

# THE INSTITUTE FOR ROWING LEADERSHIP AT COMMUNITY ROWING, INC.

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Advanced Certificate in  
Rowing Leadership



Official Coaching  
Education Partner



Photos by Damian Strohmeyer

**T**he Institute for Rowing Leadership (IRL) at Community Rowing, Inc. was founded to inspire, instruct, and equip current and future coaches to achieve excellence in coaching and managing the sport of rowing. Designed to provide coaching fellows both a robust theoretical framework and a substantial volume of experiential learning guided by the reflective practice model, the IRL develops leaders to guide the sport forward.

**THE ONLY SPORTS SPECIFIC  
GRADUATE PROGRAM  
IN THE US**



51% Male Students  
49% Female Students



78% Students Receiving  
Financial Aid



6 Classes of IRL Fellows



100% of graduates  
accepted jobs within 6  
months of graduation

80% of students accepted  
jobs before graduation



93% Graduation Rate



9% International Students



**THE IRL IS:  
YOUR PATHWAY  
TO BECOMING A  
PROFESSIONAL COACH**

**T**he Advanced Certificate in Rowing Leadership is a yearlong, graduate-level fellowship program designed to develop future leaders of our sport. Starting with an establishment of the foundational knowledge necessary to pursue their passion for rowing in a professional capacity, IRL graduates will go on to impact athletes at all levels throughout their coaching career. During their time in the program, coaches invested in working with athletes at all levels dive into learning and developing the wide array of skills needed to become a successful leader and coach in our sport for decades to come.

**“**  
I left a full-time coaching position in London, motivated by a desire to improve at a faster rate than any other coaches out there. I'm now more equipped than I'd ever thought I would be and found myself with multiple job offers from prestigious rowing programs at the end of my year in the IRL.

**”**

**HUGO GULLIVER**  
Senior Coach, University of London  
'15 IRL Graduate, '10 Oxford Brookes University

**The CRI  
Wakeless  
Safety  
Launch**



## FOLLOW YOUR PASSION AND ALWAYS KEEP LEARNING

**L**eaders are the cornerstone that embodies the passionate commitment to rowing in their respective programs. By investing in the only year long graduate-level sport-specific educational program in the country, IRL graduates are prepared as coaches to share the life changing aspects of sport with multiple generations of athletes, ensuring the future growth and success of rowing.

During their time in the program, each fellow establishes a pattern of reflective coaching practice to guide them throughout the entirety of their coaching career. Woven throughout the course curriculum, this process of reflective learning encourages coaches to acquire new knowledge from scientific study, to be guided by current best practices of master coaches, and to encode and apply this knowledge. Reflective learners continue to develop a deeper understanding of the individual and creative expressions of their personal philosophy throughout their coaching careers.

“

**The organizational, marketing, event management, fundraising, and club administration classes within the IRL curriculum gave me the administrative and managerial tools that made it possible for me to step into a position of Director of Rowing shortly after graduating. I use those skills nearly every day while building a new organization. My time in the IRL gave me confidence, exposure to a huge number of issues in the sport, wide ranging experiences as a coach, insight, and rock solid organizational knowledge.**

”

**BRENDA BALENGER**

Executive Director, Manchester Rowing Alliance  
'12 IRL Graduate, '83 New England College



# GAIN THE KNOWLEDGE ON AND OFF THE WATER

**A**t the core of the IRL fellowship program is the learning that takes place in the classroom with our top-notch instructors. With a diverse group of experiences and backgrounds in each class of fellows, the varied perspectives encountered in the classroom discussion are an invaluable element of the education at the IRL and serve to ensure each fellow gains a wide perspective on all aspects of the rowing community. The yearlong fellowship program is divided into four academic quarters with classes from each of the academic content streams interspersed throughout the year.

## Coaching Methods

Leadership, communication, and the pedagogy of teaching, focused on the teaching / learning interface necessary to be an extraordinary coach.

## Sports Science

A comprehensive review of the science and application of the physiological and neurological components of performance specifically focused on athletic development of rowers.

## Rowing Administration

A detailed education about off-the-water non-rowing responsibilities critical to be a successful leader.

## Coaching Practicum

A structured internship, which includes mentoring and on-water coaching experience, to implement classroom knowledge in real time.

