three or four years ago, a football player was arrested for underage drinking, open container, or something like that. And it made front page headlines. And three members of one of our women's teams were arrested for exactly the same thing on the same night, and the football player was on the front page and the three women's names were never in the paper. Now I'm not wanting the women's names in the paper, but I'm trying to demonstrate a point that there's an imbalance and an expectation that is very unrealistic and very off the wall. That isn't to excuse the things that go wrong; there's no excuse for them. One of the things that I don't miss is being made to feel guilty about what some kid did at 2:00 in the morning on a Saturday night. I've done some dumb things on Saturday nights in my life too.

Q. Haven't we all? As athletic director at five universities over 33 years, you have obviously had a great deal of experience recruiting and terminating coaches, including many such instances during your eleven years at Ohio State. What

qualifications and qualities do you most look for in recruiting coaches? What issues and factors do you weigh most in deciding to extend or not renew a coach's contract, or, indeed to terminate coaches in mid-contract?

- A. The fundamental bottom line is that you try and project either yourself, and this is the empathetic kind of thing that I talked about earlier, you try and project yourself or one of your children hypothetically being in a program, because you certainly are in reality going to put somebody's children in a program managed by this person. The ultimate question is, would I be comfortable, if my son or daughter were in an experience controlled by this person. The dynamic of the coach-athlete relationship in college athletics is beyond powerful. It is an incredible relationship. When I say incredible it could be a non-relationship, but that would be incredible, and very bad. And you generally, not I'm not talking about rules violations and those kinds of things, generally want to have somebody who is a master teacher, who really, really understands the game, the nuances of the game and has a tremendous feeling for the experience that he or she is asking the young people to go through. That their first priority is to put the young person in a position to excel and succeed. So you're looking at all of the kinds of values that you can possibly imagine in terms of hiring a person and hoping beyond hope that you get it right. You want enthusiasm, you want drive, you want charisma. Above all, you want intelligence. You want somebody who's smart enough to apply fundamentals of psychology in a constructive way and not in a harmful or mean or dangerous way. Somebody who understands that the human body can break down, that kids get hurt, that when an athlete gets hurt it's a stunningly

serious thing that affects a person's self-esteem. It can be tragic. They can face a life-changing period of time, because their dream of athletic success could be shattered with a torn knee or a ligament or what have you, rotator cuff, or whatever the situation might be. So you're hiring people who have an enormous responsibility for the welfare of people that are in their formative years, that are in a very, very tender period in their lives. At that same time, that for the first time in almost all instances, they're leaving home, they're coming to a strange place, they're meeting people that they've never met before in terms of their teammates. They're living in a dormitory. They're in a very, very traumatic tender situation. You need to have people around that get it, that understand that that is what's going on. That's the sort of thing that you're doing and you have to surround yourself and be surrounded by athletic department personnel that understand that that's the dynamic that's happening. So you're looking for a pretty special human being to be coaches. And when you find that you have either failed in that, that you've made a mistake or that you've inherited people that just can't do it or don't get it, or that you have people that you misjudged in terms of their ability to motivate, you have to make a change. You absolutely have to make a change. It's a terrible misconception brought on by the media, and when I say the media brought on by ourselves, because the media is the mirror into which we look, but the culture is that the coaches have become icons and there's tremendous emphasis on the coaches. And the irony is, that it's not about the coaches. It's about the kids.

Q. Myles Brand, NCAA President, recently said that “college sports cannot be more about sports than college,” but, I daresay that the many Division IA football and basketball student-athletes who aspire to the NFL and NBA would smile at such a philosophy and inwardly demur. How do you motivate and convince such athletes with stars in their eyes about big-bucks professional careers to be serious about academics? Related, of course, is early departure for the NFL and NBA drafts.

A. I agree with Myles. I think that’s right. And in saying that, and Myles and I have talked about this at some length. He’s talking about the art of managing the intercollegiate athletic enterprise in today’s culture and today’s climate. Clearly, not everybody is going to come to college with an equal zeal for everything that’s offered in the college community. I have always thought that we need to do a better job of providing ways for the athlete to enter the world of serious academics. They don’t all come from great high schools. They don’t all come from homes where there are books on the shelves, and the pursuit of great works is part of the evening conversation at the dinner table. There may not be a dinner table, much less a conversation. So the bright, potentially successful student, who has never been exposed in a meaningful way to intellectual pursuit might become lost. We have to find a way to have an entrance into a system that isn’t all that welcoming. And I mean sincerely that the great athlete can and should have a place in the academy, and that the academy needs to relax a little bit about athletics as an intellectual exercise. As a former oarsman, and as a person that understands athletes and athletics pretty well, I can defend the experience as an

intellectual process that is taking place as well as a physical one. We talk about athletics and academics as if they're strangers to each other. We say somebody is a good athlete and he's also a good student. They don't have to be mutually exclusive and we have to figure out a way to deal with that in a more constructive kind of way. So, we need to make it more about college than it is about athletics but we have to make athletics more a part of college, and not some ancillary activity.

Q. So if there are major efforts to go in both directions it might improve both directions.

A. For the great athlete. And it might be an Olympic swimmer, who has a 3.8 grade average. Their self-esteem isn't in the 3.8 grade average; their self-esteem is in swimming. We don't understand that. We don't get that as well as we should.

Q. Please give us your view of the policy that star high school basketball players can go directly to the NBA, but not football players to the NFL. Why this seemingly double standard?

A. It really relates more to the league rules than it does to anything we have in the NCAA. We will never be able to pass rules that restrict movement from the college to the pros. That would be restraint of trade and it would be knocked out by the Justice Department in a second, so the collective bargaining agreement that they have in the NBA is different than the one they have in the National Football League. The National Football League players and [owners] of the National Football League don't want these kids before they're ready. The NBA has no

- such rule nor does ice hockey nor does baseball. Until and unless they change at their level it won't change.
- Q. So it is up to them and they could change it if they wished?
- A. Right.
- Q. Then Maurice Clarett might be able to do what he probably wanted to do.
- A. I think the other leagues would change to be more like the NFL. The NFL is the preferred rule by all of the people that own and operate professional franchises. They don't want these kids.
- Q. Is there an element of wanting to see what appears to be a star athlete in high school go through a probationary period that really demonstrates that he can succeed at the next level, that is college football?
- A. I just think it's a maturity thing. They don't want them until they're 20 or 21 at the earliest. That's just how they feel. And that's a football phenomenon more than anything else.
- Q. Overall, student-athlete six-year graduation rates at Ohio State would currently appear to be getting closer to the norm for the general student population, with women student-athletes usually well above the norm, but with football and basketball players being a glaring exception, where they rank near or at the bottom of the Big Ten. GPA's for student-athletes would also appear to be improving, with recent OSU achievements of placing first in the Big Ten for athletes named to Academic All American teams and having 400 student-athletes with a 3.0 GPA or better (again, with football and basketball players highly under-represented). Please elaborate on these issues. Also, tell us about the



Younkin Success Center which you already have to a degree, which incorporates Student Athlete Support Services, and give us your assessment of the Center's impact on improving the academic performance of student athletes.

