

A G E N D A

The National Collegiate Athletic Association

Chancellor/Presidents Advisory Group

Hyatt Regency Indianapolis
Indianapolis, IN

August 5, 2009
6 – 9 p.m.

1. Welcome. (Trible)
2. Advisory Group Roster. [Supplement No. 1]
3. Overview of Advisory Group. [Supplement No. 2]
4. Division III Identity Initiative. (Jacobs)
 - a. Summary of research conducted. [Supplement No. 3a will be distributed at the meeting.]
 - b. Review draft communications platform. [Supplement No. 3b will be distributed at the meeting.]
 - c. Discuss development of activation plan.
 - d. Timeline. [Supplement No. 3c]
5. Presidential leadership. [Supplement No. 4] (Dutcher)
6. 2010 NCAA Convention.
 - a. Convention Schedule. [Supplement No. 5] (Kareti)
 - b. Membership Sponsored Proposals. [Supplement No. 6] (Jones)
 - Review proposals properly submitted by the Division III Membership.
 - c. Presidents Council Proposals. [Supplement No. 7] (Jones)

7. Items of Information.
 - a. Division III Budget. [Supplement No. 8] (Harris)
 - Review NCAA Division III 2009-10 and six-year budget projections.
 - Discuss development of proposed 2010-12 budget.
 - b. Division III Strategic Plan. [Supplement No. 9] (Harris)
 - Review recent additions to the Division III Strategic Plan from the White Papers.
 - c. Reporting secondary violations. (Strobel)
8. Next meeting: Friday, January 15, 2010, Division III Chancellors/Presidents Luncheon and Issues Forum at the NCAA Convention in Atlanta, Georgia.
9. Other business.
10. Adjournment.



2009 CHANCELLOR/PRESIDENTS ADVISORY GROUP

Livingston Alexander

President
University of Pittsburgh, Bradford [Allegheny Mountain]
300 Campus Drive
Bradford, PA 16701
Phone: 814/362-7501
FAX: 814/362-7690
Cell: 814/598-1411
E-Mail: alexand@exchange.upb.pitt.edu
Assistant: Sandy Green
E-Mail: smg4@pitt.edu
Term Expiration: January 2012

Robert Antonucci

President
Fitchburg State College [MASCAC]
160 Pearl Street
Fitchburg, MA 01420
Phone: 978/665-3101
FAX: 978/665-3699
E-Mail: rantonucci@fsc.edu
Assistant: Gail Wyatt
E-Mail: gwyatt@fsc.edu
Phone: 978/665-3101
Term Expiration: January 2010

Kendall Baker

President
Ohio Northern University [Ohio Athletic]
Lehr Memorial
Ada, Ohio 45810
Phone: 419/772-2030
FAX: 419/772-1932
E-Mail: k-baker@onu.edu
Assistant: Sharon A. Hawkins
E-Mail: s-hawkins@onu.edu
Phone: 419/772-2030
Term Expiration: January 2013

James Bultman

President
Hope College [MIAA]
President's Office
P.O. Box 9000
Holland, MI 49422-9000
Phone: 616/395-7780
FAX: 616/395-7111
E-Mail: bultmanj@hope.edu
Assistant: Delores Wernette
E-Mail: wernette@hope.edu
Phone: 616/395-7780
Term Expiration: January 2013

John Byrd

President
Simpson College [Iowa Intercollegiate]
701 North C Street
Indianola, Iowa 50125
Phone: 515/961-1566
FAX: 515/961-1623
Cell: 515/249-4876
E-Mail: presidents.office@simpson.edu
Assistant: Brenda Wickett
Phone: 515/961-1611
E-Mail: brenda.wickett@simpson.edu
Term Expiration: January 2011

F. Gregory Campbell

President
Carthage College [CCIW]
2001 Alfrod Park Drive
Kenosha, WI 53141
Phone: 262/551-5858
FAX: 262/551-5973
E-Mail: poc@carthage.edu
Assistant: Paul Hegland
E-Mail: paul@carthage.edu
Term Expiration: January 2010

Thomas Chema

President
Hiram College (North Coast Athletic
Conference)
3rd Hinsdale
Hiram, Ohio 44234
Phone: 330/569-5120
FAX:
E-Mail: chematy@hiram.edu
Assistant: Donna Rood
E-Mail: roddb@hiram.edu
Term Expiration: June 2010

Charles Edmondson

President
Alfred University [Empire 8]
1 Saxon Drive
Alfred, New York 14802
Phone: 607/871-2101
FAX: 607/871-2339
E-Mail: edmondson@alfred.edu
Assistant: Mary C. McAllister
E-Mail: mcallister@alfred.edu
Phone: (607) 871-2101
Term Expiration: January 2011

Patrick Ferry

CEO/President
Concordia University (WI) [Northern Athletics
Conference]
12800 North Shore Lake Drive
Meguon, WI 53097-2402
Phone: 262/243-4385
FAX: 262/243-4564
E-Mail: patrick.ferry@cuw.edu
Assistant: Lynne Schroeder
E-Mail: lynne.schroeder@cuw.edu
Term Expiration: January 2010

George B. Forsythe

President
Westminster College (Missouri) [St. Louis
Intercollegiate Athletic Conference]
501 Westminster Avenue
Fulton, Missouri 65251
Phone: 573/592-5315
FAX: 573/592-5140
Cell: 573/544-5179
E-Mail: barney.forsythe@westminster-mo.edu
Assistant: Kay Jarboe
Phone: 573/592-5315
E-Mail: kay.jarboe@westminster-mo.edu
Term Expiration: January 2012

Pamela Gann

President
Claremont McKenna-Harvey Mudd-Scripps
Colleges
500 East Ninth Street
Claremont, California 91711-6400
Phone: 909/621-8111
FAX: 909/621-8790
E-Mail: pamela.gann@claremontmckenna.edu
Assistant: June McCartney
E-Mail:
June.McCartney@claremontmckenna.edu
Term Expiration: January 2010