The Coaching Methods and Sport Science domains each make up a third of the overall classroom hours in the program, with the Rowing Administration domain encompassing 14% of the total hours. Running through the entirety of the program is the Coaching Practicum component, which represents 20% of the overall course credits. The Coaching Practicum is the lynchpin of the program, providing fellows a platform to reinforce, implement, and encode their newly acquired knowledge concurrently with their classroom learning on a daily basis.



**The IRL most significantly impacted my coaching career by creating an educational environment where I, alongside my classmates, developed my own vision of how to run a program, develop athletes, and teach technique. The comprehensive course work, coaching practicum, and coaching round tables with the wider Boston coaching network fostered the development of my vision through instruction, application, and discussion. Now that I have graduated from the program, the alumni network has been an invaluable asset in my efforts to continue to learn and develop as a coach.**



**JUDITH VOGEL**

High Performance Group Head Coach, Riverside Boat Club  
 '12 IRL Graduate, '09 Carnegie Mellon University

## IRL Course Catalogue Matrix 2016-2017

	QUARTER 1: SUMMER		QUARTER 2: FALL		QUARTER 3: WINTER		QUARTER 4: SPRING	
	Course Title	HRS	Course Title	HRS	Course Title	HRS	Course Title	HRS
<b>Coaching Methods</b>	CM 505 Leadership in Coaching	2	CM 500 Education and Instruction: Coach as Teacher	4	CM 520 Training Program Design and Athlete Assessment	2	CM 509 Coaching Philosophy and Ethics	2
	CM 510 Coaching Novice Athletes and Coxswains	2					CM 515 Coaching Advanced Athletes and Technology	3
			CM 550 Critical Thinking I	1.5	CM 552 Critical Thinking II	1.5	CM 540 Rigging and Fleet Maintenance	2
<b>Sports Science</b>	SS 500 Exercise Physiology I	4	SS 510 Exercise Physiology II	4	SS 525 Strength Training	2	CM 554 Critical Thinking III	1
	SS 515 Biomechanics	2	SS 520 Sports Nutrition	2	SS 529 Applied Sports Medicine and Injury Prevention	2	SS 535 Sports Psychology	4
					SS 540 Skill Refinement and Athlete Adaptation	2		
<b>Rowing Administration</b>	RA 505 Sports Marketing and Branding	2	RA 500 Event Management	2	RA 510 Team Management	2	RA 515 Financial Management	1
					RA 520 Sport and Community Development	1		
					RA 525 Recruiting	1		
<b>Practicum</b>	CP 500 Practicum I	3	CP 502 Practicum II	3	CP 504 Practicum III	3	CP 506 Practicum IV	3
	Summer total clock hours	15	Fall total clock hours	16.5	Winter total clock hours	16.5	Spring total clock hours	16

## LEARN BY DOING WITH A COMMUNITY OF PRACTICE TO ENSURE MASTERY

**A**t the IRL, fellows work with and learn from the best thinkers and doers in a collaborative environment. Our instructors are drawn from the preeminent universities and the robust rowing community in Boston and work with fellows in a collaborative learning environment providing regular feedback on their work.

The innovative and creative educators teaching at the IRL are recognized as leaders in their field and are selected for their specific subject matter expertise. Coupled with coaches with proven track records in producing outstanding athletes and teams working with fellows in the classroom and on the water, each member of the IRL team is focused on delivering an education that is tailored to equip coaches with the most effective coaching methods, strategies, and interventions backed by a comprehensive base of knowledge of the sport.

The learning lessons for IRL fellows extend outside of the classroom with regular feedback an important component of the practicum experience. With a mix of practicum coaching mentors and IRL staff riding with fellows in the coaching launch periodically to provide assessment of and guidance on their coaching in action, fellows learn how to improve their process, communication, and planning to make their crews faster and their coaching more effective.

### CLASSROOM INSTRUCTORS INCLUDE:

**Charley Butt**

Head Coach, Harvard University Heavyweight Men

**Wayne Berger, Ed.M.**

Coordinator of Coaching Education, Community Rowing Inc.

