



# Division I Infractions **Annual Report | 2018-19**







# NCAA Division I Infractions Annual Report | 2018-19

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May 2019

**Stemming from recommendations from the Commission on College Basketball, we've worked to preserve and enhance the parts that are working well and add another option to process those rare, complex cases that may require a different approach.**



# Infractions | 2018-19

The last year has been defined by change within college sports. The infractions process has been an integral part of those discussions.

It's important to remember that the peer-review process used by NCAA members to investigate wrongful actions and prescribe appropriate penalties works for most cases. In fact, data shows that most cases end in a timely fashion and in a civil manner in which both sides agree on the infractions and the general classification. These cases accounted for about 90 percent of those processed in 2018, but they rarely make national headlines.

But there are cases that are unique — those involving multiple parties, complex circumstances, unique policy issues or schools that do not fully buy into the infractions model. They are challenging to resolve and end up in an extended review process. These cases can present a challenge to the infractions process. You've likely read about them in the media, even though they are so few. But they are exceptional enough that members recognize they may need to be handled differently than the majority of cases the NCAA's investigators and the Committee on Infractions handled.

And that's where change has come to a process that is vital to supporting the fairness and credibility of college sports. Stemming from recommendations from the Commission on College Basketball, we've worked to preserve and enhance the parts that are working well and add another option to process those rare, complex cases that may require a different approach. Penalties have also been strengthened to further promote fairness throughout college athletics.

As these changes take effect, this annual snapshot will give you insights into the areas that are proving to be effective, and will walk you through the forthcoming changes and how they will work. We are committed to fairness and efficiency, and we believe these changes will equip the infractions process with the tools needed to maintain an environment in college sports in which everyone has a fair chance to succeed.



**Greg Christopher**

Chair, Division I Committee on Infractions  
Director of athletics, Xavier



**W. Anthony Jenkins**

Chair, Division I Infractions Appeals Committee  
Attorney  
Dickinson Wright PLLC

# Division I Infractions Process

The NCAA infractions process both begins and ends with NCAA members, presidents, athletics directors, administrators and coaches at your NCAA member institution. You and your peers created the peer-review model and propose, consider and adopt the rules that affect student-athletes' eligibility, recruiting, academic standards, playing and practice seasons, scholarships and extra benefits. In Division I, violations of those rules fall into three categories (Levels I, II and III), with Level I being the most serious and Level III providing minimal advantages or extra benefits.

In the next year, the leaders in each area of the infractions process will focus their efforts around four goals that are reflected throughout this report.





# GOALS

1

**Enhancing the peer-review infractions process** by deterring noncooperation, providing tools to resolve factual questions, permitting negotiated resolution and increasing penalties.

2

**Implementing a new independent process** as a separate means of resolving infractions disputes.

3

**Using data** to provide operational insight and trend analysis.

4

**Monitoring complexities** presented in resolving infractions cases that involve outside investigations and policy-based questions.

# Overview

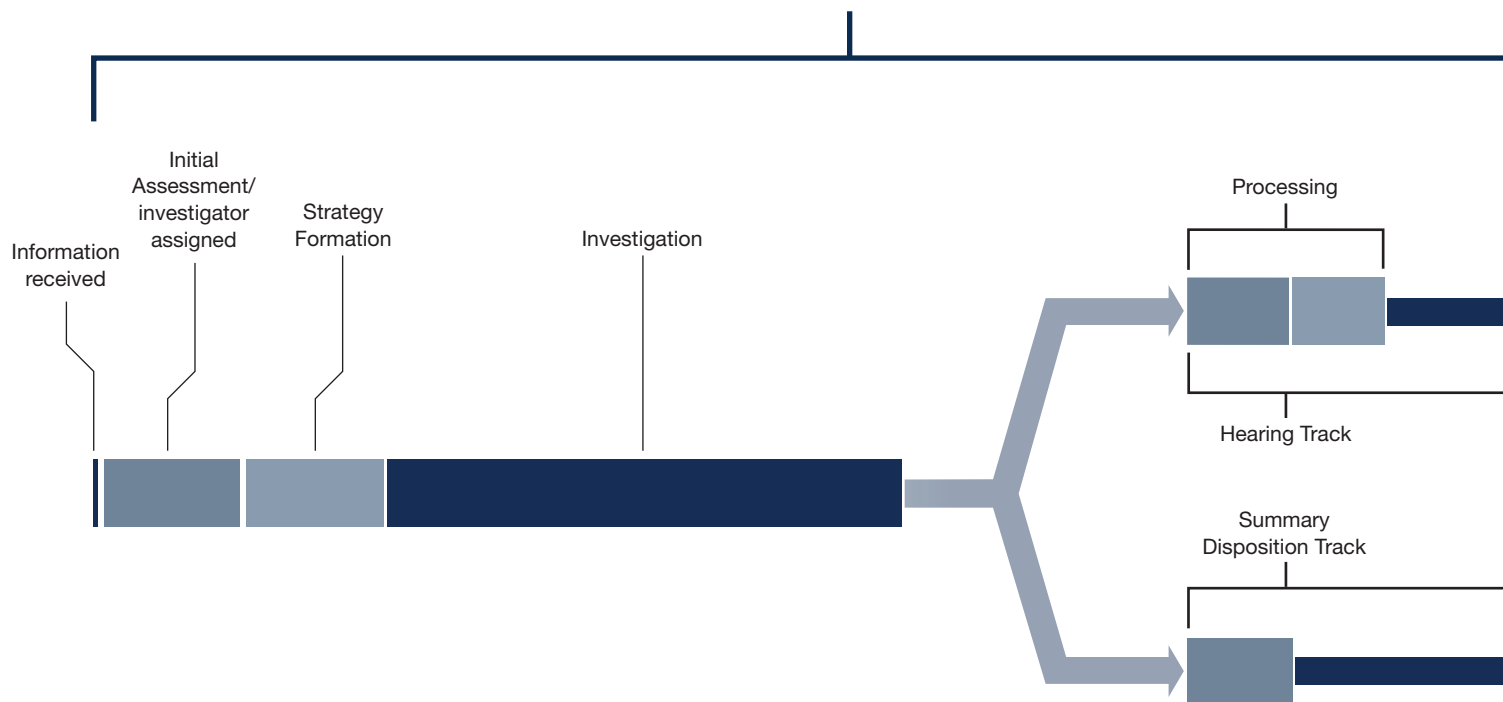
The infractions process is designed to ensure fair play and integrity among NCAA schools, and the process itself is structured to be fair, efficient and credible. Here is a look at the three stages of the process and the paths that have been available to reach a fair resolution. Two new paths have been introduced to this process and are explained in detail in this report.

## Enforcement

When information suggests a school or its representatives may have violated a rule, the nearly 60-member NCAA enforcement staff investigates, provides notice of potential violations to schools and involved individuals, and presents information about potential Level I and Level II violations to the Division I Committee on Infractions. (Generally, the enforcement staff and schools handle Level III violations.)