- A. I think that we've made huge strides in this area. There's clearly a ways to go. Football under Jim Tressel has really improved its graduation rates. That's one of the reasons we made a coaching change to try to effect the overall outcomes. We have a couple of challenges at Ohio State. A year ago, 14 members of our team, most of them seniors, were drafted by the National Football League and 15 signed. That will cause a hit in the graduation rates of that team. We operate on the quarter system which makes it more difficult because they can easily drop out in the winter quarter of their senior year. It's a two quarter deficit that is difficult to get them to make up within the six year period of the statistical reporting that's required. We have a much higher graduation rate if you look at the success we've had at bringing people back, outside the six year window. We've been consistently close to or ahead of the all university average as a department. Men's basketball is the one that has lagged way behind. Again, usually the senior class at basketball has one or two or three kids. So, statistics are not all that reliable. You have a year when you have 100% which sounds good and then you find out it's one person. Or you have 0% percent and it's one person. In football between 20-25 students a year usually come in on scholarship. Most of them stay through the four years, the vast majority of them. And about half of them graduate within the six year window. Ohio State has been in the mid-50's percentage in overall graduation and the Athletic Department his year was 62%.

The University was 56% I think. And both the University and the Athletic Department are gradually making progress. I think the big change for the future will be selective admissions, and I think that's going to affect the overall reputation of Ohio State in a positive way, and athletics will be part of it.

Q. So you see selective admissions being applied across the board to student athletes?

A. Oh, no question.

Q. Okay.

A. I don't think there's any question about it. I think that's a good thing.

Q. Do you see the Younkins Success Center in having a material impact on this?

A. The staff see the Younkins Success Center as a nice facility, but what happens in the facilities is the human part. And I think that the location of the center, the independence that's there are all positive. And I think if it's managed well in the coming years, it will continue to improve. They're doing some things, there's some changes being made currently that I think will be positive.

Q. The NCAA and/or the Big Ten have established new standards for academic performance of student-athletes, I believe, involving a minimum GPA, steady progress toward graduation, and graduation rates. Failing to meet these standards would result in institutional penalties such as loss of scholarships. Please elaborate, and tell us whether you are in accord with the standards, and what impact they might have on Ohio State's athletic program, particularly on football and basketball teams.

A. We were enthusiastic and have been enthusiastic supporters of these rules changes and think they're needed for places like Ohio State. There really isn't very much in the rules to elaborate on. The question summarizes what the legislation is about. It's good legislation. The formula is flawed but good people will get that straightened out.

Q. When does the application of these new standards begin?

A. This is the first year.

Q. And presumably there are some years that need to pass to accumulate the statistics that validate one way or the other.

A. Correct.

Q. You said on several occasions that you believe strongly in the value of the student-athlete experience and the "life skills" that it can impart. Archie Griffin also avers that playing varsity sports at OSU has the potential to change student-athlete lives. Please elaborate on what you believe to be the value and influence of the student-athlete experience.

A. Well, I'd go back to my own experience. It hasn't changed dramatically in the almost 50 years since I started on this journey in college athletics. I became much more focused. I became a more interesting person. I became, for the first time in my life, very seriously committed to something, almost obsessed. My grades improved. My management of my life improved, and I had a direction in life that I had never had before. My parents were divorced. I had a very tumultuous teenage period in my life, very difficult. I think the crew helped save my life, and certainly gave me a chance to be sitting here talking to you about these kinds of

things. I think the education and the value systems that good athletics experience can impart. It's wonderful, wonderful preparation for life. It may, for a youngster who, and I've talked with faculty members who have students who were really, really gifted in their subject area, not pursue the subject area to its fullest while at Ohio State because of their involvement in athletics, say that they thought athletics was damaging to that person. I would hardly disagree. I think that the combination of a good rigorous academic experience and very well managed, well presented athletic experiences, is an incredible thing. I think it's very clear that some human beings are very, very gifted in athletics.

Q. Do you think if we speak in general it's just conceivable, even probable, that a student-athlete experiencing the right things developmentally, will in all likelihood do better academically than they might have done if they hadn't participated in athletics because they have to manage their time.

A. I think that's very likely.

Q. Interesting. Please tell us about the Athletic Department's Outreach Program, which I understand is designed to encourage and provide some financial assistance for student-athletes who have used up their eligibility, but have not graduated, to return and complete their degrees. Who established the program, and approximately how many student-athletes have taken advantage of it and completed degrees?

A. I started this when I came here, and I think we now have had over 50 kids with their degrees come back and finish. Some famous like Clark Kellogg.

Q. And our Heisman Trophy winner I think too?

A. Eddie George. There are many other that have come back and gotten their degree. There have been others, Ricardo Volley, at the age of 48, went across the stage and got his degree in this program. It's a Buckeye for life concept. We don't abandon. If for some reason you went off and did something else, it might be professional sports, it could be you just weren't in the frame of mind to finish at the time you were there, they have to work in the Athletic Department. They have to give us 10 hours a week of some activity. They might work in SASO, they might be in the equipment area, they might do something in the Business Office, whatever it might be. They have to show up and do something and we'll pay your tuition until you finish. You have to be 75% of the way there to qualify for the program, and then we'll help you finish it.

Q. I knew nothing about that before doing the background work for this interview. I daresay it's a well-kept secret.

A. It's a good thing.

Q. You hired a psychologist to counsel coaches, teams and individual student-athletes. What influenced your decision to make such a hire, and what has the impact been in your judgment? Is it common to have such a resource in Division IA schools?

A. We actually have three now who work part-time in Athletics and are associated with our Sports Medicine program. I think it's part of Sports Medicine. I think that includes eating disorders, drug use and abuse. And when I say drug use and abuse, I mean performance enhancing as well as recreational. I think depression. I think performance enhancement from a psychological perspective. All of those

things are essential to successful athletic performance. That wellness is total, is a total thing. My job as Athletic Director is to provide resources for coaches and athletes to find success and to deal with their issues. I think sports psychology is a terribly important part of our program, and they're busier and busier and busier all the time.