**Steven Miller, M.P.A.**

Executive Director, Healthy Weight Initiative, Harvard School of Public Health, Department of Nutrition

**Adam Naylor, Ed.D., M.A., CC-AASP**

Professor, Boston University and Mental Game Sports Performance Consultant, Northeastern University

**Tyler Page, D.C., C.S.C.S.**

Owner, Mystic Spine and Sport

**Andrea Sobieraj, M.S., C.S.C.S.**

Professor, Brown University

**Meg Steffey Schrier, M.S., R.D., L.D.N., & C.P.T.**

Sports Dietitian, Harvard University

**Maria Urso, Ph.D., M.S.**

Retired U.S. Army Major and Presidential Award-Winning Medical Researcher

**Mary Whipple, M.Ed.**

Three-Time Olympic Medalist USA Women's 8+, Gold (2008 and 2012) and Silver (2004)

**Seth Wilson, C.P.A., M.S.T.**

Manager, Clifton Larson Allen LLP

**Jon Wortmann, M.Div.**

22 Time #1 Selling Best Author

“

Everyone deserves access to high level coaching. Since the IRL, I've coached groups of all ages and ability levels including military veterans, para rowers, inner city youth, and cancer survivors. The IRL provided the pathway that enabled me to give all rowers the best experience possible.

”

JOVIA MANZIE

Varsity Girls Coach, Row Boston

'16 IRL Graduate, '13 University of Puget Sound

# JOIN THE NETWORK OF IRL ALUMNI AND CAREER COACHES IN THE FIELD

**A**s a graduate of the IRL, you'll emerge with more than just a certificate. You'll enter the job market equipped with a distinct advantage over your competition as an alumnus of the only professional level coaching education program in rowing. In addition, you'll benefit from a tight-knit network of IRL alumni along with personal connections made and relationships developed while at the largest rowing club in the world. These connections will provide you with a lifetime of inspiration, access, and assistance as you take your place as a leader in the sport.

**“**Before the IRL, I had only experienced rowing at the DIII level. I decided to move from the west coast to Boston because I wanted to become a career coach and the IRL was the best step for me to take to reach my goal. In my coaching role with the Boston University Men as my IRL practicum and with the Princeton Lightweight Men in my first year out of the program, I was equipped with the knowledge, experience, and connections to lead crews from both programs to the podium at Eastern Sprints.

**”**

**ALEX MANN**

Men's Assistant Coach, University of Washington  
'14 IRL Graduate, '11 University of Puget Sound

IRL alumni are currently working positions at all levels of the sport across the rowing world:

- Back On Track Physical Therapy – Rowing Physical Therapist
- Brunswick School – Boatman/Facility Manager/ Assistant Coach
- Cambridge Rindge and Latin School – Head Coach
- Community Rowing, Inc. – Head Coach Novice Boys
- Fordham University – Women's Assistant Coach/Recruiting Coordinator
- George Mason University – Women's Assistant Coach
- Harvard University – Heavyweight Men's Assistant Coach
- Head of the Charles – Director of Operations
- Michigan State University – Men's Head Coach
- Oregon State University – Women's Assistant Coach
- Riverside Boat Club – Program Manager and Head Coach of the High Performance Group
- Tufts University – Women's Assistant Coach
- University of London (UK) – Senior Coach
- University of Washington – Men's Assistant Coach
- Yale University – Men's Assistant Coach

- Atlanta Rowing Club
- Boston College
- Fordham Preparatory School
- Harvard University
- Lake Sunapee Rowing Club
- Latymer Upper School (UK)
- Oregon State University
- Ridgewood High School Crew
- Southern Methodist University
- The Ohio State University
- University of California - Santa Barbara
- University of Notre Dame
- University of Puget Sound
- University of Virginia
- Williams College
- Yale University



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- Brunswick School
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- Community Rowing, Inc.
- Fordham University
- George Mason University
- Harvard University
- Head of the Charles
- Michigan State University
- Oregon State University
- Riverside Boat Club
- Tufts University
- University of London (UK)
- University of Tennessee
- University of Washington
- Yale University