**Average time spent with enforcement staff:**  
12-20 months depending on case type

*See more on page 15.*



## ■ **Division I Committee on Infractions**

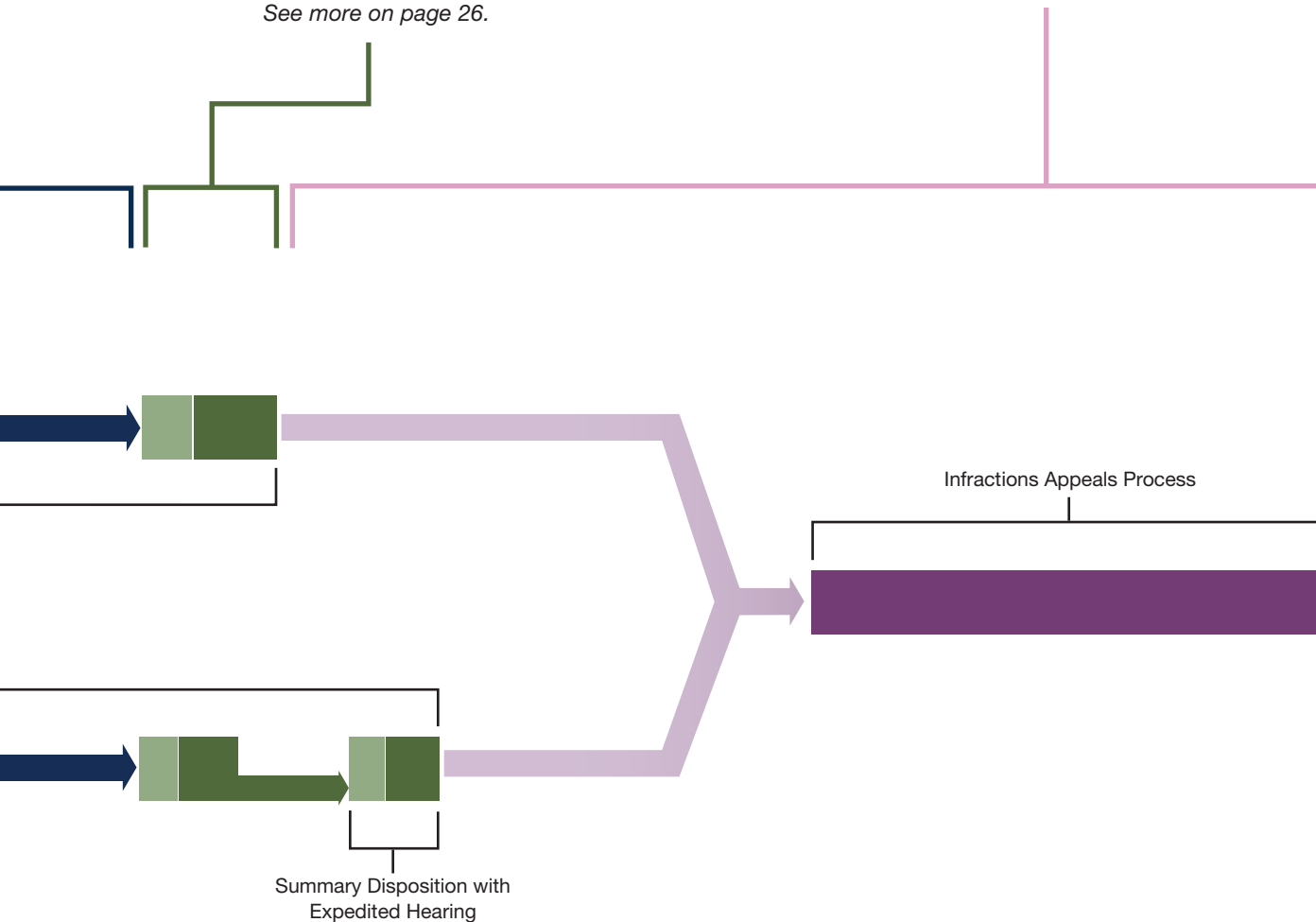
The Committee on Infractions considers the facts of the case and the positions of all parties. The committee is structured around a peer-review model and is composed of as many as 24 qualified representatives from member schools, conferences and the public, who sit on panels to hear cases. Members of the committee deliberate, conclude if violations occurred, prescribe appropriate penalties, then issue a written decision. The committee also monitors schools on probation.

**Average time spent with Committee on Infractions: 2-4 months depending on case type**  
*See more on page 26.*

## ■ **Division I Infractions Appeals Committee**

The Committee on Infractions' decision then may be reviewed if a school or involved individual does not agree with the original findings, conclusion or penalties. This review, or appeal, is completed by the Infractions Appeals Committee, which operates separately from the NCAA enforcement staff and Division I Committee on Infractions.

**Average time spent with Infractions Appeals Committee: 8 months**  
*See more on page 35.*



## WHAT HAS CHANGED: New Paths for Some Cases

### Independent Accountability Resolution

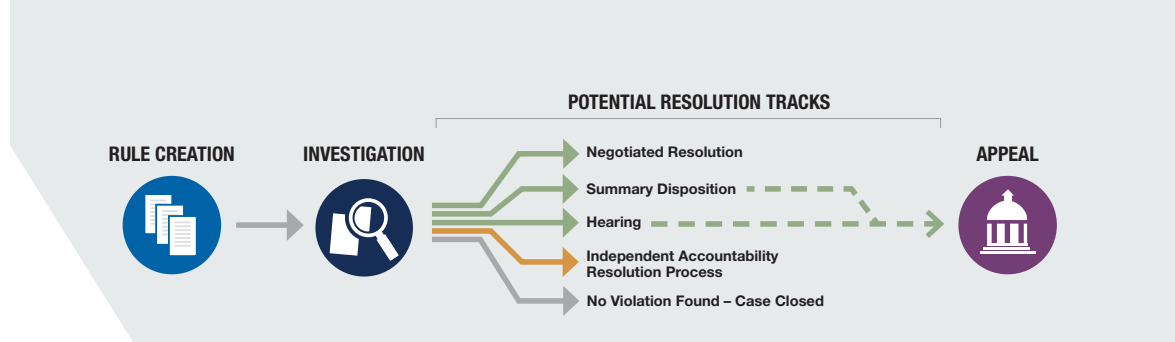
Per a recommendation from the Commission on College Basketball, the Division I Board of Directors created a new resolution track in August 2018 to bring in independent investigators and decision-makers for cases considered “complex.” Examples of complex cases may include alleged violations that intersect with NCAA values – such as prioritizing academics and the well-being of student-athletes — or adversarial behavior. School representatives, NCAA Division I Committee on Infractions chair or the NCAA vice president of enforcement can request a case be referred for independent resolution.

### Negotiated Resolution

When the enforcement staff agrees with the school or involved individuals on the violations, level of violations and penalties, they can work together on a negotiated resolution. The process uses fewer resources and expedites review by the Division I Committee on Infractions, which reviews the case to determine whether the resolution is in the best interest of the NCAA and whether the agreed-upon penalties are appropriate.

While it is the preference for everyone to work toward a resolution together, a negotiated resolution may be reached with an individual or school while the remainder of the case is resolved through other tracks. The information contained in a negotiated resolution agreement may be used by the enforcement staff as it investigates the remainder of the case. While penalties in these types of agreements may begin to run upon approval of the agreement by the Committee, the agreement is not final until the entire case is resolved.





## Resolution Approaches

A look at how changes to the model will affect how cases are processed.

### CURRENT MODEL

			Current track percentages:
<b>Case Positioning</b>	Parties agree to facts and levels	Parties disagree on facts, level and/or whether a violation occurred	Summary Disposition <b>65%</b>
<b>Case Resolution Process</b>	Summary Disposition	COI Hearings	
<b>Case Disposition</b>	COI reviews written report; COI decision; penalties; penalty appeal opportunity	COI hearing; COI decision; penalties; appeal opportunity	Hearing <b>35%</b>

### THE NEW MODEL

	Enforcement and one or more involved parties agree to facts, level and penalty	Parties agree to facts and levels	Parties disagree on facts and/or level	Meets legislated complex case standard	Estimated proportion of cases with the new model:
<b>Case Positioning</b>					
<b>Case Resolution Process</b>	Negotiated Resolution	Summary Disposition	COI Hearings	Alternative Resolution	
<b>Case Disposition</b>	COI approves / rejects; COI summary decision; no appeal	COI issues written report; COI decision and penalties; penalty appeal opportunity	COI hearing; COI decision and penalties; appeal opportunity	Independent investigation/ adjudication; no appeal	
					Negotiated Resolution <b>30%</b> Summary Disposition <b>35%</b> Hearing <b>25%</b> Alternative Resolution <b>10%</b>



## OTHER IMPORTANT CHANGES:

# Importation

The enforcement staff, Committee on Infractions or independent resolution panel can rely on decisions made by outside entities — such as courts and accrediting bodies — positions taken by parties in those proceedings, and import the evidence those groups used to reach those decisions into the NCAA infractions process.

**THE BYLAW:** *Facts established by a decision or judgment of a court, agency, accrediting body, or other administrative tribunal of competent jurisdiction, which is not under appeal, or by a commission, or similar review of comparable independence, authorized by a member institution or the institution's university system's board of trustees and regardless of whether the facts are accepted by the institution or the institution's university system's board of trustees, may be accepted as true in the infractions process in concluding whether an institution or individual participating in the previous matter violated NCAA legislation. Evidence submitted and positions taken in such a matter may be considered in the infractions process.*

# Increased Penalties

Penalties for the most significant violations of the rules will grow tougher under the enhanced model.

## PREVIOUS PENALTY

## NEW PENALTY

### Postseason Ban

**1-4**  
years

**1-5**  
years

### Financial Penalties

Previously, penalties were limited to fines, negated revenue from sport program, reduced/eliminated NCAA distribution for sports sponsorship/grant-in-aid.

Available penalties now include loss of all revenue sharing in postseason competition, including NCAA tournament for entire period of postseason ban.

### Show Cause

**3-10**  
years

**3+**  
years to a lifetime

### Recruiting Visit Penalties

25 to 50 percent visit restrictions, 14- to 26-week ban on unofficial visits, 25 to 50 percent cuts in official paid visits.

25 to 100 percent visit restrictions, 14- to 52-week ban on unofficial visits, 25 to 100 percent cuts in official paid visits.

#### Football

**14-28**  
visits

#### Football

**14-56**  
visits

#### Basketball

**3-6**  
visits

#### Basketball

**3-12**  
visits

#### Baseball

**7-13**  
visits

#### Baseball

**7-25**  
visits







# Enforcement

## Overview of development, investigation and processing

If a rule violation occurs on your campus, the NCAA's enforcement staff will work with you to resolve the infractions issue. Enforcement plays a key role in the overarching mission to uphold integrity and fair play among schools and conferences while ensuring that playing by the rules does not place compliant schools and student-athletes at a disadvantage.