Q. I imagine. And you will find them in most large athletic departments?

A. Not like we do. Some but not as much.

Q. You and OSU President Brit Kirwan have both publicly stated your support for a "stipend" (say, \$2,000 annually) for scholarship student-athletes beyond paying for their tuition, fees, room, board and books. This would provide discretionary spending money, or "walking around money," as coach O'Brien called it. You worry that some student-athletes come from very poor circumstances, while others with whom they live and associate are much more affluent and have adequate spending money, thus creating in your view, a volatile situation. Please elaborate your position on this issue and give us your opinion of why there's so little agreement about the legitimacy of such a stipend.

A. We actually have passed that in a form. We can give extra financial aid up to the cost of attendance as defined by the Ohio State Financial Aid Office. Tuition, room, board and books is not cost of attendance. Transportation, living money, some entertainment money, further supplies, art supplies, things like that, you're allowed to give.

Q. Is this a case-by-case basis?

A. No, it's a much more general basis than it used to be. There's pretty broad acceptance of some more money than just tuition, room, board and books, because every single university in the country identifies cost of attendance as the basis for awarding financial aid. I've always thought athletics was behind. The reason that it's been difficult to get it passed is that people can't afford it, schools can't afford it. And they don't want to spend more money on athletics or athletes. So it's been a political problem. But we've made progress.

Q. Can you estimate on a computational basis how much annually a student-athlete might get for this cost of attendance?

A. I don't know what it is, and it's complex. But our financial aid people can do that.

Q. I believe there is little question of the public perception that student-athlete problem behavior is much too prevalent, albeit concentrated very heavily in the football and basketball sectors, and as we observed over these past 11-14 days, there have been three or four new incidents with football players being arrested. Offenses run the gamut from NCAA/Big-Ten rule violations, to misdemeanors to mostly lower-level felonies. There have been many instances in your time as AD, and over a dozen football players have been arrested just since Tressel's appointment in 2001. Is this virtually inevitable in large Division IA program? Seemingly, all best intentions and efforts to date have not significantly lessened the problem. What do you do to turn things around? Do you think there's any way during recruiting to identify and weed out those with tendencies for problem behavior? You've addressed this to some degree.

A. We do weed out in the recruiting process and the ones that confound you are the ones for which there is no basis historically. They don't have any record of doing anything that's wrong. Or they're model kids in their communities or what have you. One of the youngsters that is a recent problem was a model from his high school, absolute model. They're as stunned as we are with the choices that the young person has made. And that's where I'm much less concerned about public opinion, although we are increasingly focused on PR as a priority, way too high a priority. I'm much more interested in, what can we do to help these kids. What the heck is going on here? The saddest one that I remember at Ohio State the one that was the biggest disappointment to me, is a minority youngster who came here with honors from high school and was a rolling admissions to our College of Engineering. Clearly evidenced in most unfortunate ways a very serious anger management problem, and as a result is now incarcerated or was recently. That youngster's failure haunts me. I went to bat for him once after his first incident and fought for him to get a second chance. He got a second chance and did it again. I recently got a letter from him apologizing. Very sad, very sad. I wish I had clairvoyance and I wish I had expertise in this particular area. It's tragic.

Q. Is there explanation or accounting for the fact that out of approximately 1,000 student-athletes playing varsity sports, that the behavioral skew is really in the football and basketball end of the scale? Or am I as blind as everyone?

A. It's not. They only exist in the media.

Q. The page one.



A. They're not the only ones. They're very few of them. I dare say that there's four or five a year, at most. If we'd say there's 12 or 13 or 14 or 15 under Jim Tressel, he's now in his fifth season coming up. So if you have three or four a year in that context I guess accumulates to a lot in some people's minds, but out of 1,000 kids, if there's less than 10 a year including football and men's basketball, it's 1% of 1,000 would be 10. I don't think it's a higher rate than the student body has.

Q. That's what I wonder, if we have statistical comparisons for the student body at large, young kids suddenly having freedom to behave without the controls of parents, and the other mores of the community.

A. We've had riots after victories. We'd had all kinds and I don't see any athletes doing that.

Q. But the public perception is quite different, isn't it?

A. The public perception has been fed by the Ohio State football program being at the top of the list on everybody's beat. It's just the way it is. That's part of what you live here.

Q. It seems to me that there's little awareness of the Athletic Department's Compliance Office whose purpose, as I understand it, is to work to insure compliance with the overwhelming number of NCAA and Big-Ten rules and regulations, both institutionally and individually. There is also an Executive Compliance Committee that reviews infractions. Please explain more precisely, and tell us where the Office has succeeded and failed. Also, what is the rationale of the recent decision to broaden the reporting line of this Office to include the Office of Legal Affairs, as well as the Director of Athletics.

Let me start with the latter first. The Director of Athletics is one of the people that has to comply, so it protects the Compliance Office, for them to have another avenue, another place to go. The role of Legal Affairs in the life of athletics at this University is such that we provide more than 100% of the workload of one lawyer at the University, and we pay for that as we should. But the Compliance Office has an extraordinary role and an extraordinary job in this day and age. The rules are myriad. The recordkeeping required is extraordinary, and the biggest growth that I've seen in my time as an Athletic Director over the last 30 years has been the role of compliance. We have four full-time lawyers on staff.

That's who staffs the office?

A. That's who staffs the office. They work for athletics. They're very, very good. Ours is considered one of the best in the country, and rightfully so. And the Executive Compliance Committee reviews all kinds of things, not just infractions. The Executive Compliance Committee is sort of a sounding board for all kinds of issues that come through the recordkeeping and the kinds of experiences and incidents that Compliance uncovers or comes to their attention. We have on our Executive Compliance Committee a member of the Legal Affairs, the Director of Financial Aid, the faculty athletic representative, the liaison between academics and athletics. The Athletic Council is welcome to come if they want to come to that. They don't usually. It's 13 or 14 people. It's a big group that meets every other Thursday and reviews the state of the department as it relates to compliance, and several policy issues that are brought up as a result of the work of the Compliance Office.

- Q. That frequency of meeting indicates there's a number of issues.
- A. There's plenty of business.
- Q. In another recent reporting-line change, the Director of the Student-Athlete Support Services Office (SASSO) will now report to the Office of Provost, namely, to the Vice Provost and Dean for Undergraduate Studies. What connection and relationship to this Office remains with the Athletics Department? Please advise us on the thinking behind this change and administrative structural outcome? Are you in favor?
- A. Yes, I'm totally in favor. I think that, again this is part of compliance, but compliance with a larger kind of responsibility. And that is that the academic integrity of the University and of student-athletes and the athletic program should be no different than any other academic program or any other student related activity as it is relevant to the taking of classes and the progress towards a degree, and all those kinds of things. The presence of the Athletic Department in this is still very strong and athletics will still have oversight responsibility for it, not the least of which is paying for it.
- Q. Boosters and their relationships with student-athletes have apparently been a problem historically, and are perhaps even more so today. I've read that being undertaken is a large-scale "Booster Education Program," bolstered by a "Booster Education Task Force." Please tell us who and what are boosters? What problems do they cause? How indeed can they effectively be educated and controlled to preclude negative behavior and influence which lead to bad outcomes for both the institution and individual student-athletes?

