

Educator. Leader. Olympian.

Educational and Athletic Leadership Positions

Director of Athletics, Physical Education and Recreation, California Institute of Technology, Pasadena, CA. April 2011-present

Lead and direct all aspects of the department serving 975 undergraduate students, 1200 graduate students and a faculty and staff of 3000 at the world's leading scientific research university. The program includes a 16 team NCAA D3 intercollegiate program, required undergraduate physical education curriculum and a multifaceted recreational program for the campus community. Supervise full urban athletic campus, 75 employees and \$5 million annual operating expenses. Improve department winning percentage from .001 to .407 over 8 years. Create and implement a \$20M facility improvement plan from new revenue sources.

Director of Athletics and Recreation, Allegheny College, Meadville, PA. July 2006- March 2011

Lead and direct all aspects of a NCAA D3 program at a highly selective national liberal arts college. Serve 500 student-athletes through 21 intercollegiate teams and 1200 recreational participants through intramurals, competitive club sports and recreational and fitness opportunities with a 43 member department and 2.2 million dollar budget.

Director of Athletics, Thomas Worthington High School, Worthington, OH, 2005-2006

Lead and direct all aspects of an eighteen sport, 58 team, successful interscholastic program which serves approximately 800 students through 82 coaching staff members. Collaborate with and control the wide variety of athletic facilities required for a large suburban public school system.

Founder and Chief Visionary Officer. Educational Athletics Consulting. July 2003-2005

Intercollegiate and interscholastic athletic program consulting including: strategic planning, mission and integration analysis, and specific issue education. Team building and staff development seminars. Motivational speaking. Clients include small colleges (Marietta, Heidelberg), college conferences (OAC), independent schools, community groups and private clients.

Director, Instructor Sport Management Program. Notre Dame College, South Euclid, Ohio, 2004

Created a new academic department. Curriculum design. Student recruitment. Collaborate with other disciplines and faculty. Courses taught: Sport Management; Sport Psychology; Sports Information and Marketing.

Director of Athletics, Laurel School, Shaker Heights, OH. 1997-2003

Led and directed all aspects of a ten-sport, 26-team two campus athletic program at this independent girls K-12 preparatory school. NFHS Certified Athletic Administrator.

Alumni Director, Mercersburg Academy, Mercersburg, PA, 1988-1989

Responsible for coordination of alumni communication, events and services, including reunion events. Member, admissions committee. Student advisor.

Coaching Experience

Dartmouth College, Hanover, NH. Head Coach, Women's swimming, 1990-1996

Improved Team record from 0-10 to 8-3 over four years at this NCAA Division I, Ivy Group member. Specific responsibilities included: design and implement all training activities, design and implement all student recruiting activities, advocate for prospective students with admissions office, collaborate with diving coach and men's swimming coach, teach beginning PE classes. ASCA Certified Level 3 coach. Coached national and junior national qualifiers.

Harvard University, Cambridge, MA. Women's Varsity Volunteer Rowing Coach. 1996-97

Assist in all aspects of training all women's rowers, special emphasis on weight training.

Ohio State University, Columbus, OH. Women's Varsity Volunteer Rowing Coach. 2004-2005

Assist in all aspects of training all women's rowers, special emphasis on weight training.

Western Reserve Rowing Association. Cleveland, OH. Adult and Youth Rowing Coach. 2000

Selected and trained an at large entry for the Head of the Charles.

University of Texas at Austin, Austin, TX. Volunteer Women's Swimming Coach. 1989-90

Assist all aspects of women's swimming program. Taught beginning swimming PE.

Mercersburg Academy, Mercersburg, PA 1988-89

Assistant swimming coach; Head softball coach.

Education

Harvard University, Graduate School of Education, Certificate of Advanced Study, Educational Administration, Planning and Social Policy. June 1997

University of Texas at Austin. College of Education.

Master of Education, Sports Administration. August 1991.

Bachelor of Science of Education. May 1988

Mercersburg Academy, High School Diploma, 1983

Executive Education

Harvard University, Graduate School of Education, October 2018. Women in Education Leadership. Three day gathering of educational leaders for engagement in research, topics and best practices including; Negotiation, Leadership, Change management, Institutional navigation.