To succeed, an environment of trust and collaboration between your school, conference and the NCAA's enforcement staff is vital. The NCAA's enforcement development staff works with member schools, their athletics departments and others to identify issues and concerns affecting college sports and encourages them to report potential violations as early as possible.

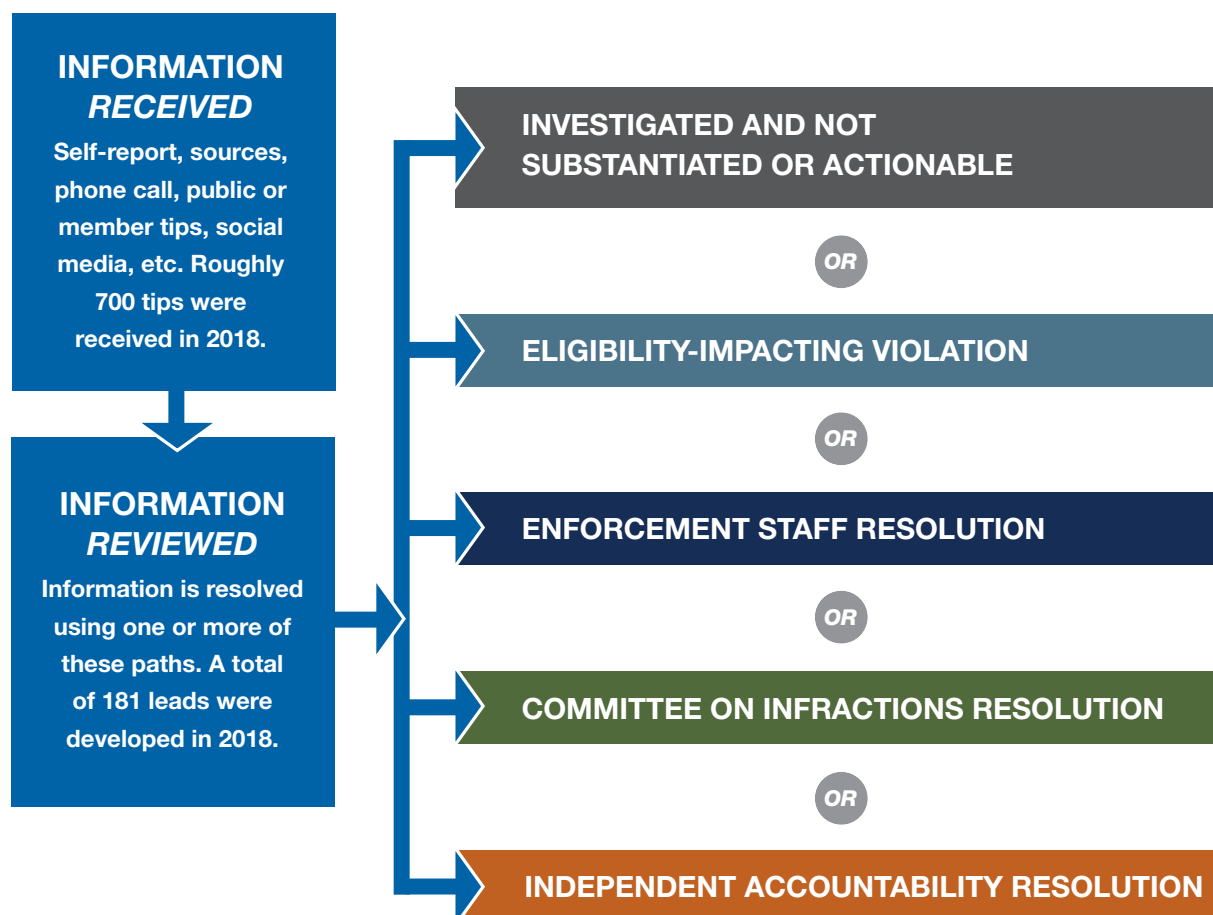
The investigations group, which evaluates potential violations, is committed to investigating facts in a fair, accurate, collaborative and timely manner. When the staff contemplates bringing allegations for some of the most significant violations, it considers factors laid out in specific guidelines agreed to by the membership. The guidelines provide clarity around serious violations: lack of institutional control, failure to monitor, unethical conduct and head coach responsibility.

If an investigation on your campus concludes that violations likely occurred, parties will prepare relevant information for presentation to the Division I Committee on Infractions.


# Resolution Paths for Violations


Information about potential rule violations is reported to the enforcement staff by many sources.


Some of that information is not credible or specific enough to open an investigation, and other information suggests a violation may have occurred. When credible information is received either the enforcement staff begins investigating or it is handled outside the infractions process. Only a small proportion of them turn into full investigations, with staff serving as a vital filter that determines which are worth pursuing.



## Enforcement Staff Facts and Figures

 **58%**  
hold law  
degrees

 **46%**  
have backgrounds  
working in the  
membership

 More than  
**40%**  
of enforcement  
staff are former  
student-athletes

 **25%**  
are former coaches

# Enforcement Case Volume and Processing Time

Of those hundreds of tips, some lead to substantive investigations, but only a handful of those yield a comprehensive case that is brought to the Committee on Infractions. Enforcement staff rely on other mechanisms to process the remainder of the investigations.

## AVERAGE TIMES FOR SUMMARY DISPOSITION

In Summary Disposition cases, these are the average number of months spent at each stage of the process.

	Average Investigation Time (Mo.)	Average Processing Time (Mo.)	Average Total Duration (Mo.)*	Total Cases
2014	10	2	12	6
2015	14	3	17	11
2016	12	3	15	19
2017	12	3	14	16
2018	11	3	14	17

## AVERAGE TIMES FOR HEARING

In Hearing cases, these are the average number of months spent at each stage of the process.

	Average Investigation Time (Mo.)	Average Processing Time (Mo.)	Average Total Duration (Mo.)*	Total Cases
2014	7	5	12	7
2015	12	6	18	6
2016	13	6	20	7
2017	12	8	20	10
2018	10	7	18	5

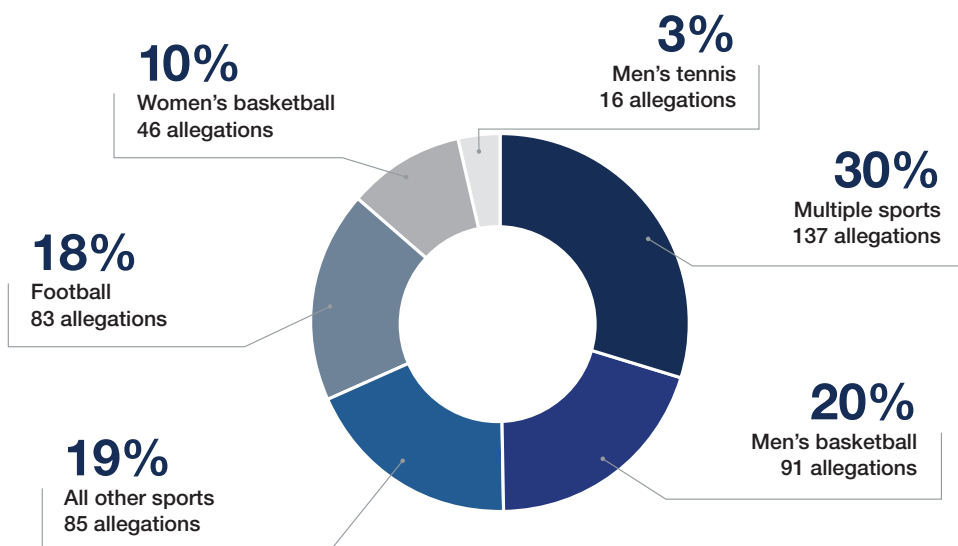
\* Average Total Duration may not equal the sum of Average Investigation Time and Average Processing Time due to rounding factors.



# Case Breakdown by Type

## ALLEGATIONS BY SPORT

While high-profile sports often draw the attention when the enforcement staff makes formal allegations, potential violations are investigated in a wide range of Division I sports and often involve more than one sport. The following are violations investigated, substantiated and provided to the Committee on Infractions for adjudication.



*Data from the last five years.*





## MOST COMMON LEVEL I/II VIOLATIONS

Head coaches have been involved in violations more than any other position in the last five years, but allegations pertain to individuals from all areas of college athletics.