- A. Let me ask you a question? Have you ever purchased a ticket to an Ohio State athletic event?
- Q. Yes.
- A. You are a booster.
- Q. I am a booster.
- A. You are a booster.
- Q. Then it's universal.
- A. It's universal.
- Q. It's something I never considered I suppose.
- A. And we are supposed to be responsible for any relationship that you have with a student-athlete. So if you should befriend a student-athlete and buy them a hamburger at McDonald's, you will have violated a rule. And we should be knowing that. And we are responsible for that. So the only defense we have is to make sure that anybody that we can think of who comes into contact with intercollegiate athletics at Ohio State, knows the rules. At least know that keeping your distance is a wise thing to do. Enjoy the game but don't get involved beyond that. If you are a donor, that goes double. The incidents that we've had are random. And the most serious one is the orthodontics with the women's basketball team.
- Q. Really? I read that in the paper and I wouldn't have thought that ranked among the most serious.
- A. Thousands of dollar.
- Q. Forgiven.

A. Forgiven. Kids thought the insurance was taking care of you and he said, “Don’t worry about it, the insurance will take care of it.” And he never turned anything in. He just did it as a professional courtesy. And so he’s put the program in serious jeopardy.

Q. So you’re saying in a way, you can really work at curing this issue, but there’s no ultimate universal control since everybody is potentially a booster in the making.

There is no ultimate way to control everything; you can only try. And we’ve redoubled our efforts to try. We have, at Ohio State, far less problems than in any of the places that I’ve worked with this sort of thing.

That’s interesting given the size of the program, and the fanaticism of some of the fans.

A. It’s the fringe that you worry about. I call it the underground. It’s the gamblers and the agents and the agent’s runners, and those kinds of things that I worry most about.

Q. There is no doubt that Title IX and Gender Equity in sports have had a tremendous influence on athletics in recent years, recent decades, especially in Division IA schools. You are a recognized, vigorous champion of women’s athletics, and OSU is proudly at the forefront, with the most women athletes on grants-in-aid among Division IA schools, and offering the full number of athletic scholarships authorized. Please elaborate on Title IX and gender equity and explain implementation philosophy, strategy, and impact at OSU.

A. Well, it again goes back to my roots. I participated in athletics long before there was Title IX. Women’s athletics was cookies and lemonade and the like on field days kind of things, and not nearly the intense kind of program that we’ve had for

a century or more for men. So my realization when we got to the point where it was clear that women wanted to do this was that my experience had nothing to do with my gender, and it had everything to do with the University having the activity. And that I was able to participate in rowing at Syracuse because it was there. The secret to women enjoying the same sorts of thing, the secret is to provide the activity, and provide it at a level that is equal to the intensity that you provide it for men. I believed in it right from the get-go. And all of the places where I've worked we've had compliance. We've had really strong representations of equity and success on the part of our women. I'm very excited about what's happening and what will happen and will continue to happen at Ohio State. We've got wonderful programs. Great teams. Our women's rowing team is contending for the National Championship in their sport. And they compete this weekend. Women's golf just finished sixth I think..

Q. In the top ten. And has for a good many years.

A. Yes. And terribly disappointed with their finish. They thought they should do better, and they defeated Duke who was the champion this year in the regional. But they weren't able to sustain that. I'm very pleased with where we are.

Q. Over the years has Title IX, has the whole gender equity movement done as it has for men, that is, provide many women with an opportunity for a college education they otherwise simply wouldn't have had.

A. I think clearly. I don't think there's any question about that.

Q. One of the mysteries surrounding women's basketball, at least as some people have expressed to me, is the relative lack of television coverage. Why so?

- A. Television stations will put on whatever people will watch.
- Q. Maybe the person who offered this question for the good of the order doesn't realize that, or maybe women's basketball doesn't have the draw.
- A. You don't go to a television station and say, "We want you to put on our women's basketball games," and they say, "Of course, we'd love to." They're going to put on something that pays bills. And they pay us to put the men's team on. They don't have the same enthusiasm for our women. So it isn't anything, what gets on we pay for.
- Q. Is it true that women's basketball is drawing more and more audience?
- A. Yes, they're doing better. It's an \$8.00 ticket or something like that. It's not paying its, well, not even close to paying its way. And gradually they'll be more women's basketball on television. But it's not a phenomenon of administrative fiat, that there's not more games on. I'd have them all on if I could. Hockey, I'd also have hockey on.
- Q. The Athletic Council might be described as a faculty oversight committee, albeit the athletic program is so large and diverse that true "oversight" may well be realistically impossible. What, in your experience, are the purposes and functions that the Athletic Council fulfills, and are these essential and/or useful? Please comment on the Council and its role, and, what, if any, changes you think should be considered.
- A. Athletic Council is a policy group, and is by statute, by NCAA legislation. The majority is faculty; we have a 15 member council at Ohio State and eight of them are faculty by rule. And they approve budget, they approve schedules, they are as

active as they seem to want to be. They meet once a month on Tuesday evenings, the first Tuesday of every month. Have dinner at the golf course and then a meeting. They have a faculty athletic representative who is an ex officio member of Council, a faculty liaison between Athletics and the Office of Academic Affairs. Different from the faculty Athletics representative, and she is an ex officio member of the Athletic Council. I am an ex officio member of the Athletics Council. The Vice President for Student Affairs is an ex officio member of the Athletics Council. Faculty tend not to be activists and tend not to be deeply involved in the program, and don't do much in between meetings. They are committees that meet and it's really not as intense as it could be.

Q. It sounds a bit like Library Council, which over my 23 years, I usually had to find something to occupy them because they usually wouldn't bring anything particular to the table.

A. It's a little more formalized than that, but it's not totally different from that. It's not as activist as it could be, and yet I think it's probably a good thing that it hasn't felt that it's needed to be completely activist. It's a nice idea, if you stop and think about the daily management of the Library or the daily management of the Athletic Department, I'm not sure if you have to call 15 people every day before you decide what you're going to do.