Karen Gross

President
Southern Vermont College [New England
Collegiate Conference]
982 Mansion Drive
Bennington, Vermont 05201
Phone: 802/442/5427
FAX:
E-Mail: kgross@svc.edu
Assistant: Sue Lamontagne
E-Mail: suela@svc.edu
Term Expiration: January 2011

James Harder

President
Bluffton University [Heartland Athletic
Conference]
1 University Drive
Bluffton, Ohio 45817-2104
Phone: 419/358-3324
FAX: 419/358-3323
E-Mail: harderj@bluffton.edu
Assistant: Sally Siferd
E-Mail: siferds@bluffton.edu
Phone: 419/358-3324
Term Expiration: January 2012

**James Harris (Vice Chair of Presidents
Council)**

President
Widener University [Middle Atlantic States]
One University Place
Chester, PA 19013
Phone: 610/499-4101
FAX: 610/499-4196
E-Mail: james.t.harris@widener.edu
Assistant: Janis Sendek
E-Mail: jssendek@widener.edu
Term Expiration: January 2011

Dennis Hefner

President
State University College of Fredonia [SUNYAC]
Fenton Hall
Fredonia, New York 14063
Phone: 716/673-3456
FAX: 716/673-3446
E-Mail: hefner@fredonia.edu
Assistant: Denise Szalkowski
E-Mail: denise.szalkowski@fredonia.edu
Term Expiration: January 2010

Catharine Hill

President
Vassar College [Liberty League]
124 Raymond Avenue
Poughkeepsie, N.Y. 12604-0001
Phone: 847/437-7200
FAX: 847/437-7726
E-Mail: chill@vassar.edu
Assistant: Ilene Cooke
E-Mail: ilcooke@vassar.edu
Term Expiration: January 2012

William N. Johnson

President [Capital Athletic Conference]
Wesley College
120 North State Street
Dover, Delaware 19901
Phone: 302/736-2508
FAX: 302/736-2312
Cell Phone: 302/242-2500
E-Mail: wnj@wesley.edu
Assistant: Ellen Coleman
Phone: 302/736-2508
E-Mail: colemael@wesley.edu
Term Expiration: January 2011

David Joyce

President
Ripon College [Midwest]
300 Seward Street
Ripon, WI 54971
Phone: 920/748-8118
FAX: 920/748-8767
E-Mail: joyced@ripon.edu
Assistant: Pam Klinger
E-Mail: klingerp@ripon.edu
Term Expiration: January 2011

W. Hubert Keen

President
SUNY, Farmingdale [Skyline Conference]
2350 Broadhollow Road
Farmingdale, New York 11735
Phone: 631/420-2239
FAX: 631/420-2753
Cell : 516/458-5343
E-Mail: keenhu@farmingdale.edu
Assistant: Anita Pallateri
E-Mail: anita.pallateri@farmingdale.edu
Term Expiration: January 2010

Marcia Keizs

President
York College (New York)
94-20 Guy R. Brewer Blvd.
Jamaica, New York 11451
Phone: 718/262-2350
FAX: 718/262-2352
E-Mail: mkeizs@york.cuny.edu
Assistant: Sandra Bell Adams
E-Mail: sadams@york.cuny.edu
Term Expiration: January 2012

Thomas R. Kepple, Jr.

President
Juniata College [Landmark Conference]
1700 Moore Street
Huntingdon, PA 16652
Phone: 814/641-3101
FAX: 814/641-3355
E-Mail: kepplet@juniata.edu
Assistant: JoAnn Isenberg
E-Mail: isenbej@juniata.edu
Phone: 814/641-3101
Term Expiration: January 2010

Brian Levin-Stankevich

Chancellor
University of Wisconsin, Eau Claire [WIAC]
105 Garfield Avenue
Eau Claire, WI 54702-4004
Phone: 715/836-2327
FAX: 715/836-2902
Cell: 715/559-7091
E-Mail: levinsbl@uwec.edu
Assistant: Susan Johnson
E-Mail: johnsosu@uwec.edu
Term Expiration: January 2010

Jacqueline Liebergott

President
Emerson College [Great Northeast Athletic Conference]
120 Boylston Street
Boston, MA 02116
Phone: 617/824-8525
FAX: 617/824-8511
E-Mail: Jackie.Liebergott@emerson.edu
Assistant: Anne Shaughnessy
E-mail: Anne.Shaughnessy@emerson.edu
Term Expiration: January 2010

Barry Mills

President
Bowdoin College [New England Small College]
5700 College Station
Brunswick, Maine 04011-8448
Phone: 207/725-3221
FAX: 207/725-3795
E-Mail: bmills@bowdoin.edu
Assistant: Rebecca Smith (July 15)
E-Mail: rsmith2@bowdoin.edu
Term Expiration: January 2012

Rosalind Reichard

President
Emory and Henry College [Old Dominion]
P.O. Box 947
30461 Garnand Drive
Emory, Virginia 24327-0947
Phone: 276/944-6107
FAX: 276/944-65984
E-Mail: rreichard@ehc.edu
Assistant: Diane Underwood
Phone: 276/944-6107
E-Mail: dunderwood@ehc.edu
Term Expiration – January 2012

Lisa Marsh Ryerson

President
Wells College [North Eastern Athletic Conference]
170 Main Street
Aurora, New York 13026-0500
Phone: 315/364-3265
FAX: 315/364-3335
E-Mail: president@wells.edu
Assistant: Meredith Cook VanDuyne
E-Mail: mvanduyne@wells.edu
Phone: 315/364-3475
Term Expiration: January 2011

Jack Ohle (Member of DIII Management Council)

President
Gustavus Adolphus College
800 West College Avenue
Saint Peter, MN 56082
Phone: 507/933-7538
Cell: 507/469-5541
FAX: 507/933-7081
E-Mail: president@gustavus.edu
Assistant: Jolene Christensen
E-Mail: jolene@gustavus.edu
Term Expiration: June 2010

