

MEMO

To: Elson S. Floyd

The results of our investigation follow below. Unless there was not agreement between witnesses regarding the event described, or unless the information came from one particular person, we have not identify

“[T]here is no doubt that Quin Snyder . . . must have greater competitive success next year. If not (and that would mean finishing in the top 1/2 of the Big 12 and playing in the NCAA Championships (not NIT), then we need to be prepared to make a change.”

In April, Alden had a meeting with Snyder in Alden’s office in which Alden gave Snyder his annual performance appraisal both verbally and in writing for the period July 1, 2004-April 22, 2005. Contained in the written evaluation is the following language: “There is no question that 2005-06 is an important year for Quin. Since his hiring, I have attempted to provide every possible form of assistance that is appropriate to allow Quin to succeed. On February 8, 2005, I was very specific with Quin telling him that if we didn’t finish in the top 1/2 of the Big 12 Conference and make the NCAA Tournament, 2005-06 would be his last year as Head Men’s Basketball Coach. Further, I also suggested my hope that if he saw the program not heading in that direction, he would resign from his position.” Snyder signed the evaluation on June 30, 2005, indicating that he had read it, and delivered a memo to Alden in response. While his memo takes issue with a number of matters raised in his evaluation, Snyder does not take issue with the expectations for the 2005-06 season.

In June, 2005, and again in August or September, Alden met with Snyder and reviewed both the expectations for the upcoming season, as well as the possibility that Snyder resign if those expectations became impossible during the season. In addition, senior Athletic Department staff, including Special Assistant to Alden, Gary Link, were aware of these expectations.

Alden’s June Current Issues report contains another reference to the need for the team to finish in the top half of the conference. The September Current Issues report also confirms the season expectations and also contains the following: “[I]f we did not perform in all these areas, then we would make a change following the season. I know that you have been supportive of this and agree. Further, it is my understanding that you have discussed this with President Floyd and he is also supportive. I do believe it to be critically important that this is all “crystal clear” with Dr. Floyd. I would certainly hate to see him not be “on board” as we get down to decision making time. Hopefully, we’ll have a great season and won’t have to worry about this issue, but if we do, I have to make sure that we are all on the same page.” Deaton said that Alden asked a number of times if Floyd was on board with the conditions placed on Snyder. Deaton said he told Alden that he thought Floyd would go with the decision they would make. He told Alden not to worry about it, that they would get to the end of the season and make their decision. Although Floyd was aware of the conditions, it was clear to Deaton that Floyd had not endorsed them. Alden said he believed that Floyd was supportive of the conditions. Floyd said that he expected Snyder’s performance to be evaluated at the end of the season.

In a September 12 memo to Bunky Wright and Bill Arnet, Alden confirms his understanding of the expectations for Snyder for the upcoming season, and passes along Snyder’s performance evaluations and other applicable communications.

On October 3, 2005, Snyder met again with Deaton and Alden in Alden's office.

Link would meet with Alden both before and after about half of the basketball games. Before the game, he would give Alden a “scouting report” of the upcoming opponent. Afterwards, Link would share his observations of the game and the team with Alden. These meetings had been going on for a couple of years.

In September 2005, before the season began, Link discussed with Snyder the upcoming season and the conditions that had been set for Snyder. Link discussed with Snyder that it would likely be a tough season. He counseled Snyder that if he saw that the season was not going to end successfully, that it may be best to resign. Snyder said he would consider stepping down. Some of Snyder’s staff was also aware of the specific expectations.

After a promising start to the conference season, the team lost several games in a row by double figures. Several people commented that Snyder increasingly appeared to be feeling the pressure of these losses. Mike Kelly said that on one Monday evening at Tigertalk, Snyder was very particularly down about the season. He told Kelly that, “[Y]ou know I’m fired. You know it’s over.” The next day he saw Snyder and Snyder was back to being upbeat.

On February 7, the basketball team suffered a very difficult loss to Baylor, its sixth straight loss. At that point the team’s overall record was 10-11, 3-7 in the Big 12, putting it 11th in the conference standings with six games to go. The team and traveling party got back to Columbia about 3 a.m.