Q. Absolutely not.

A. So it's probably about right.

Q. Vince Lombardi once said something to the effect that "winning isn't everything; it's the only thing," and our own Woody Hayes would likely have echoed a hearty



“Amen.” Obviously, winning and losing at Ohio State are not taken lightly, rabidly so in football. What is your philosophy? Where in your judgment do winning and losing fall in the context of other important values related to athletics? How do you define success beyond the measures of the win/loss column?

- A. I think the quest is way more fun than the winning and the losing I think that the art of this, the joy in this for me has been creating the opportunity to win, the opportunity for success. To say winning is not important is to be totally silly; otherwise we wouldn't keep score and have league standing. Winning in our society is extremely important. Winning at universities is really important. We're very interested in how we rank. We're very interested in benchmarking as an enterprise. Education is into standardized testing and polls and rankings of departments, ranking of the University, all those kinds of things. Wanting to know how we stand in the Big Ten, and graduation rates or whatever it might be. So we all want to be successful. We all want to win. And we're embarrassed when we realize how important it is. But the quest is really what I remember more than I remember the wins and the losses. People say, “Isn't the highlight of your career winning the National Championship in 2002?” That was a very difficult week, and I was just glad that it was over. Yes, it was nice to win, but it certainly wasn't the highlight of my career. There's other things that I'm more excited about.
- Q. You said at one point that the Maurice Claret and Jim O'Brien situations which occurred during 2003 and 2004 were the beginning of the end for you, but later

called these unfortunate cases catalysts rather than causes of your decision to resign and retire. Please, for the record, tell us what you can – with a bit of perspective now – about these very difficult instances, one where you had to deal with a clearly immature, mixed-up student-athlete, involving a lawsuit, a blind-side expose in ESPN The Magazine, and a New York Times article, both replete with unsubstantiated allegations and accusations; and the other where you had to fire your good friend, basketball coach Jim O’Brien, for a major NCAA rule infraction, which has now been confirmed by the NCAA to have been multiple-rule infractions.

- A. My concern or my saying that those things were catalysts, I think we have a finite amount of energy to commit to our work. The sapping of my energy by those things in particular, but the general phenomenon of the level of corruption that was involved there, and the disappointment in having something that I believe in so strongly come out so badly. It was really debilitating for me. Let me try to explain why I feel that way. Maurice Clarett was, in our situation, a very strange and unusual character who was simply not interested in the structure that we have in college athletics in an appropriate way, whether it’s the progress towards a degree or you abide by the rules as restrictive and Byzantine and sometimes unfair as the rules may seem, they are what they are. And that you have an obligation to be responsive when people ask you about where a particular asset you have came from and how did you get them, those kinds of things, he truly seriously resented having to be accountable in any of those kinds of ways. It wasn’t going to be the way to go. And so we walked away and simply said, “If

you want to play here, here are the things you have to do or you're not going to play until we get to this place." And there were NCAA violations that he had committed as an individual that were going to cause him to miss a portion of time. He simply was unwilling to participate in the process, and so we walked away. Said, "That's it." He retaliated in a very public way, and I think the most difficult thing that I've had to confront and that was the hardest thing for me in my whole life, was that my 40 year career meant nothing in the face of a 19-year-old's accusations, groundless accusations of things, had much more traction and credibility than anything I could say or my coach could say or others who were knowledgeable about the situation that could say, that an unsubstantiated series of claims in a journal as respected and as good as the New York Times, was allowed to exist in the real world, followed up by ESPN, who is only interested in your eyeballs and my eyeballs watching their television programs, getting the kind of traction that they got and the kind of credibility that was assigned to that in the face of zero evidence. It was the end for me. I lost interest frankly. I became close to being despondent. On top of that came the basketball program issues that I can't really get into very much because of the litigation, but the fondness I feel at this very moment for Jim O'Brien will never go away. I'm very fond of him and always will be. We'll never be friends again. I think he's a brilliant coach and is still somebody whom I like a lot. To try and describe for posterity the emotion that was involved there is impossible. I don't have the language capability of doing that.

Q. With regard to Jim O'Brien's rule violation it struck me as somewhat obvious and egregious for a man of his experience in big time athletics, that he wouldn't have realized in the very doing of it that he was putting himself at high risk.

A. I think he probably intellectually knew. I think emotionally he was doing something he thought was a wonderful thing for a young man who was, his father had just died, who was in a war-torn country, I think all of that. Jim O'Brien is not somebody who is a cheater by nature, and I don't think he gave the money to the young man, that that was going to change whether or not the young man was going to come to Ohio State or go someplace else. I think that he did what he thought was a humane thing, notwithstanding it was a direct violation. You simply can't do it. You cannot violate that rule. That is sacrosanct. You just don't do that. I was left with no option.

Q. And in the newspaper last week, I believe, there was again Maurice Clarett on the front page and the inner pages, about his stonewalling any inquiry or investigation on the part of the NCAA, and in that way maybe showing some contrition for the errant behavior.

A. I hope so. I don't wish him ill. He's off now on a new adventure. I think he wants closure on this. I think this is now, if there was not closure, I think it would be a massive distraction for him in what he's trying to do. I think he's wise and the people who are advising him are wise in the way they're handling it, and hopefully he'll be a great Denver Bronco and life will go on for him. And that's okay with me.

Q. I read in several sources that Andy Geiger was a hands-on administrator who tried to spend as much time as possible trying to attend athletic events with his coaches and student-athletes. I also have read that he was overly protective of coaches; that he too much took the blame and heat for difficulties that occurred in their venues and on their watches. Please comment.

A. Well, as to the hands-on part, I probably became less and less hands-on as time went on in the context of being at practices and going to all the games and all those kinds of things. I also became, as I grew into administration and understanding what the job was about, I delegated increasingly and relied on having really superb staff to do the specialized work that needs to be done. Management of a complex eclectic organization like the Ohio State Athletic Department requires expertise that I don't have in certain areas. I don't know much about the ticket industry, and I don't know a whole lot about maintenance of fields. I don't know everything there is to know about marketing. I don't know everything there is to know about publications. I certainly am not an expert of certain aspects of playing a game, particularly in a sport that I really haven't had much exposure to. So hiring really good people and letting them do their jobs is the essence of good management. So I would say hands-on, if hands-on means that I was intensely interested in what was happening in the department, and passionate about what we were trying to accomplish, that would be accurate. With regard to protecting coaches and stepping in front and that sort of thing, I think in a culture that we live in, Columbus, and the State of Ohio, and the role of the Ohio State Buckeyes in that culture, I think there's a very, very gross

misunderstanding of what coaching is about, and how much control coaches have over student-athletes. The misdeeds of a few quickly get blamed on the coach and it's somehow the coach's responsibility if the kid smokes a joint or gets into a fight in a bar or what have you. The labeling and the assignment of the responsibility to the coach is patently ridiculous. And so I stepped in front lots and protected the coaches lots because I was really interested in the coaches having all of the possible energy they could have to do the jobs that were really the important part of their task. That is, trying to improve academic performance, trying to create teams that could be successful in winning games. A football coach, for example, spends hours and hours and hours and hours in meetings planning the strategy aspect of the game, planning of recruiting assignments, dealing with the public relations aspects of his job, the meeting and greeting of the public, all of those kinds of things. And if I could absorb the nonsense part of it, I felt I was doing my job.

