



**Nova Southeastern University**  
Sector | Athletics  
Country | United States

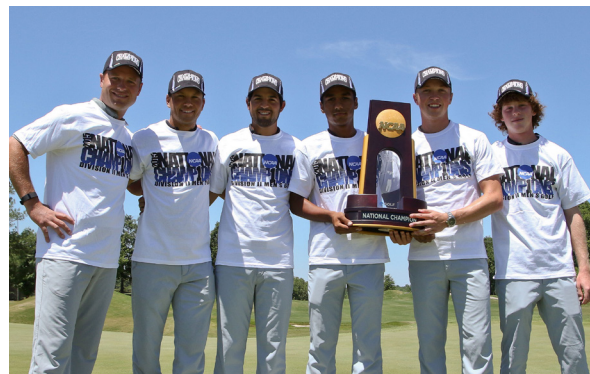
## A DIFFERENT WAY OF COACHING

Athletic directors and coaches have a tremendous impact on their players, both on and off the field. They motivate individuals to be the best they can be, and today’s coaches know that this involves much more than athletic ability or skill. It is about mindset and a belief in the player’s ability to succeed. As American baseball great, Ted Williams, once said, “Hitting is 50% above the shoulders.”

### Nova Southeastern University

Nova Southeastern’s athletic department, led by Athletic Director Michael Mominey, is a shining representation of the University. Its vision and values are clearly characterized in the NSU Athletics mission statement:

*To provide a first-class student-athlete experience through the participation in a highly competitive and nationally recognized intercollegiate athletic program. Through the platform of higher education, we offer young men and women the opportunity to develop leadership, sportsmanship and teamwork skills that will serve as a foundation for success today and in the future. Through an inclusive student-centered approach to learning, we focus on the balance of academic and athletic excellence while serving the university and the community at large with integrity.*



2015 National Championship - Men's Golf

Fulfilling this mission involves a set of core values that foster a balance between athletics and academics. Michael Mominey sums this up by saying, “We are educators first and foremost, helping student athletes reach their true potential, through the platform of higher education.”

The growth of NSU athletics parallels the growth and expansion of the University. It currently has 18 athletic teams for over 350 student athletes. These sports include men’s baseball, basketball, cross-country, golf, soccer, swimming, track and field and women’s rowing, golf, basketball, volleyball, cross-country, softball, tennis, swimming, soccer, track and field, cheerleading and dance and spirit squad.

Michael Mominey joined Nova Southeastern in 2000 as the baseball coach, and in 2003, added the title of NSU Athletic Director. In the summer of 2010, Mominey made the transition to full-time Athletic Director. It was during this time of change, he realized the need to do things differently – to think differently,

with a different focus and mindset regarding his position and influence within the department. As Mominey left his coaching position, he was introduced to The Pacific Institute's curriculum – a curriculum designed to shift mindset and achieve new heights of performance.

*"In a sense, I made the choice to change my identity from a coach to full-time Athletic Director," stated Mominey, "and the TPI curriculum came at the perfect time. I wanted to be intentional about becoming a transformational leader, and The Pacific Institute's process, and their people, helped me through that transformation."*

The Pacific Institute's (TPI) methodology resonated with Mominey from day one, and he realized he wanted to bring the program to the rest of the Athletic Department, including his coaches. Beginning with an Athletic Department leadership retreat, The Pacific Institute's curriculum was introduced in 2012. Between 2012 - 2015, the University's coaches were trained on cognitive psychology, mental technology and positive thinking as reflected in TPI founder Lou Tice's book, *Personal Coaching for Results*. After coaches were trained, students in women's volleyball and soccer also participated in TPI's PX2® curriculum. Additionally, the leaders of the department completed both cultural and leadership assessments to better understand current thinking and culture.