NACDA Spring Symposium, April 2018, San Diego. Leadership, ethics, wellness focus points.

Collegiate Athletics Leadership Symposium. October 2013

Selective, two day intensive educational sessions on major topics of athletic leadership: employment contracts, revenue generation, strategic planning, crisis management, brand marketing, hiring and other leading topics of the day.

Sports Management Institute. Chapel Hill, NC June 2008 and Los Angeles, CA 2010

Selective, six day intensive and comprehensive workshop for senior athletic administrators sponsored by a Consortium including: USC, UNC, Texas, Notre Dame, Georgia, Michigan. Topics include: Legal Issues, Strategic Management, Negotiation, Marketing, Leadership, Financial Management, Facilities, Television Rights, Development and Fundraising.

NACWA Executive Institute. Denver, CO July 2009

Week long seminar style learning with other senior female athletic administrators. Topics include: strategic planning, budget and legal issues, contracts and personnel, leadership training and networking.

Harvard Business School. December 2007

"Difficult Conversations" A 2 day Communication and Negotiation Workshop.

Case Western Reserve University, Weatherhead School of Management. Fall 2003

Certificate in Developing Leadership through Emotional Intelligence.
Certificate for Advancing Managers.

Athletic Achievements

- United States Olympic Swimming Team, 1984 and 1988, Gold and Silver Medalist.
- United States Rowing World Championship Team Member, 1994. Women's Double Scull.
- Former world (1986-1991) and American (1986-2002) record holder, 200-meter backstroke.
- NCAA Academic All-American, 1988; Seven-time NCAA Swimming Champion, 1986-88
- NCAA Top Six Award winner. Annual award to six D1 student athletes. 1988
- Sullivan Award finalist. Top amateur athlete in United States, 1986
- United States Olympic Committee Sportswoman of the Year, (Swimming) 1988
- Inductee, International Swimming Hall of Fame, 1999
- Inductee, University of Texas Inaugural Hall of Honor, 2000
- Successful summit of Mt. Kilimanjaro, July 1997

Publications

“Creating a Change Culture” Athletic Management, February, 2017

“Athletic Recruiting” Presenting Yourself to Colleges. Greene, Howard. January 2002

“To be fair pay for performance,” The Plain Dealer, Cleveland, OH, February 18, 2000

“Amateur means ‘one who loves’,” The Plain Dealer, Cleveland, OH, August 6, 1999

“Olympic Games’ discarded ideals must be restored,” USA Today, Washington, DC, Feb. 1999

“The Olympics’ Lost Glory,” The Wall Street Journal, New York, NY, February 2, 1999

Co-author, *Swimming: Character and Excellence*, Arche Press, Silver Spring, MD, 1994

Professional Presentations

Minnesota Intercollegiate Athletic Conference, November 2017. Keynote speaker, leadership conference

Women Leaders in Collegiate Sports- Executive Institute, June 2017. Presenter; “Goals and Visioning”

Cum Laude Address. Mercersburg Academy. March 2017

“Positioning yourself to become an athletics director.” NACWAA D3 Advancement Forum, October 2013

“The athletics review process: striving for excellence.” NCAA Convention January 2006

“The role of athletics in independent schools”. Panelist. OAIS White paper collaborator. January 2002

“The athletic curriculum: an overview and philosophy for high school athletics” OAIS Annual conference. November 2001

“Athletic program facility development”. National Association of Independent Schools. Annual conference. February 2001

“College athletic recruitment process.” Cleveland Council Independent Schools. 1999 –2003

McKinsey and Company Inc... Boston, MA. July 1997. “Leadership through coaching” Workshop leader for rising managers and consultants

Harvard University Symposium on Women in Sport. Panelist. Cambridge, MA, May 1997

New Hampshire Public Forum on Gender Equality in Athletics. Panelist. November 1991

Motivational Speaker on topics of athletics, leadership, personal excellence to professional, academic, civic and athletic groups. 1982-ongoing

Financial and Human Resource Management

- Created and implement a ten year \$20M dollar facility and finance improvement plan, including implementing a recreation fee to produce \$1M annual additional revenue source.
- Direct a conservative, zero based budget approach; progressively greater budget responsibility to current \$5 million dollar responsibility.
- Chaired a successful \$30 million capital campaign for athletic improvements for Mercersburg Academy.
- Contributed fundraising expertise to complete a \$12 M project to create a 144 acre athletic campus.
- Increased fundraising from solicited gifts by 50% in 3 years at Caltech.
- Reorganized all aspects of a coaching staff including increasing annual term of work, salary levels; thrive in all phases of human resource management.
- Implemented a program of professional development and outcome based staff development programs including annual performance review programs.
- Initiated assistant coach mentoring program.
- Managed several employment crises and termination situations.