- Q. The issue of too few minority staff in the Department of Athletics (African Americans in particular) comes up from time to time, as it does for the University as a whole. I believe that the departmental percentage hovers around the national average for peer institutions, that is, about 11-12%; and it doesn't seem to have changed appreciably in recent years. What efforts were made during your time to increase minority presence; and do you feel that it's an issue that can be successfully addressed to any significant degree? Is it in some measure a matter of great demand and too little supply for whom all schools are competing?

A. I think that we could have done better with minority representation. Two of my Associate Athletic Directors are African American. Five of the seven senior administrators were female. So I don't think that's all bad. We could have had more coaches, certainly head coaches, in the department. Should have done, could have done probably a better job. I don't think there's a supply problem.

Q. Though we're not unlike other schools of our size and scope, are we?

A. We're sort of alike, in many respects, we reflect the community. But we don't reflect our own community, perhaps as well as we might. The majority of the football and basketball teams, for example, are African American, and the majority of the coaching is not. So, there are issues there that can be addressed. I do know that the quality of the people that we have is extraordinary.

Q. You have worked under three OSU Presidents: E. Gordon Gee, Brit Kirwan (under whom you also worked at Maryland), and Karen Holbrook – all with distinct styles. Can you tell us something of how they related to the athletic program, their interest in and support of the program, and your relationship with them?

A. Well, let me start with Gordon Gee who hired me. Gordon was intensely interested in, I think, almost everything simultaneously. He was an unforgettable character in many ways as President of Ohio State. My access to him and his access to me was instant and very often I would get a call and he would say, "Come on over, we're going to have a little session this afternoon with a couple of Trustees, David Williams and two or three other people," and I'd go bopping on over there and we'd talk about weighty matters. I saw a great deal of him. During

Brit Kirwan's tenure my reporting relationship switched from Student Affairs to Brit, but I would say that my contact with him was not as direct as it was with Gordon or not as often. But a warm relationship with both men. I have enormous respect for both of them and enjoyed working with the very, very much. I've had the least amount of contact with any college President that I've worked with, the least amount, with President Holbrook. And I think that's simply because there's so much on her plate and she seemed to be willing to let us do our thing to the best of our ability. Also, during my time working with Karen, when Ginny Treth was general counsel of the University and Assistant to the President, I spent a lot of time with her working on issues. So the reporting relationship, although on the organization chart was direct, it was really through Ginny during the latter part of that, and I enjoyed that immensely. Ginny Treth is a very bright person, and an able administrator, and we were able to accomplish quite a bit.

Q. This next question is very, very broad-brush and submitted by someone else; it's not one that I thought up. How do you think the landscape of intercollegiate athletics has changed most significantly over the last 20 years; and what do you see ahead over the next 20?

A. Well it's a cosmic question. I think we covered this earlier in a certain context. The landscape for intercollegiate athletics has changed commensurate to the landscape of life in America and life in our society. The raging rampaging advances in technology, the instant information, the rise of the internet, the invention of the websites and chatrooms and all of those kinds of things, the rise of talk shows, the rise of cable television and the 100 channel universe, all of that



sort of thing has changed all of our lives just enormously. And it's massively changed intercollegiate athletics. I use a Blackberry telephone and I can be anywhere in the country and find out how my teams are doing at the time that they're playing. The changes are enormous. That will only continue. The interest grows. Those people that are really passionate and fanatic about Ohio State athletics or about Ohio State or about athletics in general, have instant access to what we do through eight or ten websites that exist, including our own. So feeding that monster is going to be an ever-growing, ever-changing learning experience. It has reduced the joy to almost none for this person. Along with the instant access and the rise of talk shows and all of those kinds of things, the ESPN type phenomenon of the 24/7 sports news channels, of which ESPN now has five I think, not counting the foreign language ones. They have ESPN, ESPN2, ESPN Classic, ESPNU, and ESPN News. That's a stunning kind of change and trying to satiate that appetite is virtually impossible. The monsters that have been created with regards to people's expectations about the performance of our athletes. The old-timers will talk fondly about the days of Woody Hayes. I would submit to you that Coach Hayes would have an interesting experience with the type of exposure and the type of non-stop scrutiny of everything that we do. In his day there was the newspaper and television was kind of in an infancy compared to what we know today, and the sports editor of the Columbus Dispatch was his best friend. And very little that was critical or very little that dealt with misbehavior of student-athletes and that sort of thing, ever saw the light of day. And I don't begrudge that. It's just that this is a different time. And answering your question

about, how the landscape has changed over the last 20 years, that is monstrous, absolutely monstrous, and it's only going to become more intense as we travel wherever we go in the country and take a look at our cell phones and watch the game on our cellular telephones. We're certainly headed that way in a big, big hurry. Dealing with young people that have grown up in this environment, that have been nurtured on video games and all of this sort of thing, dealing with them and their expectations, is going to make the business of what we do in education and higher education more difficult. It simply is.

Q. Given the transformational nature of what you've just described, which probably could not have been forecast very accurately 20 years ago, it's nearly impossible to look 20 years beyond where we are now. The pace of change is so staggering.

A. Well, I think the growth of knowledge and those epistemologists that study the phenomenon of knowledge, can describe for us how quickly the body of knowledge doubles in the world today. It's just extraordinary, and the pace is becoming more and more rapid as we go.

Q. Absolutely. Please tell us something of your passion for jazz – a whole other dimension of Andy Geiger. How did you come by it? You began sax lessons at age 42; why so late? Given your extraordinary busy, demanding schedule, how did you find the motivation and time to do a weekly, two-hour “Classic Jazz Masters” radio program from January '97 until a short time ago in April '05? It must have been personally very rewarding. How might you pursue this devotion to jazz in retirement?