Coach Ryan Jamison currently serves as Stanford University's Enlight Foundation Assistant for Men's Golf. For four years prior, Jamison was the

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Michael Mominey

Athletic Director, Nova Southeastern University



2012 National Championship - Women's Golf

golf head coach at Nova Southeastern. Jamison states, *"It brought up things that most companies typically don't talk about, the elephant in the room. Not necessarily bad things, but it got us talking, and it was a bonding experience too – having people in the room with a common goal."*

Coach Greg Brown has completed his seventh season as the baseball head coach of the NSU Sharks. Regarding the initial workshop, Coach Brown states, *"There was some deeper learning that took place for me. In my experience, I was new to coaching, so I was trying to prove myself into this world, and that I knew everything... I had success on the field, but had some frustrations and things that were lacking, especially in my communication. This came at the right time, and at that same time I started opening up to listening to others."*

Jamison adds, *"I liked self-affirmations – I really took that to heart. The positive self-talk and going through those steps and believing in yourself and feeling really strong about what you're doing. I got a confidence from it that I was doing a good job. I had the blinders on and thought we were on the right track. It's a tough place to get to from a culture standpoint, but it really carried over to the team. It helped me talk to them positively as well. Coaches can come across as negative way too much. From affirmations, I really try to be more positive than negative, which really filtered over into the culture of our team and helped us be a positive, hardworking group."*

## Application:

When it came to applying the concepts with their student athletes, each coach used a different approach. Coach Greg Brown states, "For me, it was about stimulating thinking and providing feedback. Once you create a new level of understanding, then you grow in other ways. The affirmation workshops were strong for me, but I was able to bring that to my student athletes. By teaching them affirmations, it was helping shape their mindset so that they could grow their own identity and encourage them to be goal oriented, and create a better dialogue amongst all of us."

Stephen Frazier Wong, head coach of the Clemson rowing program, served as head coach at Nova Southeastern for two seasons. Coach Frazier Wong notes, "One of the main things we used all the time is the expectation that there's the unshakable belief that coaches have in you, in your abilities, and we had such a clear picture. We did a really great job of conveying that picture, and the students did a great job of changing those expectations and being open. They really were open to what we were doing and trying."

Coach Frazier Wong continues, "Before we competed at the national championship, that week we sat down and wrote down, as a team, all of the reasons why we were going to do well. We listed them off and came up with over 100 reasons, and could have kept going. It was a great way to review the season, and all the things they

had accomplished together, and everything they had been through. I knew it was special when we were doing it, and it became more special as I talked to those individuals too."

Brown adds, "When you look at the TPI material that we studied, I have formulated my curriculum using this at the core of my curriculum. I have created small leadership groups within our own program which have been central to the successes on and off the field, with culture, bonds and the sense of community."

When describing his golf pre-season kick off, Coach Jamison recalls, "We had a meeting and we talked about what our vision was, and what our core values and beliefs that we needed to have to be able to accomplish this vision. We got them (the student athletes) talking about what values we needed: discipline, timeliness, working hard, and what that looks like. We were vivid with all these things. That was very valuable for us, for one, it wasn't the coaches telling the athletes how it's going to be, it was about working together and what it was going to take to accomplish our goals. It included the team, and allowed us to all work together towards our ultimate goal, which was winning a national championship. It also made all the athletes accountable for their actions throughout the year, which was a big part of us winning that year. Everybody was on the same page, and everyone was working hard and holding one another accountable."



2013 National Championship - Women's Rowing

## Teamwork:

Through the relationship between NSU Athletics and The Pacific Institute, the result has created common ground and communication, as well as increased accountability for the students throughout the entire department. Communication has opened and coaches are now able to have the tough conversations, with each other and the student athletes.

Frazier Wong recounts, *“One of the things Coach Mike let me do there (at NSU), is start a head coaches group, a group that could come together and talk about best practices. They had a group before, but it was in a previous environment, which turned into more of a complaint session than it did a solution finding group. The mission, to me, was we want to talk about common issues, and share best practices and learn from the other coaches, and find out what they’re doing. And Coach Mike allowed that to happen.”*

The department has been brought closer together, to realize that true leadership and teamwork is shown during times of adversity, not just by winning championships. Coaches have embraced accountability for the outcomes they desire, and the standards and expectations to which they hold their student athletes. Winning has taken on a new meaning – it is the by-product of the high standards, actions, integrity, preparation, and mindset that are exhibited daily. The process has become a habit and a tool to reach peak performance in all aspects of the department.