# COURSES

**CM500 – Education and Instruction: Coach as Teacher**

**CM505 – Leadership in Coaching**

**CM509 – Coaching Philosophy and Ethics**

**CM510 – Coaching Novice Athletes and Coxswains**

**CM515 – Coaching Advanced Athletes and Technology**

**CM520 – Training Program Design and Athlete Assessment**

**CM540 – Rigging and Fleet Maintenance**

**CM550 – Critical Thinking & Research I**

**CM552 – Critical Thinking & Research II**

**CM554 – Critical Thinking & Research III**

**CP500 – Practicum I**

**CP502 – Practicum II**

**CP504 – Practicum III**

**CP506 – Practicum IV**

**SS500/510 – Exercise Physiology I & II**

**SS515 – Biomechanics**

**SS520 – Sports Nutrition**

**SS525 – Strength Training**

**SS529 – Applied Sports Medicine and Injury Prevention**

**SS535 – Sports Psychology**

**SS540 – Skill Refinement and Athlete Adaptation**

**RA500 – Event Management**

**RA505 – Sports Marketing and Branding**

**RA510 – Team Management**

**RA515 – Financial Management**

**RA520 – Sport and Community Development**

**RA525 – Recruiting**

## Coaching Methods

**CM500 – Education and Instruction: Coach as Teacher**

Teaching, and the pedagogical theory that informs it, has traditionally tended to lie outside of the traditional domain of coaching. This course challenges that premise and re-conceptualizes coaching based on the notion that at the heart of good coaching lies the teaching and learning interface, and the myriad of ways through which coaches influence athletes to develop and improve. This course will flesh out this complex coach/athlete relationship through an exploration of educational theory and research as well as case study examinations of the coaching style of master teacher/coaches bringing theory into practice.

**4 clock hours**

**CM505 – Leadership in Coaching**

Development of leadership skills is foundational in becoming a successful coach. In this course, fellows will be introduced to historic and current leadership theory and will engage in critical leadership skills such as: developing, defining and defending philosophies and concepts, critical self-analysis, productive criticism of others, and collaboration. Fellows will be exposed to specific leadership challenges in every class and will be asked to apply the concepts provided in class to solving these practical problems. The most critical element this class will seek to instill in the fellows is the capacity to think more clearly and critically about leadership.

**CM509 – Coaching Philosophy and Ethics**

Throughout this course, fellows will develop an understanding of the role sport plays in democratic culture and cultivate a set of values and ethics as it relates to their own personal coaching. Topics will pull from a variety of primary sources, such as leading texts, case studies and personal experiences, as the course examines modern beliefs about competitive sport, its relationship to academics, and the role of the coach.

**2 clock hours**

**CM510 – Coaching Novice Athletes and Coxswains**

The instruction and development of novice rowers and coxswains forms the basis of this course. Guiding questions include: What is the difference between the novice learner and the expert performer? How does a novice athlete become an expert? What physical mechanisms occur within the human body to create movement? What influences the teaching/learning environment? Is there an ideal approach to teaching motor skills? During the course, fellows will examine motor learning principles and research-based approaches to the acquisition and refinement of basic skills in accordance with motor control/skill learning principles. An

important component of the course is the reflection of fellows upon their own athletic learning experiences, their history as student-athletes, and the coaching methods of their previous coaches. This reflective process will help make a connection between these experiences and the introduced material. Additionally, fellows will examine retention models and consider how the initial experience for rowers and coxswains determines their likelihood of continuing to pursue the sport.

**2 clock hours**

**CM515 – Coaching Advanced Athletes and Technology**

Building on the instructional methods introduced in CM510, this course leads fellows through an in-depth study of sophisticated techniques designed to maximize individual potential. The primary objectives of the competitive athlete—team/squad selection, the improvement of sport specific fitness, acquisition and refinement of advanced/complex skills, acquisition of advanced tactics/strategies, and meeting performance standards—provide the framework for the course content. Using the examination of successful stroke models throughout the history of the sport, fellows will develop a frame to examine rowing technique and construct their own individual stroke analysis. During the course, there will be a blend of classroom based analysis and discussion as well as on the water real time analysis of rowers with guest speakers from all levels of rowing featured. Additionally, this course completes a comprehensive survey of technological resources giving fellows an overview of the most up-to-date analytical and instructional tools available in the marketplace.

**3 clock hours**

**CM520 – Training Program Design and Athlete Assessment**

Through this course, fellows will examine the importance of different factors in creating an annual training plan. As a final project, each fellow will develop their own scientifically informed training plan appropriately adapted to athlete age and skill level. Starting with an examination of the fundamental factors in designing an effective plan and discussing a wide array of example training plans used at all levels of the sport from youth to international elites, fellows will specifically address topics including aerobic, anaerobic and strength training as well as periodization and overtraining. This course also provides guidance in the establishment of appropriate crew selection, effective communication behaviors between coaches and athletes, and the art of assembling a successful crew.

**2 clock hours**

**CM540 – Rigging and Fleet Maintenance**

Effective preparation for on the water success depends on keeping your equipment in the best shape possible and knowing how to make repairs when necessary. This course will focus on four critical elements: appropriate rigging for crews, boat and oar repair, equipment trailering, and small motor maintenance and restoration. With classroom and practical application workshops in rigging and repairing boats/motors as well as safe trailer preparation, operation, and maintenance in a hands-on setting, fellows gain the essential skills necessary for keeping their crews and equipment in top form.