A. Well, I grew up listening to the big bands. My mother and father enjoyed that type of music. On my 13<sup>th</sup> birthday I remember my mother gave me a Louie Armstrong Album, Louis Armstrong plays W.C. Handy. And the Benny Goodman 1938 Carnegie Hall jazz concert. There was a second album, Benny Goodman Big Band Album of live radio air-checks.. It was '37 and '38, or '38 and '39, can't remember. I listened to the music and my fascination for it and my love for it grew and grew and grew. I've collected it and studied it. I have a vast, I would not say vast, but I think I have a larger than normal library of CD's and several, several volumes of studies and interviews and criticisms of jazz in my book library. My fascination with it continues to grow. I really, really love it, and I don't know how else to describe it. I just love it. My taste become more and more eclectic. I learn more every day. I'm listening to some of the music that's being played now, it's more difficult for me to like the music, the current music, but I'm beginning to get there. I am taking saxophone lessons again in retirement, and finding time to do that. That only heightens my fascination and my respect for the players because I'm once again reminded of how really difficult it is to do intelligent, creative improvising. Charlie Parker was really a genius, without question was a genius. So I'm having great fun with that. As to the radio show, it doesn't take two hours in this day and age to do a two-hour radio show. With compact discs and digital recording techniques I would organize the show. It was always my music and I owned the CD's. And I would decide during the week what I wanted to play and I'd put that together, stack the CD's in order. I'd go into the studio and do the intro and outro of each set, do my

voice announcement of what we're going to listen to, and then would tell people what they'd just listened to and introduce the next thing or go to commercial or whatever the format dictated. And that would take about a half an hour to do that. It took me an hour to an hour and a half to organize the show, in other words to select the music and chart it and make sure the timing of the show was right, and all those kinds of things. So it wasn't laborious. Lots of times we got two or three shows ahead which really helped. We'd do two or three of them at a time, so that they were ready to go. And then in the seventh and eighth and ninth years of the show, if I was going to miss a week or two, we'd just do an encore presentation, cause I have them all. So we just would just repeat. We would deliberately do several shows that would be generic. We wouldn't say what day it was or that it was Christmas time or what have you. So it was usable over again. I would say that some day I might be interested in doing some more radio work. I really enjoy that. That's a lot of fun.

Q. So who do you aspire to play like, is it tenor sax or alto sax?

A. Both and soprano. But my concentration right now is on the alto. I would like to play like, I guess I'd like to play like me. But I admire Charlie Parker and Paul Desmond and Cannonball Adderly, and Sonny Stitt. I admire their work enormously. I'm beginning to listen to Kenny Garrett. There are two or three others that are special, and those are all alto players. The tenor players that I love are Dexter Gordon, Stan Getz, John Coltrane, Coleman Hawkins, Lester Young in the older era. Ben Webster. Coleman Hawkins is just brilliant. I have enormous respect for the guys that came first, that created the sound and the genre. I knew

Stan Getz very, very well the last ten years of his life, and we became very, very close friends and I love his work, cause I loved him.

Q. There is no question in my mind that Andy Geiger's 11-year tenure as OSU Director of Athletics is already being judged as a hallmark success – to some it represents the pinnacle of improvement and achievement in OSU's sports program. You are still too close for the perspective that time and distance afford, but tell us, to the extent you can, how you see your: proudest moments, your major disappointments, major satisfactions and dissatisfactions, greatest successes and failures, and major accomplishments and unfulfilled goals.

A. Well, there's a lot there. I'm very proud of Ohio State's showings recently in the Director's Cup, and hope that some day this program is strong enough to break Stanford's strangle hold on that. I consider my legacy at Stanford as the father of the modern broadly-based athletics program in the country. Stanford is the model. They're good at virtually everything. And once again, in the standings I saw today in USA Today, Stanford is first.

Q. Tell us a little bit about the Director's Cup.

A. Director's Cup is overall standings, 20 sports, 10 women's sports and 10 men's sports, all equally weighted. If you're first in football and first in fencing, you get 200 points, 100 for each. It's an indication of your ability to deliver a program that is balanced, it outstanding across the board, that sort of thing. Recently we've been in the Top Ten. We were third two years ago, fourth last year, and today we're in seventh place in the country, in that scoring I'd like to see us do even better, but that's a big jump for Ohio State compared to where we were. A

lot of people point to the facilities. I'm proud of the facilities but I think the facilities are part of being successful at doing the three things that I think Athletic Directors are supposed to do. I'm responsible for the hiring and firing of staff, and I'm really proud of the staff. I'm responsible for the facilities, and I'm proud of the physical plant that Ohio State has. I can hardly wait for this community to see the new Aquatics Center. It is drop dead gorgeous, just unbelievable. And this morning I toured the renovation of our golf course, and that too will be absolutely stunning. So I think on those two we did well. The third thing I'm responsible for is the financial condition of the department. We've tripled the reserves and it's in very good shape, and I think has a very, very bright future. I feel really good about that. As in every enterprise there's peaks and valleys. We've won some championships and that's neat. I'm probably more excited about seeing the growth of our ability to compete across the board. We've made men's lacrosse a major thing here now. We just finished fourth in the crew championship, rowing championship. We've won a fencing champion last year. We were second this year and heart broken that we were second. We are the best men's gymnastics program in the country. I think those things are terrific. We've done all of that and sustained the football program as a top football program, one of the top football programs in college athletics. There's been no damage done. I think we're on the doorstep of a golden time in women's basketball. Next year's team will be something to reckon with. We're really be good if everybody stays healthy. We will really be good. So I'm really pleased with where the program is right now and the direction that we go. Disappointed in our inability to really get

the kind of traction I was hoping we could get with the academic performance, particularly of at-risk kids. During my time at Ohio State, we've gone from an open enrollment institution to selective admissions, and I think this is going to help. But to try and combine the open enrollment, a quarter system which is a real disadvantage in athletics, and the changing standards and the improvement in the rules, the improvement that is required because of the rules. There are going to be challenges for Ohio State looking forward, but again, I think that some of the groundwork has been laid for that to go quite well. I obviously was heartbroken and will take to my grave a heavy heart with regard to the Jim O'Brien basketball tenure and the fact that time in our history which appeared to be glorious and special and memorable, is so badly tarnished.

Q. Are there any major unfulfilled goals?

A. Just continuing to grow in our ability to do it all, and I'm talking about both on and off the field, particularly in the classroom.

Q. This is a digressive question but I know that the golf course renovation, if one can call it that, has been hanging fire for some years, and it seems to me Tom Weiskoff was involved in the beginning. It was an on and off sort of thing and then suddenly Jack Nicklaus has some kind of a contract to go ahead and do the scarlet course. Were there politics here, what was this all about? How did you get it moving?