2010 National Championship - Women's Golf

*“It’s all about finding ways to show a person that you believe in them, and getting them to believe in their best self as well.”*

Coach Stephen Frazier Wong  
Head Coach Rowing, Clemson University

Mominey states, *“We were having success, but it may have been a little shallow – no real deep meaning to our success. Now there is a deeper feeling to how and why we do things in our business. TPI really brought this to light, in our culture and our organization, which has allowed people to be more comfortable with each other and to share in each other’s successes. This program has opened avenues to think differently, to communicate in different ways, to get the most out of ourselves and our student-athletes.”*

## Results:

The athletic teams’ results speak for themselves. Since working with The Pacific Institute, the University has demonstrated impressive wins, both as teams and individually, across the entire athletic department. NSU has competed in, and won, several national championships. These team championships were earned in Women’s Rowing, Baseball, Women’s Golf and two titles in Men’s Golf. There were also 17 National Individual champions, including 11 for men’s swimming, five for women’s swimming and one for women’s golf. NSU has also produced five Individual Regional Champions; three in women’s golf and two in men’s golf.

In the Sunshine State Conference, NSU has won 16 championships, including four for women’s basketball, three for women’s swimming, two for women’s rowing, two for men’s swimming and championships in baseball, men’s cross-country, men’s golf and two for women’s golf. In the same conference, they have earned 84 Individual Champion awards in a variety of sports. The Peach



2012 National Championship - Men's Golf

Belt Conference yielded 42 Individual Champions in both men's and women's track and field events.

Nova Southeastern University Athletics' commitment to developing the whole person and building champions has not only resulted in an impressive winning record, but has shown sustainable growth in the classroom as well, with student GPA's sitting above 3.25.

These notable achievements however, are not solely limited to the student athletes. The coaches of NSU also boast accolades for their coaching abilities. In the past five years, there have been four National 'Coach of the Year' awards presented to Greg Brown in Baseball, Ryan Jamison in Men's Golf, Amanda Brown in Women's Golf, and Stephen Frazier Wong in Rowing. Since 2012, five NSU coaches have earned Region Coach of the Year awards, including two by Greg Brown for Baseball, Ryan Jamison for Men's Golf, LeAnn Freeland for Women's Basketball and Amanda Brown for Women's Golf.

Additionally, 16 coaches have also won Sunshine State Conference, or Peach Belt Conference 'Coach of the Year' titles.

### **Not Just X's and O's:**

While winning is important, there is something deeper that drives these coaches. Coach Brown states, "We have always had success on the field; two years ago, we won the conference championship for the first time in program history, and last year the national championship for the first time in program history... I don't believe from an X's and O's standpoint we changed. I believe we changed in our approach to the individuals. What we dove into is focusing on the personal

*development of the individuals. The final chapter of a season is only one team gets to be on top... Instead of the focus on winning it, the focus became on individual development - caring about them 20 years from now. It goes a lot farther than teaching them a new technique. You need both, but I am interested in individual development for long-term growth."*

Frazier Wong shares, "I find ways for myself as a coach to remember my role as a mentor and to remember what I believe at heart about people, and what I believe about how change is made and to affirm, and use my affirmations, especially when things are going poorly, or when I lose my patience, or when I don't live up to my best expectations. To use those things there to remind myself of my role as a mentor of these young people who have the capacity to go on and change the world."

When asked about the benefit of using the TPI curriculum, Coach Frazier Wong stated, "The students that we are seeing now are different than five years ago, but definitely different than 10, 20 years ago. It's a function of life and change, but even though there's all these assumptions about this

*"I wanted to teach the guys on the team, and how they can feel positive about what they're doing. It allowed them to compete hard, and be successful in the classroom, and allowed us to have a great culture."*

Coach Ryan Jamison

Golf Enlight Foundation Assistant, Stanford University

*"I really applied some of the perspectives that we spoke about how the mind works, like the teleological nature of the mind. I was able to work on my leadership style, noticing how it impacted others."*

