

## **Division II Conference Grant Program Requirements and Principles**

### **Division II Planning and Finance Committee Authority:**

1. Oversight. The conference grant program will be overseen by the Division II Planning and Finance Committee.
2. Random Audits. The Planning and Finance Committee is authorized to perform random audits of the grant program to ensure compliance with the program's principles and requirements by conferences. The audit may include a review of both conference and institutional records.
3. Conference Grant Program "Watch." The Planning and Finance Committee has the authority to place a conference on a conference grant program "watch," if conference grant principles and requirements are not followed.
4. Action by the Committee. The Planning and Finance Committee has the right to take action, including the withholding of funding of conference grant dollars and obtaining full reimbursement of sums paid to the conference, for such irregularities as unauthorized expenses, inaccurate or incomplete conference grant reports or other grant request and reporting problems.
5. Focus site visit. The Planning and Finance Committee can request a site visit that focuses on a review of the prior year and current year conference grant information in the event the conference submission is deemed as needing significant re-write or improvements for two consecutive years. The visit will be conducted by NCAA staff to offer education and assistance regarding grant program expectations.
6. Review of Grant Requests. The Planning and Finance Committee will review a conference's grant request to ensure that conferences have allocated grant dollars in a manner that support the national priorities and initiatives for Division II, including the Division II strategic positioning platform, and that the grant allocations are consistent with the strategic direction outlined by the conference's presidential governing body.
7. Review of Grant Reports. The Planning and Finance Committee will review grant reports to determine whether the report matches the conference's grant requests from the previous academic year. Further, the committee will determine whether the outcome(s) or measure(s) of success were realized for each strategy or initiative.
8. Exemplary Enhancements. If a conference(s) participates in an exemplary program, enhancement or special initiative and does a great job of documenting expenses in its annual report, the Planning and Finance Committee may, at its discretion, award up to \$5000 to that conference(s) to be presented and disbursed at the next Conference Commissioners Association meeting or through some other means of recognition.

9. Decisions. Decisions made by the Planning and Finance Committee related to the conference grant program are final.

### **Conference Grant Requests:**

1. Submission. On an annual basis, conferences shall be required to submit by June 30, for review and approval by the Planning and Finance Committee, a grant request using the Division II electronic conference grant system.
2. Process by the Conference. The conference is required to seek broad-based conference participation in determining the uses of the conference grant funds. The conference is required to describe the process used by the conference each year in completing the grant request form, including the names and titles of the individuals involved. Conferences must adhere to the grant program principles and requirements to be eligible for conference grant dollars.
3. Conference Strategic Plan. On an annual basis with its grant request, conferences shall be required to submit a PDF version of the conference's current strategic plan.
4. Assessment and Ranking. On an annual basis, the conference shall be required to assess and rank its success and achievement in each of the five strategic positioning outcome (SPO) areas. Additionally, the conference must specify, each year, the process used by the conference to compile the rankings for each strategic positioning outcome (SPO) area. Attachment A provides an example email and survey to conference members to gather feedback on each of the SPO areas.
5. Rationale for Allocations. On an annual basis, the conference shall provide a rationale for the total amount allocated to each strategic positioning outcome area. This rationale should take into account the conference's rankings for each strategic positioning outcome area and the conference's strategic plan. A simple listing of the conference's grant allocations for the year is not a sufficient rationale.
6. Changes in the Allocation of Funds Following Approval of the Grant Request Form:
  - a. Changes Between SPOs. For changes to the allocation of funds between the five strategic positioning outcome areas totaling more than 10 percent (of the amount allocated to the SPO), conferences must receive NCAA national office or Planning and Finance Committee approval before making the change. All requests must be made to the NCAA National Office and the Planning and Finance Committee no later than May 15.
  - b. Changes Within the SPO. A conference is **not** required to seek approval of the NCAA national office or the Planning and Finance Committee on changes that occur within a strategic positioning outcome area.

- c. Reporting Requirement. All changes (including changes between and within SPO areas) must be reported in the annual conference grant report.