Frederik Ohles

President
Nebraska Wesleyan University [Independent]
5000 St. Paul Avenue
Lincoln, NE 68504
Phone: 402/465-2217
FAX: 402/465-2103
E-Mail: president@nebrwesleyan.edu
Assistant: Melanie Armstrong
Phone: 402/465-2102
E-Mail: marmstro@nebrwesleyan.edu
Term Expiration: January 2010

Kathleen Owens

President
Gwynedd-Mercy College
1325 Sumneytown Pike
Gwynedd Valley, PA 19437-0901
Phone: 215/641-5548
FAX: 215/641-5509
E-Mail: owens.k@gmc.edu
Assistant: Isabella K. Beach
E-Mail: beach.i@gmc.edu
Phone: 215/641-5548
Term Expiration: January 2011

John Russell

President
McMurry University [American Southwest]
South 14th & Sayles Boulevard
Abilene, Texas 79697
Phone: 325/793-3803
FAX: 325/793-4628
E-Mail: jrussell@mcm.edu
Assistant:
E-Mail:
Phone:
Term Expiration: January 2012

Larry Schall

President
Oglethorpe University [SCAC]
4484 Peachtree Road, NE
Atlanta, GA 30319
Phone: 404/364-8320
Fax: 404/364-8320
E-Mail: lschall@oglethorpe.edu
Assistant: Terri Williams
Phone: 404/364-8319
E-Mail: twilliams1@oglethorpe.edu
Term Expiration: January 2010

James Schmotter

President
Western Connecticut State University
[Little East Conference]
181 White Street
Danbury, CT 06810
Phone: 203/837-8300
FAX: 203/837-8283
E-Mail: schmotterj@wcsu.edu
Assistant: Janet McKay
E-mail: mckayi@wcsu.edu
Phone: 203/837-8460
Term Expiration: January 2013

Ron Thomas

President
University of Puget Sound [Northwest
Conference]
1500 N. Warner
Tacoma, WA 98416-1094
Phone: 253/879-3202
FAX: 253/879-3938
E-Mail: president@ups.edu
Assistant: Laura Ficke
E-Mail:
Phone: 253/839-3202
Term Expiration: January 2013

Timothy R. Thyreen

President
Waynesburg University [PAC]
51 West College Street
Waynesburg, PA 15370
Phone: 724/852-3251
FAX: 724/627-3545
E-Mail: thyreen@waynesburg.edu
Assistant: Barbara Duffield
E-Mail: Duffield@waynesburg.edu
Phone: 724/852-3396
Term Expiration: January 2013

L. Baird Tipson

President
Washington College (Maryland) [Centennial
Conference]
300 Washington Avenue
Chestertown, Maryland 21620-1197
Phone: 410/778-7201
FAX: 410/778-7850
E-Mail: btipson2@washcoll.edu
Assistant: Annie Coleman
Phone: 410/778-7201
E-Mail: acoleman2@washcoll.edu
Term Expiration: January 2010

Debra Townsley

President
Nichols College [Commonwealth Coast
Conference]
123 Center Road
P.O. Box 5000
Dudley, Massachusetts 01571-5000
Phone: 508/213-2215
FAX: 508/213-2248
E-Mail: debra.townsley@nichols.edu
Assistant: Cindy Brown
Phone: 508/213-2215
E-Mail: cindy.brown@nichols.edu
Term Expiration: January 2012

Paul Tribble (Chair of Presidents Council)

President
Christopher Newport University
One University Place
Newport News, Virginia 23606-2998
Phone: 757/594-7001
FAX: 757/594-7864
E-Mail: ptribble@cnu.edu
Assistant: Beverley Mueller
E-mail: bmueller@cnu.edu
Phone: 757/594-7002
Term Expiration: January 2010

Leonard Tyler

President
Maine Maritime Academy [North Atlantic
Conference]
Box C-3
Pleasant Street
Castine, Maine 04420
Phone: 207/326-2220
FAX: 207/326-2110
E-Mail: lt Tyler@mma.edu
Assistant: Annette Dixon
E-mail: adixon@mma.edu
Term Expiration: January 2010

J. Cameron West

President
Huntingdon College (Great South Athletic)
1500 East Fairview Avenue
Montgomery, Alabama 36106
Phone: 334/833-4409
FAX: 334/833-4485
E-Mail: camwest@huntingdon.edu
Assistant: Sandy Kelser
E-Mail: skelser@huntingdon.edu
Term Expiration: January 2013

Mark Wrighton

Chancellor
Washington University in St. Louis [UAA]
1 Brookings Drive, 228 North
St. Louis, Missouri 63130-4899
Phone: 314/935-5100
FAX: 314/935-4744
E-Mail: wrighton@wustl.edu
Assistant: Virginia Withers
Phone: 314/935-5164
E-Mail: vwithers@wustle.edu
Term Expiration: January 2010

Management Council Representative**Lynn Oberbillig (Chair of MC)**

Director of Athletics
Smith College
Ainsworth Gym
Northampton, MA 01063
Phone: 413/585-2701
FAX: 413/585-2712
Cell: 413/230-1545
E-Mail: loberbil@email.smith.edu
Assistant: Linda Rainville
E-Mail: lrainvil@email.smith.edu
Term Expiration: January 2011

NCAA Staff Liaisons**Daniel T. Dutcher**

Vice-President for Division III
E-Mail: ddutcher@ncaa.org

Leah Kareti

Director of Division III
E-Mail: lkareti@nccaa.org

Jay Jones

Governance Liaison/
Director of Academic and Membership Affairs
for Division III
E-Mail: jjones@ncaa.org

Jeff Myers

Governance Liaison
Associate Director of Academic and
Membership Affairs for Division III
E-Mail: jmyers@ncaa.org