**2 clock hours**

## Critical Thinking & Research

The Critical Thinking & Research component of the IRL prepares fellows for a professional career sustained through reflective practice. This coaching colloquium is designed with the dual objective of (a) guiding fellows in the development of their own year-long action research project and (b) offering a forum for reflective discussion and writing about their coaching practicum to provide deeper insight into the interpretation of sport and coaching.

**CM550 – Critical Thinking & Research I**

The first quarter of Critical Thinking and Research introduces fellows to the process of reflective process and action research in their coaching through the fall season. Through the use of a coaching log, fellows will reflect on their daily coaching. Additionally, fellows will examine staff communication from a leadership perspective with regard to developing job descriptions for staff, evaluating and communicating appropriately with personnel concerning performance, and identifying principles of effective time management.

**1.5 clock hour**

**CM552 – Critical Thinking & Research II**

Over the winter, the focus of this course is the evaluation of available research and data relating to each fellow's action research project. Fellows will complete a survey of the relevant literature along with a proposal and timeline for their action research project before beginning implementation.

**1.5 clock hour**

**CM554 – Critical Thinking & Research III**

In the final course of the Critical Thinking and Research sequence, fellows will put their action research project into practice. As a final outcome, each fellow will write and present their findings to share and expand the knowledge of the wider rowing community. Selected works will be published in an annual IRL journal.

**1 clock hour**

## Coaching Practicum

Run throughout the entirety of the program, the Coaching Practicum component of the IRL (CP500, 502, 504, and 506) is an important differentiator in the learning process for coaching fellows. By providing course credit for the application of knowledge gained in the classroom, fellows translate this experience into direct communication with athletes to enhance their performance on a daily basis. For the practicum, each fellow is matched with a local team that matches their desired career path, whether that is to work with collegiate, elite, junior or masters athletes. In each coaching practicum, a master coach mentors and provides regular feedback to the fellow.

During their practicum, each fellow will have the opportunity to assume the varied roles of the rowing coach — teacher, physiologist, personal trainer, psychologist, fundraiser, and administrator — that make up the aggregate leader the IRL develops. Each fellow is evaluated regularly during their coaching practicum by IRL staff to give feedback on the implementation of their coaching knowledge on the water. Fellows are given a quantitative analysis of their observable coaching behaviors regarding time analysis, practice design/delivery, and coaching interventions as well as a qualitative analysis of their coaching performance. With multiple observation opportunities over the course of the year, this systematic feedback loop provides continued follow up and tracking of progress and direct assistance in improving the application of each fellow's coaching skills in real time.

**CP500 – Practicum I**

The first quarter practicum is a complete immersion in the coaching of novice rowers participating in summer camps hosted at CRI. By learning to build the stroke from the ground up, each fellow learns the necessary skills in methodology and communication to effectively articulate their vision of the rowing stroke to the athletes they are coaching.

**3 clock hours**

**CP502 – Practicum II**

The second quarter practicum places fellows in a coaching position that matches their eventual coaching career goals. Fellows will employ both coaching and athlete recruitment skills in working within their coaching assignment to enhance the goals of their program during the fall season.

**3 clock hours**

**CP504 – Practicum III**

During the third quarter practicum, fellows work with their practicum in off-season training activities. Additionally, the fellows will gain event management experience in this term through their work with the C.R.A.S.H.-B Sprints Indoor World Championships.

**3 clock hours**

**CP506 – Practicum IV**

The fourth quarter practicum is the final installment in the experiential learning component of the IRL with a focus on instruction and performance of competitive athletes in the spring racing season.

**3 clock hours**

## Sports Science

**SS500/510 – Exercise Physiology I & II**

This course, taught in two parts over the course of the summer and fall quarters, takes an in-depth approach to understanding the human body's adaptation to acute and chronic exercise. Fellows will begin with a foundational overview of exercise science concepts before exploring a wide range of topics including energy metabolism, the cardiovascular system and response to physiological stress, the ATP-PC, glycolytic, and oxidative energy systems, muscle and neural control, endocrinology, renal physiology, physiological variables (e.g. age, gender), the psychophysiological factors of health and fitness, overtraining, etc. Throughout the course, fellows apply hands on experiments to demonstrate knowledge through exercise testing to see the application of these systems and the effect on athlete physiology. The course is structured to prepare fellows to gain the knowledge to obtain the National Strength and Conditioning Association's (NSCA) Certified Strength and Conditioning Specialist (CSCS) certification.