7. Subgrants:

- a. Allocation. Conferences may allocate a portion of its grant in the form of subgrants to one or more of its member institutions for specific programs identified by the conference, subject to approval by the Planning and Finance Committee.
- b. Explanation of Process. The conference shall be required to explain its process for subgrants in the annual request form. The conference shall keep on file any documentation used by the conference and members institutions related to the conference's subgrant process.
- c. All Conference Institutions Eligible to Receive. If all institutions in the conference are eligible to receive a subgrant, the conference must indicate each institution's use of the subgrant dollars at the time of application, regardless if the amount to each institution is the same.
- d. All Conference Institutions Not Eligible to Receive. If all institutions are not eligible to receive the subgrant (e.g., only a percentage of institutions eligible to receive), the conference is not required to list the subgrant uses in the grant request form, but must indicate which institutions and the amount received in the grant report form.
- e. Use of the Funds Noted in the Grant Request. If a conference elects to provide subgrants to member schools, the conference must indicate, in the conference's request form, the institution's intended use of the subgrant funds and how the funds support the institution's and/or conference's strategic initiatives.
- f. Report on Use of Subgrant Dollars. In the grant reporting form, the institution and the conference must include an explanation of how the institution and the conference measured the success of the subgrant program(s) and the use of subgrant funds.

8. Anticipated Outcome and Measure of Success: For each strategy or initiative, the conference shall provide an anticipated outcome and how the conference will measure success or achievement of the strategy/initiative.

- a. Outcomes: Outcomes are benefits or changes for individuals or populations during or after participating in a program/activity/strategy/initiative. Outcomes go beyond numbers (e.g., numbers of participants, number of meetings attended). Outcomes answer the question of whether and how much the participants have changed, what they have learned and how have they and others benefited.
  - Benefits of Outcome Measurements:
    - 1. Provides a tool for letting people know what is being done and the difference it makes

2. Reaffirms that the strategy is the right one (or if not, helps to determine that the strategy may need to be refined)
  3. Benefits the institution and conference in long-range planning efforts
  4. Helps justify continuation of the strategy and can provide information that leads to implementation of additional strategies
  5. Helps to ensure accountable
- b. Measure of Success: When providing the measure of success for the strategy or initiative, the conference must explain what the conference hopes to achieve by implementing the strategy/initiative; what change(s) the conference anticipates that implementing the strategy/initiative will bring about; and explain what success looks like as a result of implementing the particular strategy/initiative.

### **Conference Grant Reports:**

1. Submission. On an annual basis, conferences shall be required to submit by June 30, for review and approval by the Planning and Finance Committee, a grant report, using the Division II electronic conference grant system. The report shall outline expenditures from the previous year. The Planning and Finance Committee may review expenditure reports from previous years to determine progress and achievement. The conference grant report must match the conference's grant requests from the previous academic year.
2. Outcomes. Conferences will be required to provide an explanation of how the goals and objectives for the strategy or initiative were met or not met. Further, the conference will be required to provide specific outcomes for the strategy or initiative (see Item No. 9 from Conference Grant Requests for information related to outcomes).
3. Subgrants. See Item No. 8 from Conference Grant Requests for information related to the requirements for reporting on subgrants.
4. Carryover Funds. In the event the conference has funds remaining in one of the Strategic Positioning Outcome areas, the amount can be indicated in the carryover column of the report. Include all details and specifics in the text box that will outline the intended use of the funds in the upcoming fiscal year. Funds should be used in the same strategic area as originally requested. Carryover dollars will be submitted to the committee for review and approval.

### **Fines:**

June 30 Deadline. Conferences are required to submit their electronic conference grant request form and report form no later than midnight (Eastern Standard Time). If a conference is late (either for the request form or the report form) and submits either or both forms during July 1-7, the conference shall be fined \$5000. For each additional week (as measured by seven consecutive days) that the request form or report form are late, the conference shall be fined

\$5000 per week. The fine will be deducted from the total amount allocated to the conference in September.