Azure Davey

Governance Liaison
Associate Director of Academic and
Membership Affairs for Division III
E-Mail: adavey@ncaa.org

Jack Copeland

Associate Director of the NCAA News
E-Mail: jcopeland@ncaa.org

Jennifer Kearns

Associate Director of Public and Media
Relations
E-Mail: jkearns@ncaa.org

Eric Hartung

Associate Director of Research for Divisions II
and III
E-Mail: ehartung@ncaa.org

Debbie Kresge

Executive Assistant for Division III
E-Mail: dkresge@ncaa.org

US MAIL ADDRESS

NCAA
P.O. Box 6222
Indianapolis, IN 46206-6222

FEDEX ADDRESS

NCAA Distribution Center
1802 Alonzo Watford Sr. Drive
Indianapolis, IN 46202

Telephone: 317/917-NCAA (6222)

Facsimile: 317/917-6972

Division III Chancellor/Presidents Advisory Group

Rationale for Establishment of Division III Chancellor/Presidents Advisory Group.

The Division III Chancellor/Presidents Advisory Group was established in response to the desire of the Division III Presidents Council to more directly and effectively engage presidents and chancellors in governance discussions at the national, conference and institutional levels.

Current position of this Advisory Group within the governance structure.

The Division III Chancellor/Presidents Advisory Group is not a legislated entity within the Division III governance structure. This allows the opportunity to develop a meeting structure and schedule that best benefits the Division III chancellors/presidents, conferences and the Division III Presidents Council.

Goals and Objectives of the Division III Chancellor/Presidents Advisory Group.

The main objectives of the Division III Chancellor/Presidents Advisory Group are:

- To enhance the level of understanding by chancellors/presidents in the NCAA governance process related to key issues facing Division III.
- To enhance the leadership of chancellors/presidents in the governance of intercollegiate athletics at the national, conference/independent and institutional levels. Special emphasis will be placed on key legislative proposals and policies and strategic direction.
- To enhance the integration of athletics programs within the educational mission of Division III schools and conferences. Special emphasis will be placed on strategic initiatives implemented through the new Division III conference grant program.
- To better recognize and accommodate the differing models of conference governance and expectations of leadership by chancellor/presidents within Division III.

Structure of the Division III Chancellor/Presidents Advisory Group.

Composition.

The Division III Chancellor/Presidents Advisory Group consists of one chancellor or president from each Division III voting conference not currently represented on the Presidents Council or by a chancellor/president on the Management Council. The group also includes two representatives from the Association of Division III Independents. Appropriate efforts shall be made to ensure the diversity of the group. As a minimal goal, group membership should include at least one person who is an ethnic minority and at least two persons of each gender; a single member shall not be considered to meet both minimums.

Appointment

Each commissioner of conferences not currently represented by a chancellor/president on the Presidents or Management Councils will be asked to identify a chancellor/president to serve on the Advisory Group.

Duties.

The Division III Chancellor/Presidents Advisory Group advises and provides input to the fifteen members of the Division III Presidents Council, and facilitates communication from the Council to chancellor/president colleagues in their respective conferences/group of independents.

Term of Office.

Representatives to the group serve a minimum of two years, and a maximum of three years. If a representative assumes responsibility for a term midyear, that individual shall still complete his or her term in conjunction with an NCAA Convention, and shall not exceed three years of service. Each Division III conference and the Association of Division III Independents are authorized to determine the exact term of office of their respective Advisory Group member. Further, after completing a term of office, members of the Advisory Group may not serve again for two years. The term of office shall be annually reported to the Division III Presidents Council and published in the NCAA Division III Newsletter and The NCAA News. Alternates or designees may be invited to attend the meeting, if necessary.

Frequency of meetings and conference calls.

- In-person meetings will be held in August and January given the Division III legislative cycle. For 2009-10, the in-person meetings will be August 5 and January 15, 2010.
- The August in-person meetings shall be held the day before the Division III Presidents Council meetings. The January in-person meeting shall coincide with the annual presidential luncheon at the NCAA Convention.
- Conference calls could be held before the April or October Presidents Council meetings and as required during other times of the year. Conference calls would be no longer than one hour in length.

Methods of communication.

Communication will occur predominantly through e-mail following the quarterly Management Council meetings but before the Presidents Council meetings so that information and input from the Division III Chancellor/Presidents Advisory Group can be shared with the Division III Presidents Council members. These policies will continue to evolve in order to implement the most efficient and effective means of communication.

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DIII Presidents Advisory Group 08/09

Division III Identity Initiative Timeline
2009

Late February/early March	Strategic Planning and Finance Committee Conference Call.
March 9-April 29	Phase I: Discovery & Assessment.
March 9-April 29	Phase II: Qualitative Research – Campus visits.
March 26	Division III Leadership Meeting at Christopher Newport University – formal project approval.
April 6-May 30*	Phase II: Quantitative Research
April 30	Presentation of Findings to Presidents Council – Indianapolis, IN.
May 11-12	Regional Rules Seminar – Atlanta, Georgia.
June 1	Review of Quantitative finds with Division III Leadership.
June 1-2	Regional Rules Seminar – Anaheim, California.
June 6-August 5	Development of Division III Strategic Communication Platform.
June 17-18	Division III Commissioners Meeting – Indianapolis, IN.
June 18-21	NACDA – Orlando, Florida
July 16-20	Student-Athlete Advisory Committee (SAAC) – Denver, Colorado
July 20-21	Management Council Meeting – Denver, Colorado.
August 6-7	Presentation of Platform to Chancellor/Presidents Advisory Group and Presidents Council – Indianapolis, IN.
August – October	Development of Preliminary Activation Plan.
October 19-20	Review of draft Activation Plan by Management Council – Indianapolis, IN.