**8 clock hours**

**SS515 – Biomechanics**

This comprehensive course explores the concepts of biomechanics and the effects of the mechanics of the rowing and sculling strokes on the human body. These concepts are numerous and complex, involving basic mechanics, the mechanics of human tissue, kinematics, kinetics, and fluid mechanics. A detailed study of these biomechanical concepts and structural kinesiology is designed to give fellows the ability to apply biomechanical information to rowing specific movement patterns.

**2 clock hours**

**SS520 – Sports Nutrition**

The purpose of this course is to provide fellows with a basic understanding of the relationship between nutrition, health, and athletic performance. With topics that mirror how coaches will implement nutritional tools with their teams such as development of a training trip menu and examining ergogenic aids and supplements, this course will apply modern nutritional science research to training and competition for rowers with a focus on what coaches and athletes need to know about using nutrition to achieve optimal performance.

**2 clock hours**

**SS525 – Strength Training**

In this course, fellows will learn how to design and implement strength and conditioning programs appropriate for pre-season, in-season, and off-season strength and conditioning programs. Starting with the theory behind proper movement techniques and programming in the classroom, fellows will then put the theory into practice by participating in a ten week strength and conditioning program designed to improve their own performance. As active participants in the strength and conditioning program, fellows will be required to develop and coach portions of the program amongst their peers putting into action their strength and conditioning knowledge. **2 clock hours**

**SS529 – Applied Sports Medicine and Injury Prevention**

In this course, the role coaches play in appropriate application of sports medicine as well as safety and injury prevention is addressed. Common injuries to rowing, acute injuries, overuse and overtraining, the psychology of injury, NCAA and scholastic rules, and emergency procedures are key topics discussed. Additionally as part of the course, fellows will receive CPR/First Aid certification. **2 clock hours**

**SS535 – Sports Psychology**

Understanding the psychological processes involved in athletic performance forms the core of this course. Through the critical examination of research, theory and experience, fellows will gain knowledge for incorporating sport psychology into coaching practices and designing optimally performing athletic environments. **4 clock hours**

**SS540 – Skill Refinement and Athlete Adaptation**

This course addresses the principles related to how various aspects of physiology contribute to the learning and control of motor skills. By converting the fundamental physical education theories and the current research into practical instructional procedures, fellows learn how to create a practice environment designed to provide athletes the best opportunity to improve their skills. During the course, particular attention is paid to genetics, gender, age, training status, injury and nutrition influence and how these factors impact skilled motor performance and adaptation to training stimuli. **2 clock hours**

**Rowing Administration****RA500 – Event Management**

The successful administration of competitions, whether it is the relative simplicity of a dual race or a multi-faceted championship regatta, is critical to providing an effective arena for athletic performance. Additionally special events, such

as fundraisers and community outreach events, are essential tools in the growth and development of the sport of rowing. The focus of the course will be understanding and developing the narrative aspects that go along with the execution of a successful event. Three critical component of this course will be the involvement of fellows in the Head of the Charles Regatta, the C.R.A.S.H.-B. Sprints World Indoor Rowing Championship as well as applying their learning by running all aspects of an indoor ergometer race for members of Community Rowing, Inc. **2 clock hours**

**RA505 – Sports Marketing and Branding**

Marketing and branding permeates two important contexts for all fellows to understand: the development of a successful rowing club/team and cultivation of each fellow's individual brand. By examining diverse communication strategies, establishing a target market, understanding brand positioning, and how to utilize media and word-of-mouth, fellows will integrate theory and practice to develop a marketing plan to address a practical challenge in rowing. On the individual level, fellows will consider how the concepts of marketing and branding apply in their future career path and how they communicate their individual brand. **2 clock hours**

**RA510 – Team Management**

This seminar-based course explores the role leaders play in the construction of a strong team and organizational culture and fleshes out the intra- and inter- personal aspects involved in the successful operation of a rowing club/team. Coaching inherently involves administrative responsibilities and fellows will discuss how to effectively maximize their time to dovetail their on and off water responsibilities. Through the exploration of differences between various real-life examples of successful team management styles alongside the introduction of the principles of mindfulness and flow in coaching, fellows will be empowered to use these tools to tailor coaching styles to meet the needs of an athlete-centered team culture. Course topics will include effective task management strategies, fostering coach-athlete mentoring relationships, team oversight and management, and formulating long range and intermediate team and individual goals to enhance team dynamics. **2 clock hours**