Facility Supervision, Creation and Improvements

- Leader for design and development of a 141- acre, 12 million dollar, complete outdoor athletic campus including, 4 playing fields, 2 softball diamonds, 8 lane track, 8 tennis courts, trail and hiking system and ropes course.
- Managed 100,000 sq. foot multipurpose athletic facility and 180 acre playing-field campus.
- Renovated Allegheny College football stadium, indoor athletic center.
- Renovation of 200,000 square feet of grass playing surface to synthetic turf for baseball and soccer.
- Renovation of 2-25 yard swimming pools and equipment.
- Installed (2006 Allegheny) and resurfaced 400m outdoor track. (2018 Caltech)
- Resurfaced and rebranded 8 outdoor tennis courts. (2013)
- Rebranded and renovated interior space Braun Athletic Center including additional seating, hoops and branding to basketball gymnasium.
- Created new student facing improvements in athletic training center, added women's locker room and gender neutral restrooms.

Engagement, Service and Integration on Campus

- Create partnerships with enrollment management programs.
- Member, Caltech Risk Management Council. 2014-current
- Campus Title IX trained and responding investigator. 2013-current

- Member, Caltech Strategic Identity Council. 2012-14.
- Member, Caltech Undergraduate Academic Standards /Honors committee, current
- Member, Caltech Health and Housing committees; 2011-current
- Chair, Wellesley College peer review, 2012-13
- Member, Strategic Planning Work Group, Allegheny College
- Member, crisis response team, Laurel School (sexual violence response, 911 response)
- Assistant Director of College Guidance, Laurel School
- Independent Schools Association of Central States. Accreditation Visiting Team. 2003.

Governance, Leadership, Legislative and Volunteer Service

- Pasadena Parks and Recreation Commissioner (appointee) 2021.
- Chairperson of two collegiate athletic conferences; North Coast and Southern California- oversaw intentional strategic change of commissioner.
- Member of the NCAA D3 Management Council; Member, NCAA committee on Women's Athletics. Delegate to the NCAA annual legislative convention for 13 years; multiple committee assignments (soccer, swimming, water polo, rules seminar planning group)
- Intercollegiate Officials Association, Board Member. Oversight NCAC officials.
- Member, Board of Trustees, Mercersburg Academy 1992-2002; 2017-2020; Chair, Athletics Facilities Campaign, 2010-2013.
- Created leadership network of 35 athletic directors and hosted monthly best practices teleconference January-June 2014.
- Cleveland Women in Sports and Events. Board of Directors, 2004-2005.
- Cleveland Sports Commission. Organizing committee for Junior Olympics. 1998-1999.
- Dartmouth College Athletics, Gender Equity Task Force.
- Former representative to United States Swimming, National Governing Body,

Culture, Community and Program Building

- Change agent for strategic plan implementation: recruited to create competitive athletic programs from losing traditions in three different institutions; Dartmouth, Laurel, Caltech.
- Added women's sports at two different institutions; Laurel, Caltech
- Initiated the Caltech Athletic Hall of Honor.
- Rejuvenated Student Athlete Advisory Committee, Allegheny, Caltech.
- Created a school spirit program, Caltech Orange Out
- Created gender neutral and family focused restroom/facilities.
- Leadership development, ropes course designer and facilitator
- Created the first televised football game in Allegheny College history

Betsy Mitchell, 6.

Betsy Mitchell Professional References

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Nancy Hogshead-Maker, Leading Title IX Advocate, Olympian
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Former supervisor
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Susan Teeter, Retired Women's Swimming Coach, Princeton University
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Jarrid Whitney, Executive Director of Enrollment and Financial Aid,
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Additional or alternate references available upon request.