October 29	Review of draft Activation Plan by Presidents Council – Indianapolis, IN.
November – December	Distribution of Preliminary Communications Platform and Activation Plan to membership.
Mid-November	FARA – St. Louis, Missouri.
November 20-22	SAAC – Indianapolis, IN.
Late November	Strategic Planning and Finance Committee Conference Call.
January 13-16, 2010	Discussion of the Division III Identity Initiative at the NCAA Convention – Atlanta, Georgia

*Phase II quantitative survey will be fielded to member institution administrators and student-athletes in early May prior to finals and end of school year. The development of the participant lists, preliminary questionnaire and programming will begin prior to the presentation of findings to the Presidents Council, to achieve distribution in early May.

Presidential Leadership

White Paper No. 1, published in September 2008, identified greater presidential leadership as essential for Division III to successfully address the various challenges related to membership growth anticipated through 2020. Changes to the NCAA governance structure in 1997 established a greater emphasis on presidential leadership in the Association, placing presidents and chancellors in the ultimate leadership position within each division. However, the following factors remain relevant:

- The Division III Philosophy Statement currently is silent on the issue of presidential leadership.
- At 80% of Division III institutions, athletics reports directly to a senior administrator other than the president – typically a vice-president for student affairs or academic affairs.
- The Presidents Council and Chancellors and Presidents Advisory Group (PAG) have expressed a strong desire for the division to establish a more strategic and selective leadership role for presidents, while delegating more administrative and operational details to the expertise of the division's athletics administrators, especially those serving on the Management Council.

Based on these findings, the Presidents Council is actively considering the following initiatives.

I. 2010 Convention

The Presidents Council has agreed to sponsor a proposal at the 2010 Convention to add to the Division III Philosophy Statement the expectation that presidents and chancellors shall perform a leadership role in the administration of intercollegiate athletics at the institutional, conference and national levels.

The Management Council has reviewed and approved the following draft language for this proposal. The proposed language is subject to final approval by the Presidents Council.

**DIVISION MEMBERSHIP – DIVISION III PHILOSOPHY STATEMENT –
AFFIRMATION OF PRESIDENTIAL LEADERSHIP AT INSTITUTIONAL,
CONFERENCE AND NATIONAL GOVERNANCE LEVELS OF DIVISION III**

Convention Year: 2010

Effective Date: August 1, 2010

Source: NCAA Division III Presidents Council

Proposal Category: Presidents Council

Topical Area: Membership

Status: Submitted to National Office

Intent: Specify in the Division III Philosophy Statement the expectation for presidential leadership and authority over intercollegiate athletics at the campus, conference and national governance levels.

Bylaws:

20.11 Division III Membership Requirements

DIVISION III PHILOSOPHY STATEMENT

Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which a student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and in which coaches play a significant role as educators. They also seek to establish and maintain an environment that values cultural diversity and gender equity among their student-athletes and athletics staff.

To achieve this end, Division III institutions:

- (a) **Expect that institutional presidents and chancellors have the ultimate responsibility and final authority for the conduct of the intercollegiate athletic programs at the institutional, conference and national governance levels;**

[20.11-(a) through 20.11-(n), renumbered as 20.11-(b) through 20.11-(o), unchanged.]

[Remainder of 20.11, unchanged.]

Rationale: Presidents and chancellors have the ultimate leadership responsibility within the NCAA's governance structure; however, the Division III Philosophy Statement currently contains no specific reference to the leadership expectations related to presidents and chancellors at the institutional, conference or national governance levels of the division. Specifically addressing this issue within the Division III Philosophy Statement will acknowledge and reinforce the ultimate authority that presidents and chancellors hold throughout Division III. The proposal is not intended to undermine institutional and conference autonomy in the exercise of this leadership role.

Estimated Financial Impact: None.

Review History:

April 30, 2009: Approved in Concept - Presidents Council Supplement No. 10.

II. 2011 Convention and Thereafter.

The Presidents Council also has endorsed in concept a series of recommendations that would allow it and the broader community of Division III presidents and chancellors to focus on more strategic issues, while empowering the Management Council to assume more leadership related to operational and administrative issues. The proposals are targeted for a membership vote at the 2011 Convention or thereafter.

Policy Changes Under Consideration:

- (1) Establish a more focused 'presidential grouping' of proposals at each year's Convention. The current method for identifying the "presidential grouping" of proposals for the annual Convention is to place all proposals designated for 'roll call' vote within the "presidential grouping." Adjusting the focus of the presidential grouping so that the group would contain only those proposals with a presidential focus or those impacting the core principles and philosophies of Division III would have several benefits. This change in focus would allow Division III presidents to engage more intently upon select proposed changes and shift the presidential focus toward strategic questions and away from operational issues. This change would also allow for some directed educational efforts toward Division III presidents (e.g., the Presidents Council chair could do a video session of 'presidential proposals' each year) regarding the smaller group of changes impacting them. Long term, a more focused presidential grouping could also yield the possibility for further discussion on designating a specific time for presidential attendance and voting on these particular proposals at the Convention, which would improve presidential travel planning and allow Division III presidents to maximize the time that they would spend at Convention. The change could also lead to discussions about better options for presidential engagement, such as whether or not proposals within such a grouping would need an annual vote or if the voting could be done on a less frequent basis. It could also allow the development of possible voting alternatives such as remote, electronic, or proxy voting for presidents in certain years.
- (2) Establish a group to vet concepts and proposals in order to determine whether they are of a nature warranting review by the Presidents Council. Establish guidelines for what this group would use in determining which items the Council would ultimately review. Also, allow this group to approve the final legislative drafts of proposals endorsed by the Presidents Council. Establishing a separate group to vet concepts and proposals for review by the Presidents Council would eliminate the Council's current practice of reviewing all proposals and concepts and instead focus the Council's energies upon strategic initiatives and changes. Establishing objective review guidelines that focus on clear, fundamental tenets of the Division III Philosophy Statement would set the proper framework for identifying issues that warranted the Presidents Council's attention. Utilizing this group for approval of the draft legislative language for all proposals would also save time and make the

Presidents Council's agenda more efficient. (See also legislative recommendation No. 4, Page 5)

- (3) Establish standing Wednesday night planning session with the Presidents Council at each quarterly meeting. Currently, the Presidential Advisory Group meets for a planning session on the Wednesday night before the July Presidents Council meeting. This is a beneficial arrangement and should be maintained. Adding additional planning sessions for the Presidents Council prior to its other meetings would have value by allowing the group to focus on strategic concerns and key divisional issues during the planning discussion and therefore direct attention to working reports and other business items during the regular Thursday meetings.