**Audits:**

1. Annual Audit. The Planning and Finance Committee requires conferences to provide confirmation that an annual audit has been performed. The audit must include all conference funds.
2. Definition of an Audit. An audit is an independent assessment of the fairness by which a company's financial statements are presented by its management in accordance with U.S. generally accepted auditing standards.
3. External Auditor. The audit must be performed by competent, independent and objective person(s) known as an external auditor.
4. Management Letter. A copy of the signed management letter from the auditing firm confirming the performance of the audit must be submitted to the Planning and Finance Committee during the conference grant request process.
5. Use of Conference Grant Funds. Conferences are not permitted to use conference grant funds to perform the annual audit.

**Allocation of Conference Grant Funds:**

1. Allocation Amount. The allocation of conference grant dollars shall provide for a base amount of \$90,000 to each active Division II conference in good standing and a premium amount based on the number of active Division II institutions in the conference during the previous academic year.
2. Premium Amount.

Number of Active Member Institutions during the Previous Academic Year	Premium Amount
6	\$12,000
7	\$16,000
8	\$20,000
9	\$24,000
10	\$28,000
11	\$32,000
12	\$36,000
13	\$40,000
14	\$44,000
15	\$48,000
16	\$52,000

17	\$56,000
18	\$60,000

3. Strategic Positioning Outcome Areas. The conference's allocation must be used to fund the following five strategic positioning outcome (SPO) areas:
  - Academics and Life Skills
  - Athletics Operations and Compliance
  - Game Day and Conference and National Championships
  - Membership and Positioning Initiatives
  - Diversity and Inclusion
4. Minimum Allocation. A minimum of 10 percent (50 percent total) must be spent in each of the five strategic positioning outcome areas. The remaining allocation (50 percent total) may be spent in any of the five outcome areas as determined by the conference.
5. Description of Strategic Positioning Outcome Areas. Attachment B provides a description of each of the strategic positioning outcome areas.
6. Allocations by Conference. Attachment C provides the allocations by conference.

### **Uses of Conference Grant Funds:**

1. Consortium. Conferences may establish a "consortium" with one another in one or more of the strategic positioning outcome areas by pooling grant funds and conducting joint programs, subject to the approval of the Planning and Finance Committee.
2. Prohibited Uses. Conferences are prohibited from using funds to assist with:
  - a. capital improvements;
  - b. increase countable grants-in-aid for member schools;
  - c. provide for an administrative fee;
  - d. supplement funds for the strategic alliance matching grant program;
  - e. provide professional dues;
  - f. fund game tape exchange;
  - g. provide funding for the conference required audit;
  - h. supplementing ticket giveaways; or
  - i. commissioner travel in the normal course of business for the conference office.
3. Positions in the Conference Office:
  - a. Part-Time Staff/Interns. Conference grant funds may be used to fund part-time or intern conference office staff salaries during a particular year provided the conference can tie the use of funds in this way directly to at least one of the five strategic positioning

outcome areas. Further, the conference must provide an explanation of the job duties/responsibilities for the part-time staff member or intern in the grant request form.

- b. Full-time Positions. Full-time positions being funded or created as a part of the conference's grant request must include a connection to at least one of the five strategic positioning outcome areas. The conference is required to include a timeline to move the position to the conference's base budget. Funding for the position by conference grant funds may not exceed more than five consecutive years. Additionally, the conference must provide an explanation of the job duties/responsibilities for the full-time position in the grant request form.
4. Possible Uses/Ideas. Attachment D provides a list of possible uses or ideas of the conference grant dollars by strategic positioning outcome area.

**Annual Workshop by the Conference Commissioners Association:** The Conference Commissioners Association (CCA) will conduct an annual workshop to discuss grant reports and grant writing, including the sharing of ideas and roundtable discussions. The CCA will use the services of an outside consultant, when necessary, to assist with the workshop.

**Conference Ceases to Exist:** If a Division II conference ceases to exist as an active conference, the Planning and Finance Committee may allocate premium dollars to the new conference(s) where institutions from the active conference (that ceases to exist) have moved.