Coach Greg Brown

Baseball Head Coach, Nova Southeastern University

*generation wanting electronic communications, text and social media, I think at the core, what they want and need is to connect, which is what everyone wants and needs... More than ever a program that at its core has mentorship, and personal connection and belief in oneself through every obstacle and looking at things where you don't see them as happening to you, but you see them as opportunities for success. Every obstacle is not just a challenge to get through, but that I'm going to learn from. A program that does that is more necessary than ever."*

Coach Jamison concludes by saying, *"The number one thing is that it (TPI) allows you to dive in deep into what you're good at, what you're not good at, how to better communicate, how to better lead. Several things that may not cross your radar, or even think about as a coach, but it allows you to bring it to the conscious level and allows you to get better and make yourself a more well-rounded coach. The things I learned from The Pacific*

*Institute have helped me today... The number one thing you learn is things about yourself and how you coach and how you communicate, and how to best prepare other people to do the same. I really enjoyed it."*

Brown summarizes, *"In coaching, everyone knows the X's and O's essentially, but it's when you fill in the blank spaces with the things that are important in these individual's lives. Our program has become a model of family, which has led us not only to success, but it has led us out of adversity... That's where the foundation of what I learned in that initial workshop has gotten us to where we are now. Having a growth mindset, we all draw on many different things, but I believe this has been central to my development."*

Mominey is proud of his coaches and the work they do, and how they do it, stating, *"In my role, I get to share this information with all the coaches, to coach them up, support and affirm them. We stay focused and try to keep it simple, and what we have put in place, because of The Pacific Institute, is that we always come back to our core beliefs and our core values. We come out to 'why we are here' – to provide a first-class student athlete experience through a student-centered approach to learning. We get back to the fundamentals. We know we are going to make a difference in young peoples' lives. I really don't know if there is a more satisfying job, life experience or profession, than having an opportunity to positively influence young people through athletics. We want to focus on that first and foremost, each and every day."*

**To find out more about Nova Southeastern Athletics, visit: <http://www.nsusharks.com>**

## About The Pacific Institute®

The Pacific Institute is a global consultancy with over four decades of expertise in delivering customized solutions that empower organizations and individuals to improve performance and reach their full potential. Founded in 1971 in Seattle, Washington, we've served clients in over 60 countries and 23 languages. We've worked with over half of the current Fortune 1000 companies, as well as governments, educational institutions, professional athletes and sports teams, and other organizations. To date, more than 6.5 million people around the world have participated in our programs.



## CHANGE THE MINDSET, CHANGE THE OUTCOME:

NSU Baseball Head Coach, Greg Brown, shares how a change in mindset led to the Shark's winning season:

"I became way more visual in my own approach to goal-setting. When we won the national championship in 2016, if you just tell the story that way, it sounds awesome, like it was this great year. Well, we were 11 and 10 at one point in that year. But we went 33 and 6 in our final 39 games to win the national championship.

"There was a critical moment and a critical point that changed everything for us. Sitting at 11 and 10, there was the realization by not only myself, but my staff, that all the pieces were there. I never wavered on my belief as to how capable our team was. The problem was that we were almost half way through the season and it was looking dormy. What I realized was part of the goal setting – the focus on winning the season, winning the conference, being a playoff team and winning a national championship – all those goals were set and the vision was the strongest on September 1. The problem was, the championship is not until June 3rd.

"So, how do you maintain the vision for them (the student athletes) over the course of an eight-month period? Because for us, as coaches, this is our livelihood – this is what we do. As a matter of fact, I have been thinking about this every single day ever since I have got this job – what it was going to feel like, what it was going to smell like, what the dog pile looked like, holding the trophy, embracing your team, etc. All those things were all a reality to me, because I had visualized them 6,000 times during that period. For my players, I don't think that was necessarily the case.

"So, we were 11-10, and we just got swept at home. Instead of holding the next practice, we had a meeting. It was out on the field, and it became a conversation. There were some underlying issues. It's that glacier, where 80% of its submerged under water. Those underlying issues within the team, which amongst the team was a big deal, were brought to light. I asked them as a team, how would they build a puzzle? They said they would find the corners, then start with the edges, then build the picture from inside." Coach Brown went on to ask them about their process which the athletes further explained. Coach then asked the team, "What if I never gave you the box cover?" Brown went on to explain, "See, the problem is that if I don't give you the vision again and again and again, the same way I was living it, and the coaches were living it, they lose sight of what it is. So even if all the pieces are there, it's much harder to put it together.