Legislative Changes:

- (1) Eliminate the need for the Presidents Council to serve as the sponsor for all of the governance-sponsored proposals going forward for Convention vote. Changing the sponsorship requirements of governance sponsored proposals would shift the Presidents Council focus to a more strategic role and allow the Management Council to develop and sponsor operational based legislation. This shift would have a positive impact for the meeting time of both Councils and would also provide a clear indication to the membership relative to the strategic or operational functions of a particular proposal. For proposals that were sponsored by the Management Council, legislated sponsorship guidelines for voting requirements at the Management Council level could be established (e.g., three-fourths of Management Council need to support the concept in order to sponsor legislation).

In addition, this change would allow the Management Council to both move proposals and state positions for those proposals during the business session at Convention, which would therefore focus the discussion on position papers and Convention preparation during the Presidents Council meeting to a minimal number of proposals. The Presidents Council would retain the ability to sponsor expedited legislation in the currently defined timeline for issues that might need more timely attention.

- (2) Utilize the existing 'division dominant' legislative designation in order to establish and maintain important divisional concepts. Placing the division dominant status upon legislative provisions directly and objectively linked to the division's philosophy statement would better establish and maintain important divisional concepts by requiring a two-thirds majority vote of the membership in order for that legislation to be amended. An example of such usage would be that Bylaw 15.1, prohibiting athletics aid. The authority to use this category of legislation already exists within the division's constitution; however, it has not been utilized by Division III. It should be noted that the initial designation of an existing legislative provision to 'division dominant' would require a two-thirds majority vote of the membership.

- (3) Eliminate the 'noncontroversial' nomenclature currently used for certain Division III legislation. The nomenclature of 'noncontroversial' as a legislative category remains an inaccurate use of terminology. Reclassifying this type of legislation and section of the blue pages within the Official Notice as a 'consent package' or other more appropriate designation would better serve the Division III membership in its understanding and trust of the legislative process.
- (4) Add Senior Administrators with Athletics Oversight to the Management Council. The Council discussed the addition of two senior administrators with athletics oversight to the Management Council roster, expanding total Management Council membership from 19 to 21. Such individuals, along with the two current presidents already serving on the Management Council, could broaden the prospective for legislative discussions, and could facilitate the exercise of greater legislative authority by the Management Council. The Council discussed the formation of a subcommittee to review legislation comprised of the two presidents that serve on the Management Council, two senior administrators with athletics oversight and two presidents from the Presidents Council. (See also policy recommendation No. 2, Page 3)
- (5) Presidential leadership at the conference level. The Council discussed requiring conferences to submit proof of active presidential leadership. Despite the current legislative requirement for presidential oversight, it appears that presidents may not actively lead some Division III conferences. While the existing Conference Self-Study Guide (CSSG) addresses the importance of presidential leadership, the division may benefit from adopting a more specific standard of participation (e.g., minimum annual conference calls of conference's presidential leadership group) to permit presidents to exercise strategic leadership at the conference level.

2010 NCAA CONVENTION
PROPOSED CORE SCHEDULE OF SELECTED EVENTS
AS OF 6/15/09
DRAFT

[illegible]

2010 NCAA CONVENTION
PROPOSED CORE SCHEDULE OF SELECTED EVENTS
AS OF 6/15/09
DRAFT

Friday, January 15

Saturday, January 16

6:30 a.m.														
7 a.m.														
7:30 a.m.	President's Breakfast 7:30-9 a.m.									Delegates Breakfast 7-8:30 a.m.				
8 a.m.													Div. I BOD/SAAC Brkfst 8-9:30 a.m.	
8:30 a.m.														
8:45 a.m.														
9 a.m.														
9:30 a.m.														
10 a.m.	Div. II Chancellors/Presidents Programming 10 a.m.-noon					Div. III Issues Forum 9-11:30 a.m.		Div. II Issues Forum 8-9:30 a.m.		Div. II Business Session 8 a.m.-1 p.m.				
10:30 a.m.								Div. I LCs/SAAC Breakfast 8-9:30 a.m.						
10:45 a.m.								Div. I Issues Forum 9:30-11:30 a.m.						
11 a.m.														
11:30 a.m.														
11:45 a.m.														
Noon	Div. II Chancellors/Presidents Luncheon Noon-1 p.m.									Div. III Business Session 8 a.m.-1 p.m.				
12:15 p.m.														
12:30 p.m.														
12:45 p.m.														
1 p.m.	Divisions II and III Conference Meetings 1-5 p.m.									Delegates Luncheon 11:30 a.m.- 1:30 p.m.				
1:15 p.m.														
1:30 p.m.														
2 p.m.													Div. I BOD/LCs Luncheon 11:30 a.m.-1 p.m.	
2:30 p.m.														
2:45 p.m.														
3 p.m.														
3:15 p.m.														
3:30 p.m.														
4 p.m.														
4:15 p.m.														
4:30 p.m.														
4:45 p.m.														
5 p.m.														
5:30 p.m.														
5:45 p.m.														
6 p.m.														
6:15 p.m.	Honors Celebration 6-8 p.m. (times tentative)									Executive Committee 5:30-8 p.m.				
6:30 p.m.														
6:45 p.m.														
7 p.m.														
7:30 p.m.	Honors Celebration 6-8 p.m. (times tentative)									President's Reception 7:30-9 p.m.				
8 p.m.														
8:30 p.m.														
8:45 p.m.														
9 p.m.														
9:30 p.m.														
10 p.m.														