**Formation of a New Active Conference:**

1. Eligibility. If a new active conference is formed, the conference shall be eligible to receive conference grant dollars in the academic year the conference is considered an active Division II conference by the Division II Membership Committee.
2. Premium Amount. The premium amount shall be determined based on the number of active member institutions in the conference in the academic year the conference is considered an active Division II conference by the Division II Membership Committee. Institutions leaving a current active member conference for a new active member conference shall be not counted in the current active conference's premium amount.

**Key Contacts:**

- Graduation Rates: Maria DeJulio ([mdejulio@ncaa.org](mailto:mdejulio@ncaa.org))
- Life Skills and Student-Athlete Development: Curtis Hollomon ([chollomon@ncaa.org](mailto:chollomon@ncaa.org))
- Gender Inclusion: Karen Morrison ([kmorrison@ncaa.org](mailto:kmorrison@ncaa.org))
- Diversity Inclusion: Kimberly Ford ([kford@ncaa.org](mailto:kford@ncaa.org))
- Conference Grant Program: Maritza Jones ([msjones@ncaa.org](mailto:msjones@ncaa.org)) or Ruth Reinhardt ([rreinhardt@ncaa.org](mailto:rreinhardt@ncaa.org))

- **Timeline:**

April 1	Electronic reporting form and grant request form made available to conference offices.
June 30	Deadline for conferences to submit grant requests for the upcoming academic year and its annual report noting expenditures from the previous academic year.
Early August	Planning and Finance Committee reviews annual reports and grant requests for upcoming academic year and approves the allocation of conference grant funds. If questions arise regarding reports and/or requests submitted by conference(s), the Planning and Finance Committee will hold a decision for such conference(s) until all questions are resolved.
Approx August 10	Teleconferences with conference offices to discuss feedback from the committee (e.g., committee comments on request and report forms); any fines; upcoming deadlines; and next steps
August 15	Electronic conference grant system is open for conferences to make revisions to their grant reports or grant requests.
Mid-September	Planning and Finance Committee convenes via conference call to discuss any outstanding grant requests and makes final decisions regarding the allocation of grant dollars for such requests.
End of September	Conferences offices receive notification from Planning and Finance Committee regarding conference allocations. Disbursement of checks to conferences from the NCAA for Division II conference grant funds will occur.



Example Request for Feedback/Ranking on  
Strategic Positioning Outcome Areas

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To: Presidents  
Vice Presidents  
FARs  
Athletics Administrators

As you may be aware, annually the <CONFERENCE> receives a grant from the NCAA Division II to support the strategic initiatives being undertaken in the division. Usually this time of year we begin to solicit ideas for the use of those grants, as the grant application used to be due in mid-February. This year (really next year), the structure of the grant program has changed significantly, as the conferences are being asked to marry the grant uses more substantially to the Division II Strategic Plan.

One new step in the application for the grant application process – which is now not due until June – is that each conference is asked to evaluate itself in the five Strategic Positioning Outcomes Areas (SPOs) that are included in the new Division II Strategic Plan. It offers the chance for the league to be introspective of itself and an opportunity to insure that the strategic grant funds are being spent perhaps in areas that need more attention.

Every conference will need to rank and assess its achievement in the five SPOs as it applies for the strategic grant funding. I have put together a survey tool that I hope our league can use in our assessment. Clearly, it's not scientific – but hopefully the survey (modeled after the one I need to fill out in the application) will provide us with both subjective and objective assessments. Additionally, the feedback may provide us some ideas as we begin our strategic planning process for the <CONFERENCE>.

Please take a few moments to review the survey, and complete all those parts you feel comfortable in replying to. Think about the league collectively, not simply a conference office – but at your institution and the other league institutions you may have knowledge of. If we find that there is a low ranking and poor assessment in one of the SPOs....then perhaps that will be where we need to spend more of our grant funds in the future.

Please simply save the document attached as a word document, complete it as necessary and send it back to me as an attachment. Your consideration in completing the form and emailing it back rather than faxing or mailing, is greatly appreciated.