The next day, Alden and Link met for their regular post-game discussion. Link broke the game down for Alden. He told Alden that everyone (the coaching staff and the team) was hurting. They discussed the toll that the season was taking on Snyder. They talked about an incident that had occurred after the Nebraska road game in which some of the Nebraska students had been particularly rude and pointed in their comments toward Snyder, getting very personal. At Snyder’s request, Link had walked off the court with him. Snyder remarked that he was glad Link was there so that he didn’t go after a student who was particularly rude in his comments. Link and Alden talked about concern over similar situations that could occur the following weekend in Lawrence, Kansas.

At his point in the story, there are some differences in exactly what was said from Alden’s and Link’s interviews. Alden told us that he asked Link to see how Snyder was doing, to gauge what he was thinking. In that regard, he said he was referring to whether Snyder was thinking of taking the option that had been presented to him and resign before the end of the season. Alden said that Link said he wasn’t sure that everyone was supportive of the vote of confidence given a year earlier, nor would people have been entirely supportive of making a change then. Alden said that he told Link that Deaton was 100 percent on board with a change this year if the conditions were not met (which seemed a certainty), and that he had asked Deaton to keep Floyd informed. Alden knew that he had been in meetings with Floyd and Wright regarding the expectations the previous year. Alden also said that since he talks regularly with Don Walsworth, a

member of the Board of Curators, that Walsworth was aware of the expectations. Walsworth confirmed to us that he was aware of the expectations, but had not heard anything regarding the possibility of a resignation before season's end and did not believe such a resignation was good policy. Alden believed that the expectations had been clear and that people up the chain of command were supportive. Alden said he gave no directive or order that Link talk with Snyder (with which Link

on Sunday. Reiter received a text message right before the 6 p.m. news conference from Rashman that Snyder was available and would coach the game on Sunday. He said this left him confused and wondering what kinds of games were being played.

On Saturday there were various discussions between counsel for both parties and the principals to negotiate the terms of Snyder's settlement with the University. Late in the afternoon there was a meeting of the Curators (primarily by phone).

The Curators met on Sunday morning and approved the terms of the Severance Agreement with Snyder. Alden held a news conference after this meeting.

After the Curators had approved the terms of the Settlement Agreement and Release, Reiter spoke with Snyder about 10 a.m. Snyder said the deal was going to be done and that he wanted to talk with the media. They agreed to set up a news conference for between 5 and 6 p.m. somewhere at Mizzou Arena. Reiter sent out a media advisory to that effect. About 3:45 p.m., Snyder called Reiter and said he would not do the news conference because there was no signed agreement. A large number of media were already arriving and they were concerned about how it would look to cancel the press conference. They informed Alden of what had happened. Reiter and Moller decided to drive out to Snyder's house and try to convince him to still hold the news conference. They met with Snyder and Bley at Snyder's house, but were unable to persuade him to hold the news conference that afternoon. Bley gave them a statement to read and they decided to refer all future press contacts for Snyder to Bley.

On Monday, after reviewing media reports and receiving messages of concern from various people, Floyd decided to ask Deaton to perform an investigation of the circumstances surrounding Snyder's decision to resign. Our assigned task was not to review or critique that investigation, though we note that our findings are largely consistent with that of Deaton.

After review of the Agreement by an outside attorney for the University, the parties signed it on Tuesday, February 14. Snyder held a news conference that evening.

Conclusions/Observations

It was very clear to Snyder, Deaton, Alden, and most of the senior athletic department staff what the conditions were for the employment of Snyder beyond the 2005-06 season. With respect to Floyd and Walsworth, they clearly understood that the expectations had been placed on Snyder, though it is unclear whether they specifically approved. It was not unreasonable for Alden to conclude that there had been tacit approval of the conditions given the level of documentation that he made on the issue. With respect to the issue of resignation before the end of the season as an option, it is also clear that, at the very least; Snyder, Deaton, Alden, and Link understood that this was an option that had been discussed. At least Alden and Link knew that Snyder had indicated he would consider that as an option.

With respect to the events beginning on Fe

We hope that this report will end this chapter and that the experiences can assist the school in seeing that future events are handled more smoothly and with better communication. We look forward to moving on to the question of who will next lead the basketball Tigers as head coach.