August 2009 Presidents Council Meeting - Membership Sponsored Legislation for 2010 Convention

IPOPL Number	Title	Source	Effective Date	Intent	Committees For Evaluation
1-1	RECRUITING -- ELECTRONIC TRANSMISSIONS -- EXCEPTION - - USING SOCIAL NETWORKING FOR PUBLIC INFORMATION AT PROSPECTIVE STUDENT- ATHLETES OPTION	Centennial Conference Needs cosponsor	Immediate	To permit an institution's athletics department or an institution's campus department acting on behalf of athletics to send electronically transmitted correspondence to a prospective student-athlete in forms other than electronic mail and facsimiles, under specified conditions.	Student-Athlete Advisory Committee (SAAC) and Interpretations and Legislative Committee (ILC)
1-2	RECRUITING -- TRYOUT EXCEPTION -- LOCAL SPORTS CLUB MILEAGE RADIUS	Minnesota Intercollegiate Athletic Conference Needs cosponsor	Immediate	To specify that an institution's coach may be involved in any capacity in the same sport for a local sports club or organization located in the institution's home community, provided all prospective student-athletes who participate with the coach are legal residents of the area (within a 100-mile radius of the institution).	SAAC and ILC

IPOPL Number	Title	Source	Effective Date	Intent	Committees For Evaluation
1-3	ELIGIBILITY -- TRANSFER REGULATIONS -- RESIDENCE REQUIREMENT -- DISCIPLINARY SUSPENSION -- EXCEPTION	Massachusetts State College Athletic Conference Needs cosponsor	August 1, 2010	To specify that a transfer student who meets the requirements of the two-year nonparticipation exception shall be immediately eligible on transfer to the certifying institution, even if the student was disqualified or suspended from the previous institution for disciplinary reasons.	Academic Issues Subcommittee (AIS); SAAC; and ILC
1-4	PLAYING AND PRACTICE SEASONS -- ATHLETICALLY RELATED ACTIVITIES -- CERTIFIED STRENGTH AND CONDITIONING PERSONNEL MONITORING AND CONDUCTING WORKOUTS	Minnesota Intercollegiate Athletic Conference Needs cosponsor	August 1, 2010	To permit certified strength and conditioning personnel to conduct voluntary workouts for all student-athletes.	SAAC; Committee on Competitive Safeguards and Medical Aspects of Sports (CSMAS); and Playing and Practice Seasons Subcommittee (PPSS)

1-5	DIVISION III MEMBERSHIP REQUIREMENTS AND PLAYING AND PRACTICE SEASONS -- MINIMUM CONTESTS REQUIREMENTS FOR SPORTS SPONSORSHIP AND MAXIMUM CONTEST LIMITATIONS -- BASEBALL AND SOFTBALL	North Atlantic Conference Needs cosponsor	August 1, 2010	In baseball and softball, to decrease the number of intercollegiate contests required to meet sports-sponsorship requirements from 25 to 20; further, to decrease the maximum number of contests permitted in these sports from 40 to 36.	SAAC; PPSS; Membership Committee; and Championships Committee – including baseball and softball sport committees
1-6	PLAYING AND PRACTICE SEASONS -- FOOTBALL -- WALK-THROUGH SESSIONS DURING THE FIVE-DAY ACCLIMATIZATION PERIOD	American Southwest Conference and Empire 8.	August 1, 2010	In football, to specify that an institution may conduct one one-hour walk-through session per day of the acclimatization period, provided protective equipment (e.g., helmet, shoulder pads) is not worn, equipment related to football (e.g., football, blocking sled) is not used and conditioning activities do not occur. Further, to specify that student-athletes must be provided with at least three hours of continuous recovery time between the end of the on-field practice session and the start of the walk-through session.	SAAC; PPSS; and CSMAS

1-7	DIVISION III MEMBERSHIP REQUIREMENTS -- MINIMUM CONTESTS AND PARTICIPANTS REQUIREMENTS FOR SPORTS SPONSORSHIP -- BASEBALL AND SOFTBALL	North Atlantic Conference Needs cosponsor	August 1, 2010	In baseball and softball, to decrease the number of intercollegiate contests required to meet sports-sponsorship requirements from 25 to 20.	SAAC; PPSS; Membership Committee; and Championships Committee – including baseball and softball sport committees
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August 2009 Presidents Council Meeting - Presidents Council Legislation for 2010 Convention

Convention Legislation - These proposals represent significant changes to current legislation and require approval by the Management Council and ultimate sponsorship by the Presidents Council. A two-thirds vote of the Division III Management Council (present and voting) is required to recommend that the Presidents Council sponsor or oppose a specific legislative proposal. They are put before the membership for a vote at the annual Convention business session.

Note – in the following proposals:

- Those letters and words that appear in ~~*italics and strikethrough*~~ are to be deleted.
- Those letters and words that appear in **bold and underlined** are to be added; and
- Those letters and words that appear in normal text are unchanged from the current Division III legislation.

Proposal Number	Title	Status	Source	Effective Date	Intent	Budget Impact
2010-1	RECRUITING AND PLAYING AND PRACTICE SEASONS -- TRYOUT EXCEPTION -- RECREATIONAL ACTIVITY -- EXCEPTION FOR FACILITY MONITORING AS PART OF NORMAL EMPLOYMENT ARRANGEMENT	Ready for Convention Vote	NCAA Division III Presidents Council [(Management Council (Playing and Practice Seasons Subcommittee and Interpretations and Legislation Committee)].	Immediate	To permit an institution's coaching staff member to observe recreational activities of prospective student-athletes and nonorganized sport-specific activities of currently enrolled student-athletes, provided the coach observes these activities while monitoring an institutional facility for purposes of safety and facility security as part of normal employment duties and the facility is not restricted to specific users at the time.	Some institutions may be able to save additional personnel dollars by allowing coaching staff members to monitor facilities as a part of their normal employment duties.