Thanks so much again for your attention and consideration.

**<CONFERENCE>**  
**Division II Strategic Initiative Grant Program**  
**Assessment Survey**

As part of the NCAA Division II Strategic Initiative Grant Program, each member conference is asked to rank and assess its success and achievement in each of five (5) Division II Strategic Positioning Outcome Areas (SPOs). Each of the SPOs is outlined in the Division II Strategic Plan and is intended to be the basis for future grant distributions. This is the first step in a process that helps our league determine appropriate uses for the Strategic Initiative Grant funds.

Please take this opportunity to complete this survey by first numerically ranking the <CONFERENCE>, as a collective conference and member schools, in each of the SPOs and as well as including any rationale you care to offer.

Please save the document as a Word document, type on it as needed and return as an email attachment to <email address>

**Check one:** \_\_\_\_ President; \_\_\_\_ Vice President; \_\_\_\_ FAR; \_\_\_\_ Athletics Administrator; \_\_\_\_ SAAC

Rank: 1-Poor; 2-Fair; 3-Average; 4-Good; 5-Excellent

**SPO #1: Academic and Life Skills** – *Provide Division II student-athletes a path to graduation while cultivating skills and knowledge for life ahead; learning in high-level athletics competition; and developing positive societal attitudes through service to community.*

RANK: \_\_\_\_

Rationale for ranking:

**SPO #2: Athletics Operation and Compliance** – *Commit to institutional control by establishing a system for operations and compliance that is engaged and functioning.*

RANK: \_\_\_\_

Rationale for ranking:

**SPO #3: Game Day and Conference and National Championships** – *Provide fair and equitable competition and a quality, positive and rewarding game day and conference and national championship experiences.*

RANK: \_\_\_\_

Rationale for ranking:

**SPO #4: Membership and Positioning Initiatives** – *Utilize the uniqueness of the Division II model to establish Division II membership as a destination and to ensure long-lasting stability.*

RANK: \_\_\_\_

Rationale for ranking:

**SPO #5: Diversity and Inclusion** - *Promote diversity and foster an environment of inclusion.*

RANK: \_\_\_\_

Rationale for ranking:

Source: Steve Murray, Commissioner, Pennsylvania State Athletic Conference

## **Descriptions of the Five Strategic Positioning Outcome (SPO) Areas**

### **SPO-1: ACADEMICS AND LIFESKILLS**

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*Provide Division II student-athletes a path to graduation while cultivating skills and knowledge for life ahead; learning in high-level athletics competition; and developing positive societal attitudes through service to community.*

SPO-1 stress the importance of promoting and honoring student-athlete success, protecting student-athlete well-being, developing positive societal attitudes through contributions to community, providing opportunities for student-athletes to have an active role in the governance process, and fostering partnerships to enhance the success of both student-athletes and the student body.

### **SPO-2: ATHLETICS OPERATIONS AND COMPLIANCE**

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*Commit to institutional control by establishing a system for operations and compliance that is engaged and functioning.*

SPO-2 emphasizes presidential commitment and involvement, leadership and professional development opportunities for athletics personnel, coaches and faculty and commits conferences and institutions to effective, engaging and functioning compliance programs.

### **SPO-3: GAME DAY AND CONFERENCE AND NATIONAL CHAMPIONSHIPS**

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*Provide quality, positive and rewarding game day and conference and national championship experiences.*

SPO-3 emphasizes the need to promote and enhance a quality student-athlete experience in Division II athletics competition and conference and national championships and to ensure game environments are competitive, positive, respectful and entertaining.

### **SPO-4: MEMBERSHIP AND POSITIONING INITIATIVES**

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*Utilize the uniqueness of the Division II model to establish Division II as a membership destination and to ensure long-lasting stability.*

SPO-4 supports a commitment to fiscal responsibility and to the allocation of athletics funds and resources consistent with the identity of Division II. Additionally, SPO-4 emphasizes the importance of attracting and retaining members that support the strategic position and philosophy of Division II intercollegiate athletics; promoting the Division II identity through collaborative

partnerships and relationships; and strengthening the public's knowledge and appreciation for Division II.