"When we created the visual of what that championship is, and what it feels like - smell it, taste it, feel it – it became a reinforced reality for them. As a cool reinforcement, we started – every time we had a practice planned, I would put a puzzle piece on the practice plan, and it became a constant reinforcement to them. I really believed that all the pieces were there. We didn't coach them differently. We didn't make a strategic change to go from 11-10 to 33-6 team. We changed the mindset. Ultimately, they started playing for each other and for a greater purpose. The championship run was a direct result of some of the work that I had done five years ago and culminates into that. It was something that I believe was truly done through visualization, belief, trust and accountability – all those words that programs throw around, but we got to actually see it in action."

## BIOGRAPHIES



**Greg Brown** has completed his seventh season as the baseball head coach of the Nova Southeastern University Sharks, producing a career record of 245-114 (.684). Brown led his 2016 team to the program's first-ever NCAA Division II National Championship and first-ever NCAA Division II South Region Championship. He has taken his teams to four NCAA South Region Tournament appearances in his seven years, including the first NCAA postseason appearance in school history in 2011. In 2015, Brown led NSU to its first ever Sunshine State Conference Championship. Brown has averaged 35 wins a year, with his highest win total coming in 2016 (44 - program record).

Named the 2015 SSC and National Collegiate Baseball Writers Association South Region Coach of the Year, Brown has had ten players drafted in the Major League Baseball First-Year Player Draft during his time at NSU.

**Stephen Frazier Wong** finished his third season as head coach of the Clemson rowing program in 2016-17. Prior to his hire at Clemson, Frazier Wong served as head coach at Nova Southeastern for two seasons, claiming the program's first NCAA national championship in his first season and finishing second at the NCAA finals in 2014.

Frazier Wong's first season (2014-15) with the Clemson Tigers was a success, compiling a program-record 3.4 team GPA and placing eighth on the All-ACC Academic Team. The Tigers followed in year two with 12 CRCA National-Scholar Athletes, second-most among all ACC schools.

At Nova Southeastern, Frazier Wong was twice named Sunshine State Conference Coach of the Year. He tutored nine national scholar athletes in two seasons, five All-Americans and his squad posted a 3.30 team grade point average each year. Frazier Wong went to NSU after seven years at the University of North Carolina.



**Ryan Jamison** currently serves as Stanford's Enlight Foundation Assistant for Men's Golf. For four years prior, Jamison was head coach at Nova Southeastern. His NSU career included winning the 2015 NCAA Division II national title, which during that season his squad captured 12 tournament wins and seven individual crowns. The Sharks finished first or second in all but one of their tournaments. The team had four All-Americans and one Academic All-American, while Jamison received the Dave Williams National Coach of the Year Award.

In 2013, Jamison's first year with the Sharks, the program tallied a third-place finish at the NCAA Division II Championships. Jamison improved upon that successful 2013 season with a second-place finish in the 2014 NCAA Division II Championships.

**Michael Mominey** was appointed the Director of Intercollegiate Athletics at Nova Southeastern University on Jan. 2, 2002. For nine years, he served in the dual role of Director of Athletics and Head Baseball Coach. He relinquished his coaching role after 10 seasons in May of 2010 to focus his full attention on the administration and oversight of NSU's intercollegiate athletic program.

He has also been responsible for significant growth of the athletic department in the past 15 years. Under his direction, the university has added seven intercollegiate athletic teams with the student-athlete population increasing from 150 in 2002 to over 350 currently.

To date, NSU Sharks teams have won eight team NCAA National Championships, and has produced 20 individual NCAA National Champions. Since joining the SSC in 2004 - 05, the athletic program has earned 31 conference titles and has finished among the top 30 Division II programs in the Learfield Sports Directors' Cup Standings in each of the last six years, including a ninth-place finish in 2012-13, and most recently, a 12th place finish in 2015-16.