Number of Allegations

1-5

5-10

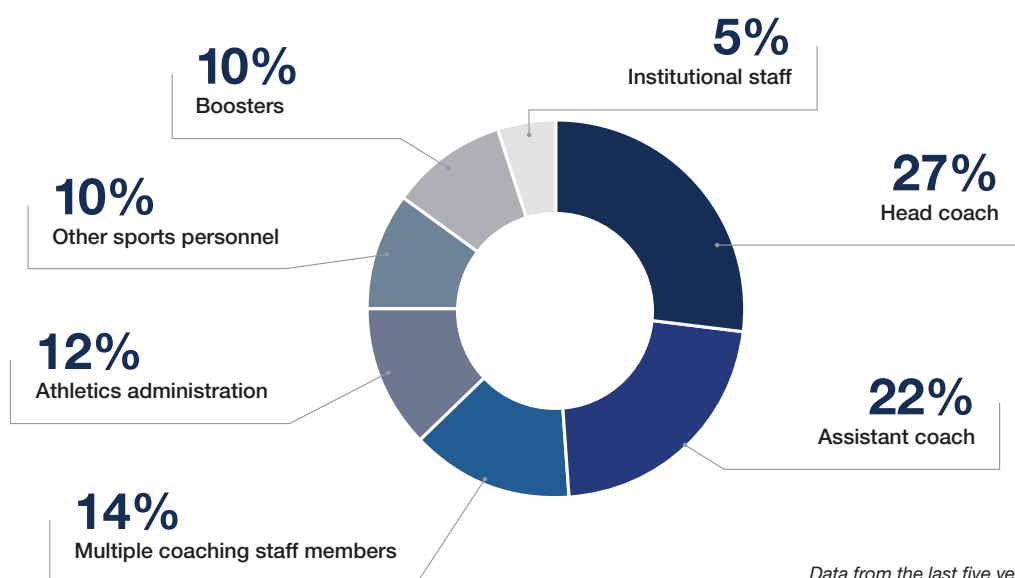
11-15

15-20

20+

BYLAW	KEYWORDS	2014	2015	2016	2017	2018	TOTAL
11	Head Coach Responsibility	10	4	10	21	10	55
2	Failure to Monitor	14	7	10	12	9	52
13	Offers and Inducements	12	7	7	17	5	48
16	Impermissible Extra Benefit	9	6	11	8	8	42
13	Recruiting Contacts and Evaluations	16	3	6	10	1	36
14	Academic Certification	8	7	6	4	5	30
19	Failure to Cooperate	1	8	8	10	1	28
15	Financial Aid	9	10	3	3	1	26
10	Academic Misconduct	3	4	6	8	3	24

## WHO COMMITS VIOLATIONS?



**WHAT'S NEW:**

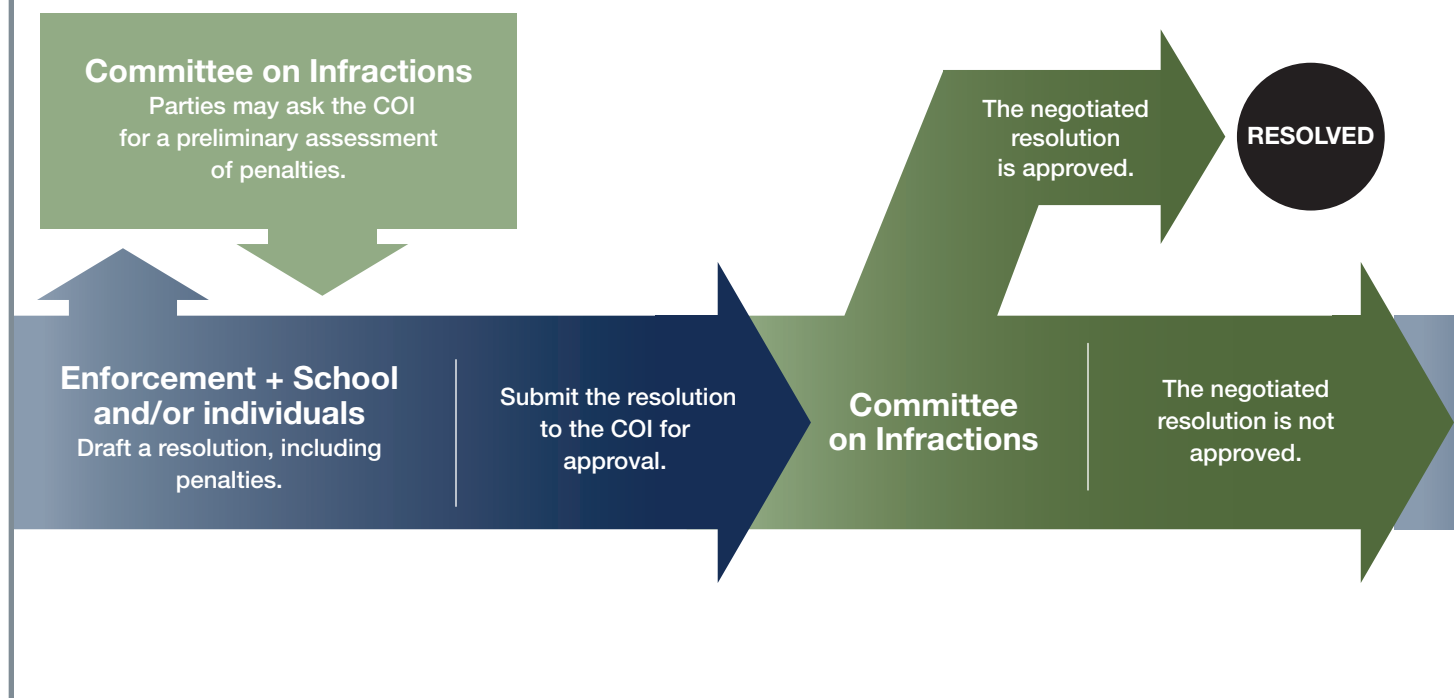
# How a Negotiated Resolution Will Work

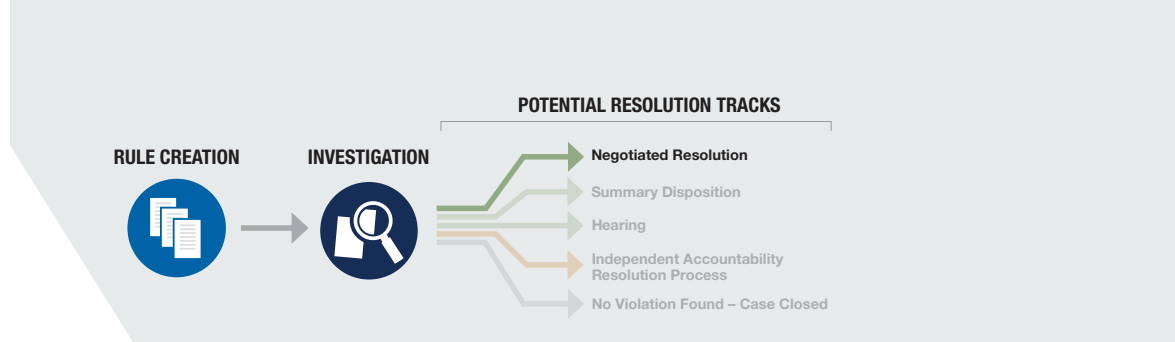
When the enforcement staff agrees with the school or involved individuals on the violations, level of violations and penalties, they can work together on a negotiated resolution. The process uses fewer resources and expedites review by the Division I Committee on Infractions.

While it is the preference for everyone to work toward a resolution together, a negotiated resolution may be reached with an individual or school while the remainder of the case is resolved through summary disposition or a hearing. The information contained in a negotiated resolution may be used by the enforcement staff as it investigates the remainder of the case, and any resolutions reached as part of wider cases are considered tentative until the entire case is complete.

The Division I Committee on Infractions reviews the case to determine whether the resolution is in the best interest of the NCAA and whether the agreed-upon penalties are appropriate.