A. We some time ago, we got a commitment in a charitable remainder trust type of commitment of a considerable amount of money, that would be dedicated exclusively to the physical plant of the golf course. It took a long time for that

trust to mature. You don't get the money until the parties are deceased, and that happened just a couple of years ago. And that allowed us to go forward with a really very ambitious rebuild of the golf course. It's very exciting. Tom Weiskoff was a very important figure in helping us define what it is that we thought that we needed to do there, what he thought we needed to do, and I'm grateful to him for that. He declined to compete for the design and supervision of the renovation and Jack, who had previously declined to become involved, decided that he really wanted to get involved, and so Jack got the contract. I would say that to have both Weiskoff and Nicklaus as alumni of this University, and have them be as interested as they have been continued to be in our golf courses, that's a great thing. It wasn't particularly political, when you have two of the very best, that are at your beck and call, but it was pretty clear that one of the two of them would be in the supervisory role here.

Q. I think perhaps the major misunderstanding, certainly one that I had, is that there was a timeline to the availability of the funding to execute the project, which meant some time had to pass.

A. Right. Yes, we didn't have the dollars until one of the surviving principle passed away, and the trust fund matured, and we had the resources. It's close to a \$10 million amount that's permanent, so that the course is being renovated on interest income will be amortized over a period of five or six years, and then the fund will build up so the course should be perpetually gorgeous from this time forward.

Q. There isn't a naming opportunity involved in this, is there?

A. There is not.



Q. This question may be redundant with what you have just spoken about regarding proud moments and some disappointments, but I'll pose it anyway to see if you have additional comments. Aside from the obvious unparalleled athletic facilities expansion and renovation, what will posterity see as Andy Geiger's most important long-term legacy? At least, what would you like posterity to see?

A. I would like for people to appreciate that, although Ohio State is identified with football, almost to the point of embarrassment, that what Ohio State is known for is an athletics program that commits to the best possible experience that any student-athlete can get, regardless of the sport that they're in, and that we remain as a University very strongly committed to a broadly-based program.

Q. Your contract with Ohio State runs through June 30, 2006, and you have agreed to stay until then. In what capacity, and what will occupy you during this final year with the University?

A. Well some of that is to be determined. I want to work on a curriculum that will accomplish a couple of things. I would like for the phenomenon of intercollegiate athletics to be better understood, particularly by academics, by people in the academic community. And I would like intercollegiate athletics and intercollegiate athletes to be celebrated more in an academic sense for their gifts, for their talents, as human beings than they are now. So I'm going to be working with some colleagues on developing a curriculum that will be, I think, an interesting way for athletes and others who live athletics, to become engaged in serious study at the University. The President and others are very excited about this. I'll be working with the President on an NCAA task force that she's

chairing. I'm considering teaching a freshman seminar or two, either athletics or jazz or both, and there may be other projects that come along.

Q. Are we talking about for-credit courses here?

A. Absolutely.

Q. And a curriculum that would evolve into a major?

A. Either a major or a center of some sort.

Q. What sentiments about your time at Ohio State are most prominent as you withdraw from the limelight position of Director of Athletics? What will you most remember? Most miss? Any serious regrets?

A. The sentiments that I feel are relief. I'm glad to be out of the intensity of it after being really rather intensely involved in my profession from the time I was a freshman in college, as a student-athlete, and that was 1957. So I've had enough and I'm eager to do something else. I miss the problem-solving with coaches and student-athletes and working with each coach to develop the best possible environment for their team. I'll miss the young people a lot, and that's the hardest part. I will not miss the media and the bureaucratic administrative headaches. I don't like budgets and I don't like the human relations rules, and all of the legalities, and all those kinds of things. And I won't miss compliance and the do's and don'ts of the whole thing. I won't miss that at all, but I will dearly, dearly miss the actual real part of our business, which is the kids and the coaches.

Q. Do you truly believe that intercollegiate athletics has seen the last of the professional Andy Geiger?

A. Yes, I think so. I don't think I'll land at another school. My future is pretty well determined. We're in good shape financially. I don't need to work for survival or any of those kinds of things. My boys are, by the end of June 2006, both boys will be in college. We've purchased our retirement home. The only thing that I would think that I might do sometime is write something. I've considered the possibility of getting involved in consulting and I'm not eager to do that.

Q. If you had it to do all over again, i.e., to settle on a career path after college, would you choose the same profession? Could you see yourself in a better, more rewarding calling?

A. I don't think I'd do anything differently. I think I would probably do the same job, be in the same profession. I've enjoyed it and I think you can get all tied up in knots if you second-guess. I don't feel that there's very many parts of me that are unfulfilled because of what I've done. I've met the greats and the near-greats in the field. I've met four Presidents of the United States, and have worked for five prestigious universities as Director of Athletics. That's pretty hard to beat.

Q. Again, you may have answered this already, but any additional thoughts at this juncture on what you will do in your retirement years, which ought to be many.

A. I hope! We're all living longer I hope. I can't imagine not being outdoors a lot, being out in the environment. We have chosen a place to live that is drop dead gorgeous. Being in that environment, enjoying everything from the garden to hiking to fishing.

Q. This is in the State of Washington?

- A. Yes, in Washington. I think I will be very much out of doors doing things with my hands, puttering in the yard, and doing a lot of fishing and a lot of hiking.
- Q. One last question that occurs to me that I didn't try to put into sequence in any way here. The president of a university like Ohio State is a high-stress position, but it occurs to me that the Director of Athletics may either be equally stressful, if not more so, but certainly second behind the President. How does that kind of stress manifest itself? How did you learn to cope with it and modify that stress to a point where it didn't eat away at you?
- A. I think the best way to alleviate stress is to be active, and to be an activist. I was always an administrator that relished making decisions, was unafraid to make difficult decisions, and certainly not afraid to take risks and to build, create. I think constantly working on a vision and anticipating the next big thing, the next exciting project, whether it be a physical plant project or a human relations project, or a financial project, whatever it might be, I looked forward to doing those things. I took great, great joy in seeing the project fulfilled and anticipating the ones that came next. So I didn't really kind of focus a whole lot on the stress part of it, until the very end of my tenure, when I simply got, I just simply got worn down with the unhappy Clarett/O'Brien incidents, and decided at that point that it really would be best for Ohio State if, and very good for me and for my family, if I called it off for myself and help the University move on. It was just such a good decision, just such the right thing to do, that I feel very, very good about it, and I feel very good about my life and times in Ohio and at Ohio State. But I don't feel that any of the other stops that I've made in my life are

diminished in any way. I really was at some great places and had a chance to do some really pretty special things. Particularly Stanford and Ohio State have been, I'd say, particularly splendid times in my life.

Q. That's all the questions I have, Andy. Anything further occur to you?

A. No, no, I'm fine.

Q. It's been a great interview. Thank you very much, Andy Geiger.

A. Thank you.