## **SPO-5: DIVERSITY AND INCLUSION**

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*Promote diversity and foster an environment of inclusion.*

SPO-5 supports the importance, value, benefits and role of diversity and inclusion in higher education and intercollegiate athletics.

### **What is diversity?**

Although conversations about diversity typically revolve around race and gender, it is important to recognize that diversity is much broader. It acknowledges and values the differences of each individual and takes into account individuals' personalities. The traditional definition of diversity focuses on groups of people who have historically been denied access to opportunity on the basis of race, creed, color, national origin, age, sex, disability, sexual orientation and gender. Diversity also encompasses external dimensions like religion, marital status, education, income, geographic location and work experience.

### **What is inclusion?**

To be truly effective, groups need to be more than diverse – they need to be inclusive. Inclusion is the process of creating an environment that not only recognizes and appreciates the talents, skills and perspectives of every individual, but uses those skills to reach educational and organizational objectives.

**NCAA Division II Conference Grant Funds  
Allocation for 2014-15  
Based on Number of Active Member Institutions in 2013-14**

<b>Conference</b>	<b>Number of Members</b>	<b>Base Amount</b>	<b>Premium Amount</b>	<b>Total Allocation</b>
California Collegiate Athletic Association	12	\$90,000	\$36,000	\$126,000
Central Atlantic Collegiate Conference	14	\$90,000	\$44,000	\$134,000
Central Intercollegiate Athletic Association	12	\$90,000	\$36,000	\$126,000
Conference Carolinas	10	\$90,000	\$28,000	\$118,000
East Coast Conference	9	\$90,000	\$24,000	\$114,000
Great American Conference	9	\$90,000	\$24,000	\$114,000
Great Lakes Intercollegiate Athletic Conference	16	\$90,000	\$52,000	\$142,000
Great Lakes Valley Conference	16	\$90,000	\$52,000	\$142,000
Great Midwest Athletic Conference	8	\$90,000	\$20,000	\$110,000
Great Northwest Athletic Conference	10	\$90,000	\$28,000	\$118,000
Gulf South Conference	8	\$90,000	\$20,000	\$110,000
Heartland Conference	8	\$90,000	\$20,000	\$110,000
Lone Star Conference	9	\$90,000	\$24,000	\$114,000
Mid-America Intercollegiate Athletics Association	14	\$90,000	\$44,000	\$134,000

<b>Conference</b>	<b>Number of Members</b>	<b>Base Amount</b>	<b>Premium Amount</b>	<b>Total Allocation</b>
Mountain East Conference	11	\$90,000	\$32,000	\$122,000
Northeast 10 Conference	15	\$90,000	\$48,000	\$138,000
Northern Sun Intercollegiate Conference	16	\$90,000	\$52,000	\$142,000
Pacific West Conference	9	\$90,000	\$24,000	\$114,000
Peach Belt Conference	13	\$90,000	\$40,000	\$130,000
Pennsylvania State Athletic Conference	18	\$90,000	\$60,000	\$150,000
Rocky Mountain Athletic Conference	14	\$90,000	\$44,000	\$134,000
South Atlantic Conference	12	\$90,000	\$36,000	\$126,000
Southern Intercollegiate Athletic Conference	13	\$90,000	\$40,000	\$130,000
Sunshine State Conference	9	\$90,000	\$24,000	\$114,000

## **NCAA Division II Conference Grant Program Ideas**

### ***Strategic Positioning Outcome Area One – Academics and Life Skills***

Ideas/Possible Uses:

- Conference SAAC meeting (travel, meal and lodging expenses)
- Guest speakers (leadership, diversity, goals setting, communication skills, hazing, team building, career education) for conference SAAC meetings.
- Conference Scholar-Athlete of the Month/Year
- Leadership Development speakers
- Subgrant funding to schools to support life skills programming topics/workshops.
- SAAC mentor program
- Tutorial Expenses
- Academic Advising
- Degree-Completion Scholarship Program
- Summer school financial aid assistance
- Technology/Equipment for academic support (e.g., laptops, internet access)
- Academic honors banquets, awards
- Motivational speakers
- Gambling Education
- Subgrant funding to schools to support academic initiatives.
- Needy student-athlete assistance fund
- Funding to attend NCAA Life skills training/seminars

## ***Strategic Positioning Outcome Area Two – Athletics Operations***

### Ideas/Possible Uses:

- Professional development funding
- FAR conference meeting expenses
- SWA conference meeting expenses
- Guest speakers at conference meetings
- CoSIDA attendance
- NACDA attendance
- FARA Convention attendance
- NACWAA professional development
- Funding to attend the NCAA Women's Leadership Symposium
- Coaching seminars
- Internships
- Production and distribution of compliance best practices
- Regional rules seminar attendance
- Compliance reviews
- Compliance Assistant for the Internet training
- Campus visits
- Technology (e.g. scanners, laptops, videoconferencing, Web page development)
- NCAA Eligibility Center Education at selected events to educate prospective student-athletes and their parents of the NCAA standards and the importance of registering with the eligibility center



### ***Strategic Positioning Outcome Area Three – Game Day, Conference and National Championships***

#### Ideas/Possible Uses:

- Conference championships t-shirts
- Conference awards for academic achievement
- Increased signage at conference championships
- Officials' assignment software
- Fund pre-season officiating meetings
- Officials training
- Officiating crew manuals
- Creation of conference-wide athletic training standards manual
- Health and safety posters
- Portable AED units
- Professional development for trainers
- Training equipment
- First-aid/CPR training
- Sickle Cell Trait testing
- Tournaments
- Banquet/Comm. Engagement activity in concert w/conference tournament
- Stats software for SIDs
- All-conference award to school with best game environment
- Travel expenses to support in-region contests
- Drug-testing expenses
- Expenses for bands
- Expenses for cheerleaders
- Half-time events
- Game environment mailings
- Game environment educational materials
- Program ads/inserts
- Game environment t-shirts
- Crowd giveaways
- Traveling conference trophies
- Schedule cards
- Websites
- Fund for spirit groups (e.g. student groups, band and cheerleaders)
- Game Environment PSA

### ***Strategic Positioning Outcome Area Four – Membership and Positioning Initiatives***

#### Ideas/Possible Uses:

- Television production costs
- Expenses for conference and institution-related community engagement activities
- Additional funding (e.g., subgrants) for the Division II purchasing Website
- Conference directory
- Consultants to assist with strategic planning
- Internships
- Internet radio and video streams
- Feature writer for conference Website
- Mobil marketing
- Conference magazine
- Uniform patches
- Videos for Website
- Public Service Announcements
- Media day activities
- Conference promotional materials
- Ad buys in the local newspaper, radio show, etc
- Awards for achievement in community engagement
- Marketing consultant

### ***Strategic Positioning Outcome Area Five – Diversity and Inclusion***

#### **Ideas/Possible Uses:**

- Funding to attend the NCAA Gender Equity and Issues Forum
- Speaker/Training on gender equity planning
- Speaker/Training on diversity planning
- Internships
- Development of recruiting/hiring/retention of people of color speakers and/or best practices guides
- Diversity workshops
- Title IX speakers
- Homophobia/LGBT speakers
- NACWAA programming
- Work-life balance seminars
- Funding to attend the NCAA Women's Leadership Symposium
- SWA-Female Student-Athlete Brunch
- SWA meetings and travel
- SWA Web page on conference Website
- Fund for cultural/diversity programs
- Minority coaches seminar

#### ***Non-permissive Uses***

- Capital improvements (e.g., structures, facilities)
- Increase countable grants-in-aid for member schools
- Provide for an administrative fee
- Supplement funds for the strategic alliance matching grant program
- Professional dues
- game tape exchange
- Provide funding for the conference required audit
- Ticket giveaways