## Negotiated Resolution

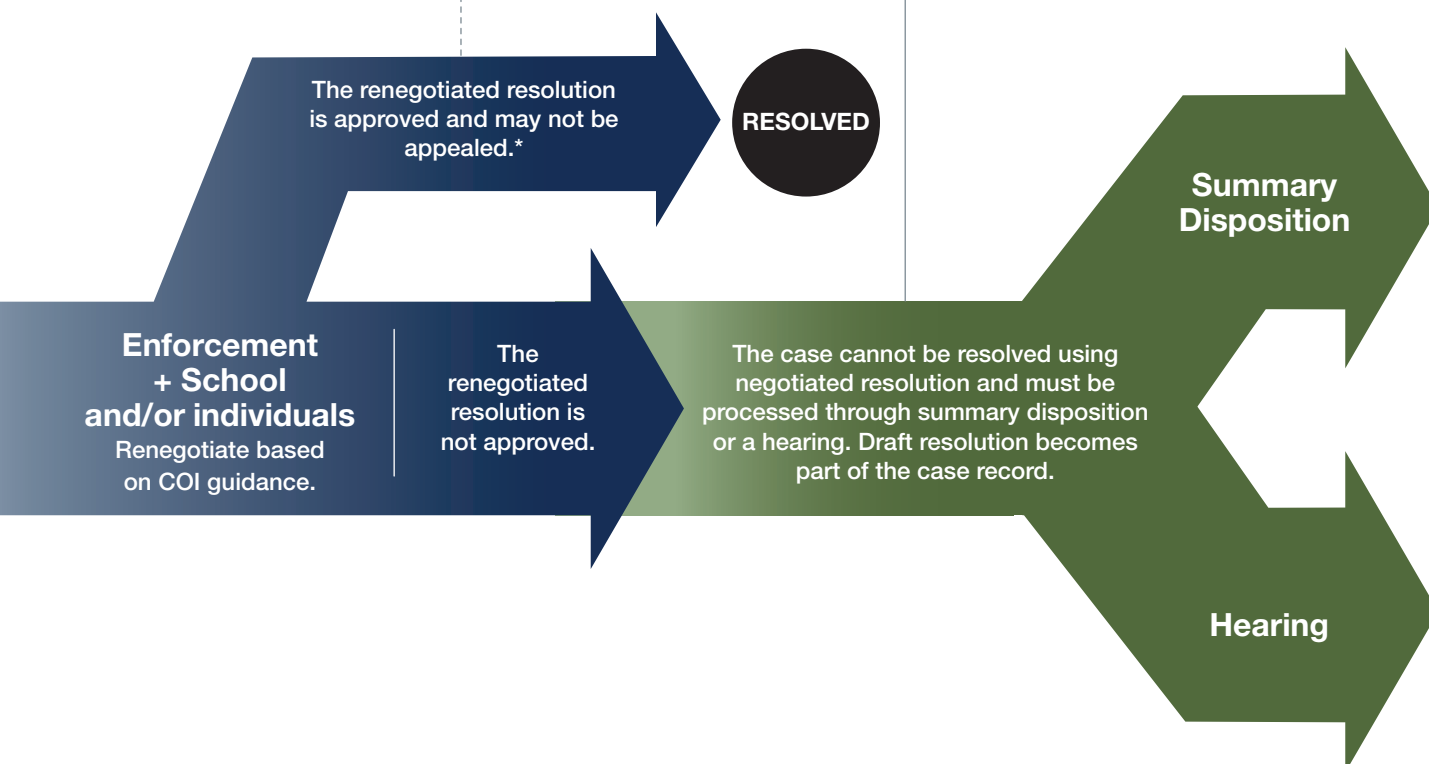




## Negotiated Resolution vs. Summary Disposition

Negotiated resolution differs from the summary disposition process in that all violations, level of those violations and penalties in a negotiated resolution must be settled before the COI reviews the case. In a summary disposition case, the school and involved individuals agree to the facts and overall level of the case, then the COI reviews the case, accepts the violations and proposes penalties.

*\*If a negotiated resolution is reached for only a portion of a case, it is not final until the remainder of the case is resolved using other tracks. However, penalties may begin to take effect.*









# Division I Committee on Infractions

When a case is submitted to the Division I Committee on Infractions, the allegations will be considered by a panel of peers much like yourself. They are individuals from NCAA schools, conferences and the general public. They are college administrators or former coaches, attorneys or university professors. Together, they form the heart of the peer-review process that defines the NCAA's infractions system.

Cases are heard by randomly generated panels of either three or five-to-seven members, which can be formed as needed, depending on the caseload. Through these panels, the committee decides infractions cases that involve alleged rules violations developed during the enforcement staff's investigative process. It then decides what happened, whether the actions violated NCAA rules, and what penalties should be prescribed.

The committee has refined its processes in recent years to promote outcomes that are fair, transparent and accountable, and completed in an efficient time frame. Though each case presents unique facts, violation and penalty trends demonstrate the review process is consistent.

# Meet the Committee



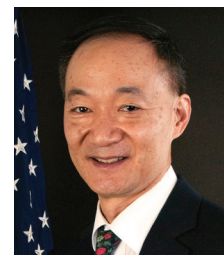
**Greg Christopher**  
(chair)  
Director of athletics, Xavier



**David Roberts**  
(vice chair)  
Senior administrator,  
Southern California



**Michael Adams**  
President emeritus, Georgia;  
Chancellor emeritus,  
Pepperdine



**Norman C. Bay**  
Attorney, previous chairman  
of the Federal Energy  
Regulatory Commission



**William Bock III**  
Attorney; general counsel,  
U.S. Anti-Doping Agency



**Carol Cartwright**  
President emerita, Bowling  
Green and Kent State



**Jody Conradt**  
Retired hall-of-fame women's  
basketball coach; special  
assistant to the women's  
athletics director, Texas



**Bobby Cremins**  
Former men's basketball  
coach, College of Charleston,  
Appalachian State and  
Georgia Tech



**Alberto Gonzales**  
Dean and Doyle Rogers  
Distinguished Professor of Law,  
Belmont; Former U.S. attorney  
general



**Thomas Hill**  
Emeritus vice president for  
student affairs, Iowa State



**Jason Leonard**  
Executive director of athletics  
compliance, Oklahoma



**Stephen A. Madva**  
Attorney; Chairman  
emeritus of Montgomery,  
McCracken, Walker &  
Rhoads, LLP



**Joel Maturi**  
Former director of athletics,  
Minnesota



**Joyce McConnell**  
President, Colorado State



**Gary Miller**  
Chancellor, Green Bay



**Vince Nicastro**  
Deputy commissioner and  
chief operating officer, Big  
East Conference



**Kay Norton**  
President emerita,  
North Colorado



**Joe Novak**  
Former head football coach,  
Northern Illinois



**Larry Parkinson**  
Director, Office of Enforcement  
for the Federal Energy  
Regulatory Commission



**Roderick Perry**  
Director of athletics, Indiana  
University-Purdue University  
Indianapolis



**Gregory Sankey**  
Commissioner, Southeastern  
Conference



**Tom Sullivan**  
President, Vermont



**Sankar  
Suryanarayan**  
University counsel,  
Princeton



**Sarah Wake**  
Associate vice president for  
equity and associate general  
counsel, Northwestern

## The committee includes up to 24 members

### Their professional profiles include:

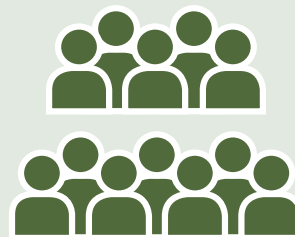
- Current or former university presidents and chancellors
- Current or former athletics directors
- Conference commissioners and other representatives
- Former NCAA coaches
- Campus and conference compliance officials
- Faculty athletics representatives
- Other university staff or faculty
- Members of the public with formal legal training

### Professional backgrounds of current and former COI members include:

- Former United States attorney general
- Southeastern Conference commissioner
- Former head of the Federal Energy Regulatory Commission
- Member of the Naismith Memorial Basketball Hall of Fame
- Former general counsel to the FBI
- General counsel to U.S. Anti-Doping Agency

### Division I Committee on Infractions Panels

Most cases are considered by panels of five to seven members.



A three-member panel may be assigned based on the number and/or nature of allegations.





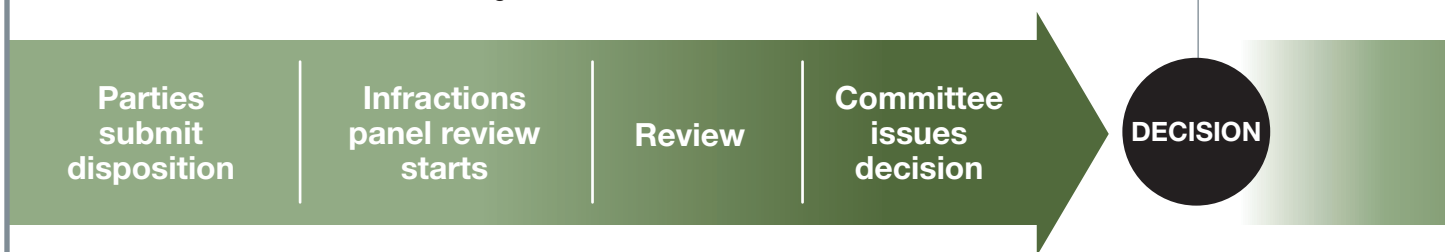
# How Cases are Resolved

In 2012, NCAA members approved an updated structure in hopes of improving accountability and efficiency. It was formally implemented in 2013 and allowed infractions cases to be resolved in a few ways. For Level I and Level II violations that are not resolved via a negotiated resolution, parties may have a formal hearing or attempt to reach a summary disposition.

## Summary Disposition

If the parties agree on the facts and violations, the Committee on Infractions can decide the case through an expedited process called summary disposition. Any participating parties and the NCAA enforcement staff complete a report and submit it to a hearing panel of the committee. The process avoids the need for an in-person hearing, eliminates costs associated with a hearing and reduces the amount of time needed to bring the case to closure.

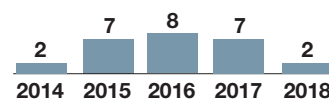
A Committee on Infractions panel determines what penalties for the agreed-upon violations are appropriate.