**RA515 – Financial Management**

Understanding the principles behind sound financial management and planning is a key skill for all sport leaders. Through this course, fellows will develop an understanding of the numerous elements that play a role in the financial administration of a rowing organization. Specific attention will be given to understanding best practices in budgeting and finance to ensure both short and long term organizational health and stability. Through real world case studies,

fellows will examine the typical business functions of different rowing organizations (e.g., school, club, colleges/universities) associated with athletic programming (e.g., purchasing, accounting, travel reimbursement) to develop familiarity with the components of successful financial planning. Additionally during the course, the key factors influencing fundraising through charitable giving and grants will be addressed. **1 clock hour**

**RA520 – Sport and Community Development**

Fellows will get a broad understanding of key concepts of community development theory and practice, as well as the emerging field of sport for development. This theoretical content melded with practical instruction in effective community organization strategies will give fellows a nuanced understanding of both why and how rowing can be used for community development. By way of readings, class discussion, review of best practices and examining successful model programs from the field, fellows will be able to articulate through their own logic model the merits of sport as a viable mode for community development. **1 clock hour**

**RA525 – Recruiting**

Efficacy in recruiting is an essential skill that all coaches must possess whether it be talking with prospective fellow-athletes for a collegiate program or building a community program and drawing in new members. Developing an understanding of the blend of art and science behind the recruiting process, fellows will learn both the philosophical and practical skills behind effective recruiting. Fellows will then apply these skills in a scenario-based approach formulating individualized recruiting plans in evaluating candidates and their fit within the parameters of their program. In addition to learning the skills necessary to become a successful recruiter, fellows will also study NCAA compliance rules and become certified by the NCAA for recruiting of student-athletes as part of this course. **1 clock hour**

**1 clock hour**

# HOW TO APPLY



Apply online at  
[www.IRLatCRI.org](http://www.IRLatCRI.org)



Tuition is  
**\$28,500**



Financial aid is  
given to **78%**  
of students



Priority Submission  
Deadline – **01/03/17**  
Final Submission  
Deadline **03/13/17**

**How to Apply**

Download the application for the Advanced Certificate in Rowing Leadership online at [www.IRLatCRI.org](http://www.IRLatCRI.org). Applications can be submitted via postal mail or via e-mail to [IRL@communityrowing.org](mailto:IRL@communityrowing.org).

**Tuition**

The full cost of tuition for the Advanced Certificate in Rowing Leadership Program is \$28,500. A non-refundable deposit of \$1,000 is required upon admission to the reserve the applicant's spot in the program. The deposit payment will be credited towards the first quarter tuition payment.

**Financial Aid**

In line with Community Rowing, Inc.'s mission statement of "Rowing for All", the IRL provides financial assistance. Please indicate on your application if you wish to be considered for merit and/or need based financial aid. If you have any questions regarding the tuition component of the IRL fellowship, please contact [IRL@communityrowing.org](mailto:IRL@communityrowing.org).

**Application Submission and Acceptance Information**

Priority Submission Deadline – January 3, 2017  
Applications received by the priority deadline will receive an admission decision by January 17, 2017.  
International applicants are strongly encouraged to apply by the Priority Deadline.

Final Submission Deadline – March 13, 2017  
Applications received by the final deadline will receive an admission decision by March 27, 2017.

Please note, your application will not be considered for admission until all eight components have been received. All electronic application materials or any application related questions should be directed to: [IRL@communityrowing.org](mailto:IRL@communityrowing.org).

**Official Academic Transcripts and Application Fee should be mailed directly to:**

Institute for Rowing Leadership  
Community Rowing, Inc.  
20 Nonantum Road  
Brighton, MA 02135

**Application Completion Checklist**

- Application Form
- Official Undergraduate Academic Transcript(s)
- Rowing Resume
- Statement of Professional Intent
- Leadership Essay
- Letters of Recommendation (3)
- Application Fee
- Interview





**FOLLOW YOUR PASSION**

**MAKE COACHING YOUR PROFESSION**



COMMUNITY ROWING, INC. | 20 NONANTUM ROAD, BRIGHTON, MA 02135 | T 617.779.8267

[www.communityrowing.org](http://www.communityrowing.org)