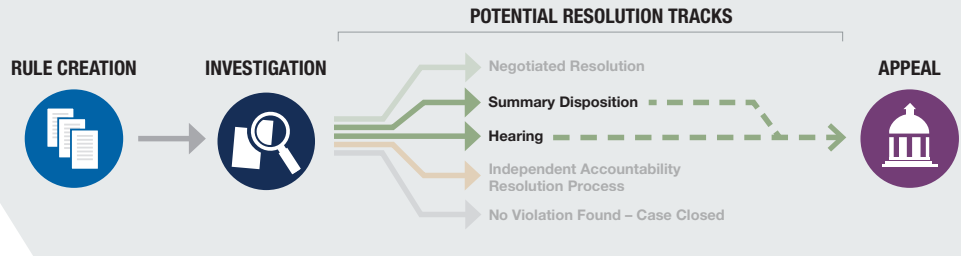


## Formal Hearing

Cases in which the school or one or more individuals do not agree to the facts, violations or violation levels may be processed through a hearing with a panel of Division I Committee on Infractions members.

### FORMAL HEARING CASE VOLUME:

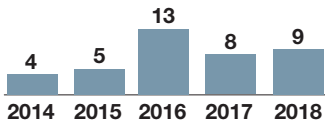




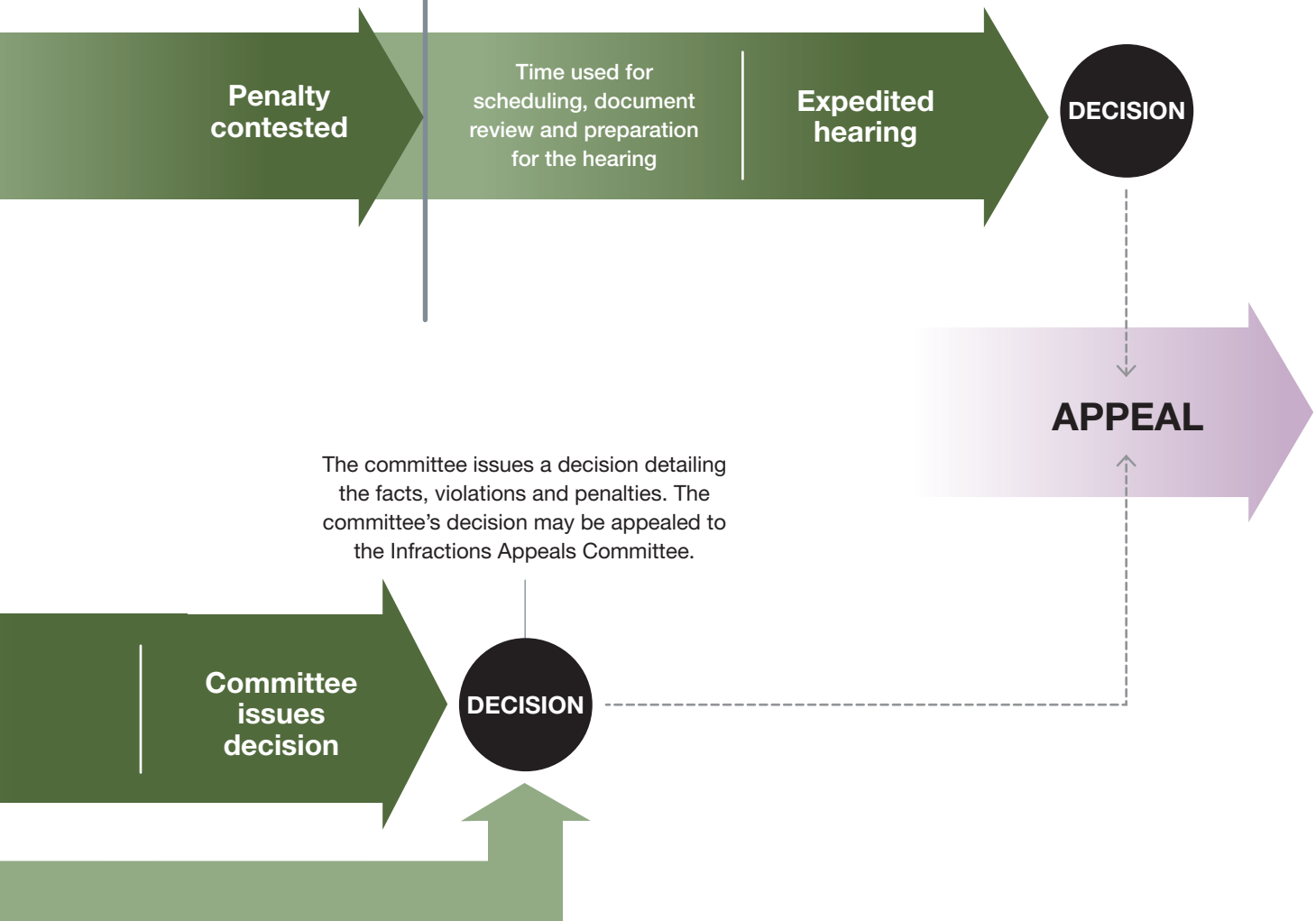
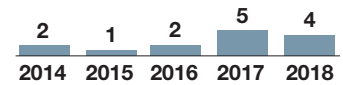
## Summary Disposition with an Expedited Hearing

In a summary disposition, a school or involved individual may accept the facts and violations, but challenge the penalties proposed by the panel. In those instances, the timeline extends to allow for an expedited hearing to be scheduled and held, followed by deliberation and the panel's decision. Asking for an expedited hearing will slow the overall process down due to the extra step, but once the hearing is held the Committee on Infractions renders its final decision quickly.

**SUMMARY DISPOSITION CASE VOLUME:**



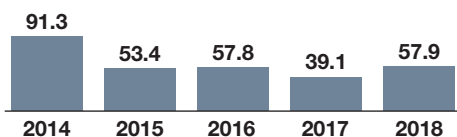
**SUMMARY DISPOSITION WITH AN EXPEDITED HEARING CASE VOLUME:**



# Case Efficiency

Changes to the infractions process in recent years have sought to make the process more efficient.

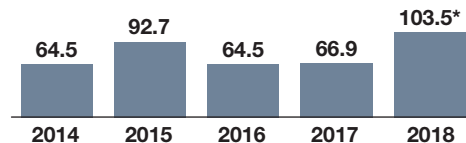
**Average days between review and decision/release in summary disposition cases:\***



*\*When taking into account processes and logistics outside the committee's consideration, average processing time is shorter. In 2018, for instance, it was 38 days.*

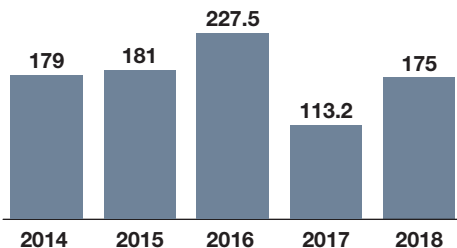
*During this time frame, the average case also includes about four weeks for the parties to respond to requests for clarification or for institutions or involved individuals to respond to proposed penalties.*

**Average days between hearing and decision/release in contested cases:**



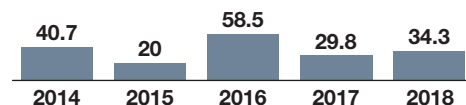
*\*When taking into account processes and logistics outside the committee's consideration, actual processing time was 44 days.*

**Average days between submission and decision/release in summary disposition cases with an expedited hearing:**



*This time frame includes the panel's review of the submitted summary disposition report, proposal of additional penalties, the time to contest certain penalties, setting up the hearing and settling on any changes to the penalties after the hearing.*

**Average days between hearing and release in summary disposition cases with an expedited hearing:**

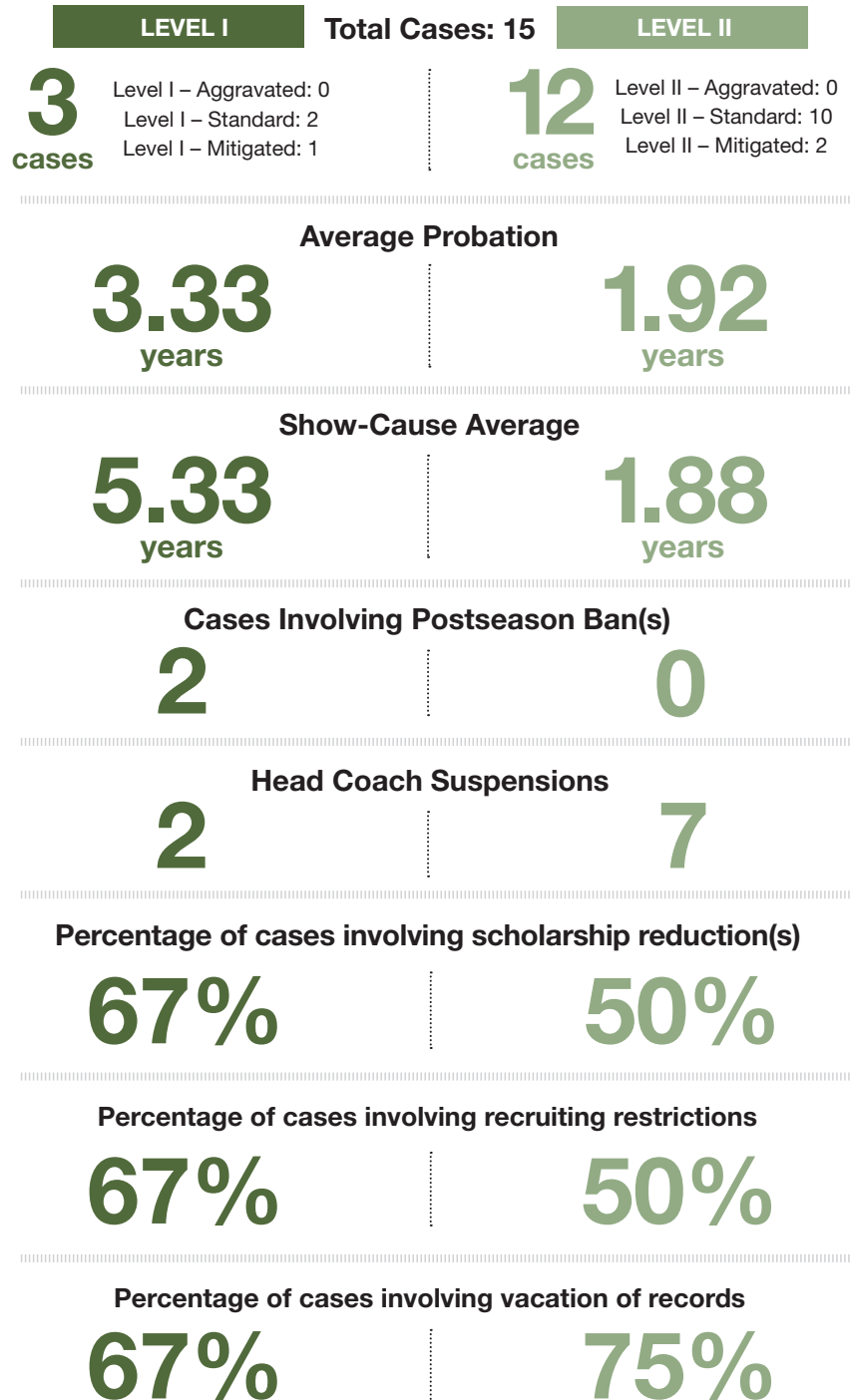


*This time frame includes a small window between hearing and release.*



# Penalty Analysis

When the Committee on Infractions evaluates appropriate penalties, it looks to ensure the penalty is consistent with the level of violations. Data from 2018 shows that more egregious violations were met with stronger consequences.



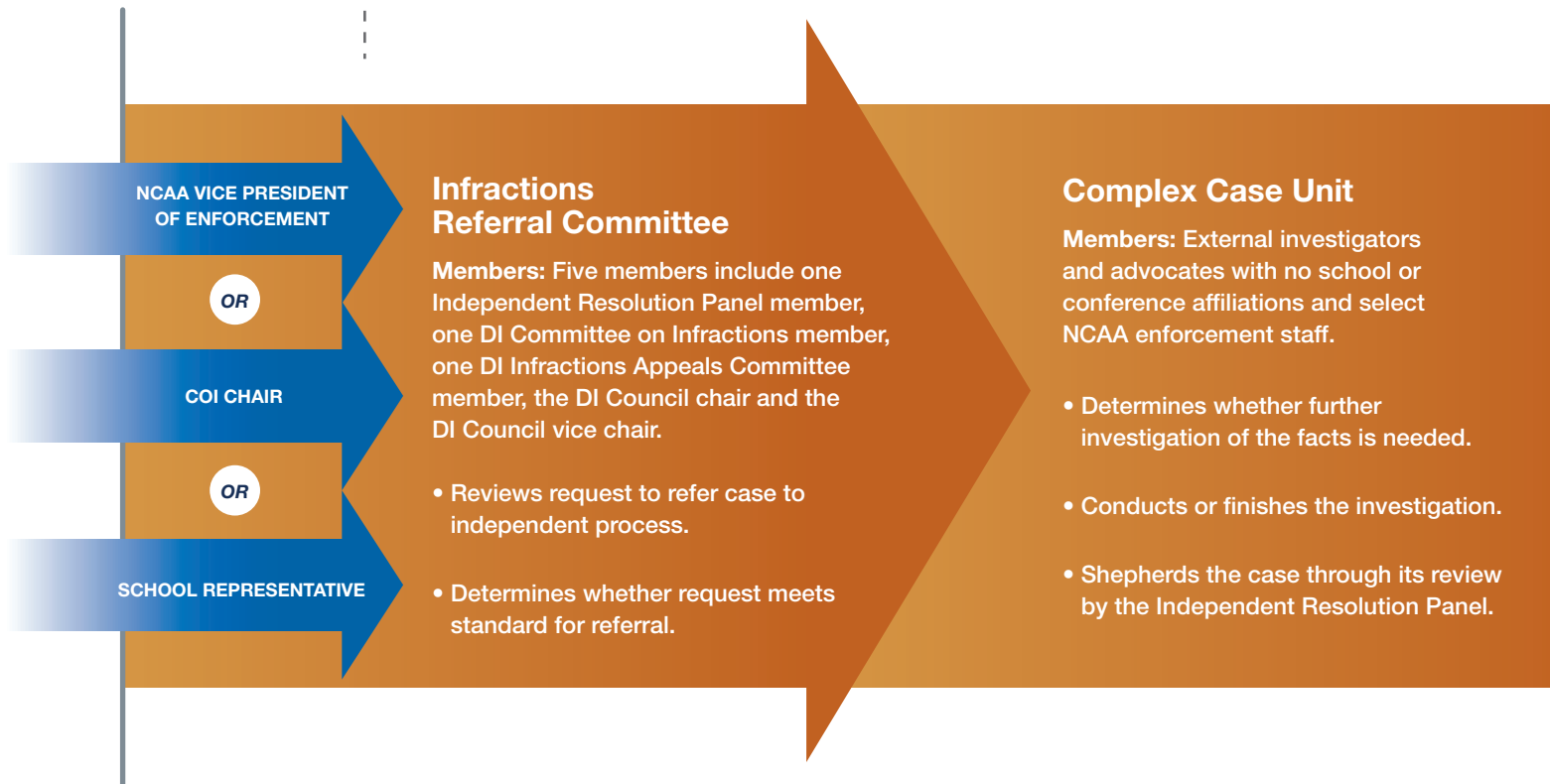
# What's New

School representatives, the NCAA Division I Committee on Infractions chair or the NCAA vice president of enforcement can request that a case be referred for independent resolution. In January, NCAA members voted to add five independent members to its Board of Governors. Some of those new members will have oversight responsibilities for the independent accountability resolution path, ensuring true independence in the process while maintaining a tether to the NCAA.

Cases that follow the independent accountability resolution path will have unique characteristics or circumstances that NCAA members feel would be best resolved by an independent body.

## Independent Accountability Resolution

Independent review requested by a school, the NCAA vice president of enforcement or the COI chair.





## OVERSEES THE PROCESS

### INDEPENDENT ACCOUNTABILITY OVERSIGHT COMMITTEE

**Members:** Three independent members of the NCAA Board of Governors and the chair and vice chair of the Division I Board of Directors. One of the independent members will lead the group.

- Appoint members of the Independent Resolution Panel, independent investigators and advocates on the Complex Case Unit and select members of the Infractions Referral Committee.
- Works with the Division I Board of Directors on operating procedures for process.

### Independent Resolution Panel

**Members:** 15 members with legal, higher education and/or sports backgrounds who are not affiliated with NCAA member schools or conferences. Each case will be handled by a panel of five of the 15 members.

- Reviews allegations from the Complex Case Unit and the school's response to those allegations.
- Oversees the case hearing and decides penalties.
- If appropriate, expands upon allegations presented by the Complex Case Unit.

### DECISION

The panel's decision is final. Parties have no opportunity to appeal.









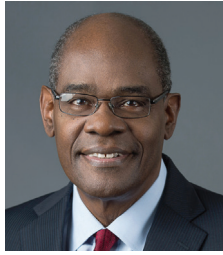
# Division I Infractions Appeals Committee

If a Committee on Infractions panel concludes that your school, or an individual at your school, violated the NCAA constitution or bylaws and prescribed penalties, the next step may be to decide whether to appeal the decision to the Infractions Appeals Committee.

An appeal is not a new hearing that provides a second chance to argue the case. The Infractions Appeals Committee acts based on the record in the case. It will not consider evidence that was not presented to the Committee on Infractions panel, except in limited circumstances. The Infractions Appeals Committee will reverse the Committee on Infractions' decisions involving Level I or Level II violations only if the individual or institution can show one or more of the following:

- A factual finding is clearly contrary to the information presented to the Committee on Infractions panel.
- The facts found by the Committee on Infractions panel do not constitute a violation of the NCAA constitution and bylaws.
- There was a procedural error, and but for the error, the Committee on Infractions panel would not have made the finding or conclusion.
- Or, in prescribing a penalty, the Committee on Infractions panel abused its discretion.

# Meet the Committee



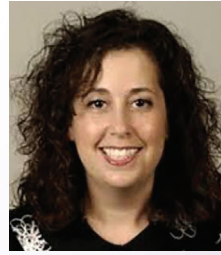
**W. Anthony Jenkins**  
Attorney, Dickinson Wright  
PLLC (chair)



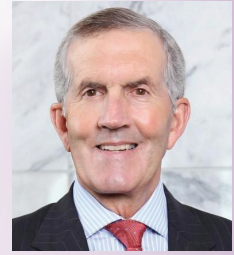
**Ellen M. Ferris**  
Associate commissioner,  
American Athletic  
Conference (vice chair)



**Jonathan Alger**  
President, James Madison



**Allison Rich**  
Senior associate director of  
athletics and senior woman  
administrator, Princeton



**David Shipley**  
Georgia Athletic Association  
professor in law and faculty  
athletics representative

## MISSION STATEMENT:

Provide a meaningful, reliable and credible appeal opportunity that produces outcomes which have a positive impact on the infractions process and support the NCAA's commitment to provide a fair and fulfilling competitive environment for student-athletes.

## CORE VALUES INCLUDE:

### Fairness

Appeal process should be meaningful and respectful for all constituents.

### Integrity

Fulfilling duties and responsibilities with honesty, fairness and accuracy, and adhering to established procedures and NCAA legislation.

### Neutrality

Making decisions without bias, and placing an emphasis on the process rather than the outcome.

### Reliability

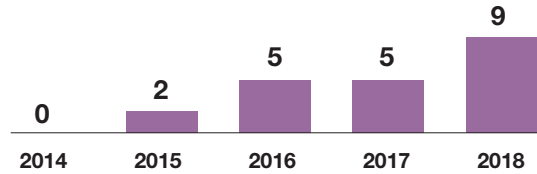
Consistency in application of procedures and consistency of outcomes.

### Clarity

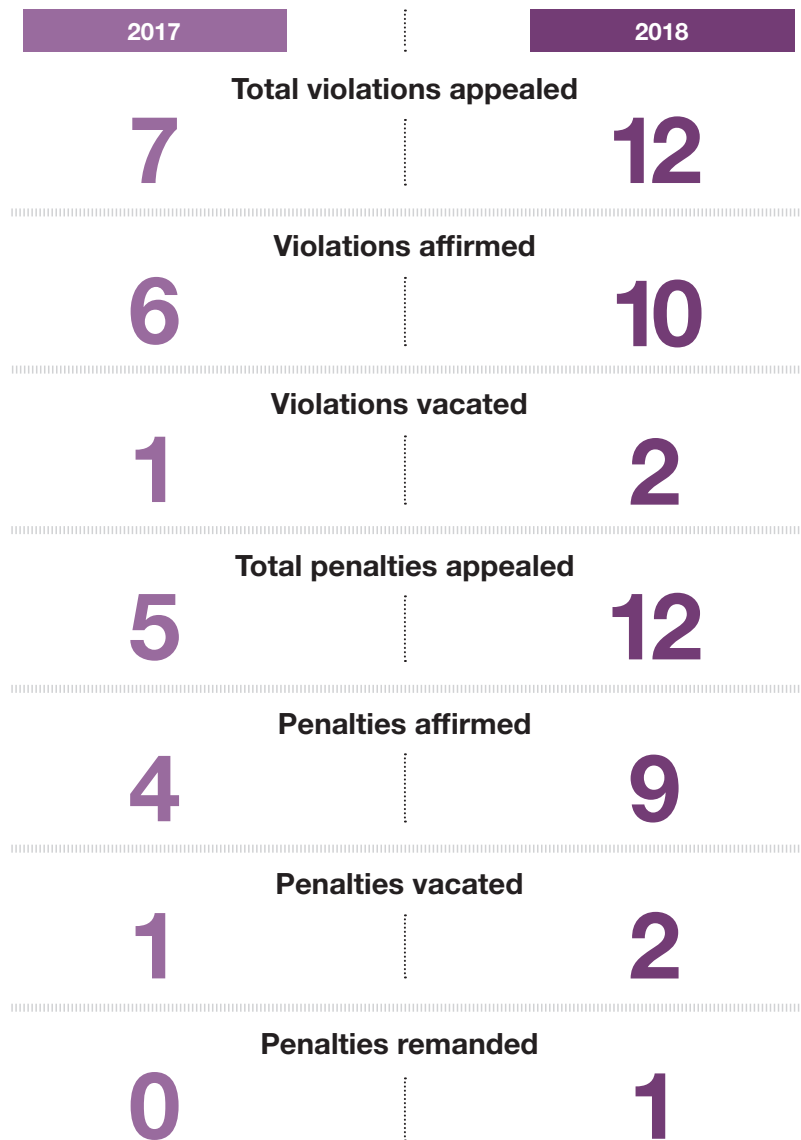
Clear communication of standards, procedures, outcomes and decisions.

# Committee Caseload

## INFRACTIONS APPEALS COMMITTEE TOTAL CASES BY YEAR



## VIOLATIONS AND PENALTIES: TWO-YEAR SNAPSHOT





# What's Next

After naming Wendy Walters as the first managing director of the Infractions Appeals Committees Office in April 2018, the office has expanded to include two more full-time staff members — Joyce Thompson, now director and formerly a longtime member of the NCAA's enforcement staff, and Kelley Sullivan, an assistant coordinator — to better serve the committee.

Over the past 10 months, the Infractions Appeals Committees office staff and the Division I Infractions Appeals Committee have created a mission, identified the core values, set goals and begun a complete review of the infractions appeals process.

## GOALS INCLUDE:



Ensuring efficient and effective administration of the infractions appeals process.



Increasing the expertise and knowledge base of committee members and staff.



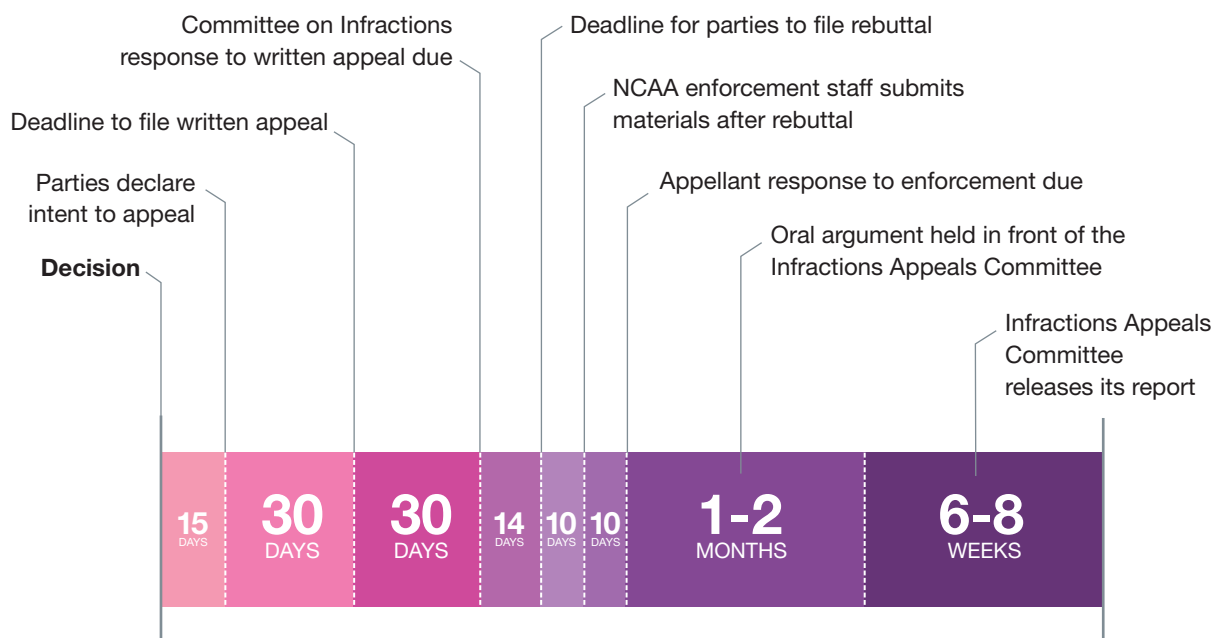
Increasing the membership, national office and public's understanding of the infractions appeals process.





## INFRACTIONS APPEALS COMMITTEE TIMELINE

The average Infractions Appeals Committee case takes eight months from the time of appeal until a resolution is reached. These time frames represent legislated benchmarks:





**Consistency  
+ Efficiency  
+ Fairness =  
Credibility**







**NCAA Division I Infractions  
Annual Report | 2018-19**