Proposal Number	Title	Status	Source	Effective Date	Intent	Budget Impact
2010-2	ELIGIBILITY -- CRITERIA FOR DETERMINING SEASON OF ELIGIBILITY -- MINIMUM AMOUNT OF PARTICIPATION -- COMPETITION DURING THE NONTRADITIONAL SEGMENT -- BASEBALL, FIELD HOCKEY, LACROSSE, SOCCER, SOFTBALL AND WOMEN'S VOLLEYBALL -- ALUMNI CONTEST	Ready for Convention Vote	NCAA Division III Presidents Council [Management Council (Playing and Practice Seasons Subcommittee)].	August 1, 2010	In baseball, field hockey, lacrosse, soccer, softball and women's volleyball, to permit a student-athlete to participate in one date of competition and an alumni contest during the nontraditional segment without using a season of participation.	None.
2010-3	PLAYING AND PRACTICE SEASONS -- FIRST CONTEST OR DATE OF COMPETITION -- EXEMPTED ALUMNI CONTEST	Ready for Convention Vote	NCAA Division III Presidents Council [Management Council (Playing and Practice Seasons Subcommittee)].	August 1, 2010	To permit institutions to conduct the exempted alumni contest at any time during the playing season including prior to the first permissible contest date.	None.
2010-4	RECRUITING -- TRYOUTS -- DEREGULATION AND REFORMATTING OF TRYOUT - PERMISSIBLE AND NONPERMISSIBLE TRYOUTS	Ready for Convention Vote	NCAA Division III Presidents Council [Management Council (Interpretations and Legislation Committee)].	Immediate	To deregulate and reformat the tryout legislation to specify that a tryout in which prospective student-athletes demonstrate their athletics abilities at a coach's direction, tryout events and varsity competition against high school or preparatory school teams are impermissible; further, to specify that other physical related activities involving prospects that are not specifically prohibited shall be permissible.	Minimal. This proposal could allow for coaches to be employed by club teams that they currently are not permitted to be employed by and may also allow for some limited types of athletics events on campus that are currently not permitted.

Proposal Number	Title	Status	Source	Effective Date	Intent	Budget Impact
2010-5	DIVISION MEMBERSHIP -- DIVISION III PHILOSOPHY STATEMENT -- AFFIRMATION OF PRESIDENTIAL LEADERSHIP AT INSTITUTIONAL, CONFERENCE AND NATIONAL GOVERNANCE LEVELS OF DIVISION III	Ready for Consideration by Presidents Council	NCAA Division III Presidents Council	August 1, 2010	Specify in the Division III Philosophy Statement the expectation for presidential leadership and authority over intercollegiate athletics at the campus, conference and national governance levels.	None.

The National Collegiate Athletic Association

Projected 2009-10 Budget Breakdown

	<u>2008-09</u> <u>Budget</u>	<u>Inflationary/ Reallocations/ New Initiatives</u>	<u>2009-10</u> <u>Budget</u>
Revenue:			
Division III 3.18% Revenue Allocation	21,019,800		22,578,000
Total Revenue	<u>21,019,800</u>		<u>22,578,000</u>
Expenses:			
Championships Expense (base budget rolled over from prior year)	15,681,500		16,278,800
4% Inflationary and Enhancement increase	627,300		652,333
Championship Webcasting	30,000		30,000
Championship New Initiatives	-		-
Championships Overhead Allocation	247,400		247,400
Total Championships Expense	<u>16,586,200</u>		<u>17,208,533</u>
Strategic Initiative Conference Grant Program (Note 1)	1,852,250		1,852,250
Other Division III Strategic Initiatives			
NAD3AA Partnership	51,000		51,000
Conference Commissioners Meeting	15,000		15,000
Regional Seminar Planning	15,000		15,000
SWA Enhancement Grant Program (NACWAA/HERS)	48,000		48,000
Division-wide Sportsmanship Initiative	15,000		15,000
Strategic Alliance Matching Grant	670,000		670,000
Women & Minority Intern Program	820,000		820,000
Financial Aid Education/Enforcement	10,000		10,000
S-A Regional Leadership Conference	680,000		680,000
Student-Athlete Reinstatement CD-ROM	-		-
Drug and Alcohol Education	125,000		125,000
Drug Education and Testing Pilot (new initiative)	350,000	(100,000)	250,000
Division III Identity Program	-	100,000	100,000
Division III Financial Recovery Insurance	200,000		200,000
Overhead Allocation (including National Office staffing)	786,500		786,500
Total Program Expenses	<u>5,637,750</u>		<u>5,637,750</u>
Total Division III Expenses	<u>22,223,950</u>		<u>22,846,283</u>
Excess Revenue over Expense	<u>(1,204,150)</u>		<u>(268,283)</u>

Note 1: Beginning in 2006, the Strategic Initiatives Grant Program combines several individual grant programs into one grant (Regional Seminar grants, Commissioners/SID Meeting grants, Coaches Enhancement grants, Conference Technology and SAAC grants, FARA/SWA/CAO/CSA grants, and Initiative Grants for Diversity, Membership Education and S-A Well-Being).

The National Collegiate Athletic Association

Division III 6-Year Projection

	2006-2007	2007-2008	2008-2009	2009-2010	2010-11	2011-12
Revenue:						
Division III 3.18% Revenue Allocation	19,052,000	20,404,000	21,019,800	22,578,000	23,957,675	25,746,584
Expenses:						
Championships Base Budget (Note 1)	13,932,461	14,758,589	16,586,200	17,208,533	17,886,978	18,592,561
Championships Initiatives	-	-	-	-	-	-
Division III Insurance	200,000	200,000	200,000	200,000	200,000	200,000
Programs Base Budget	4,326,689	4,925,193	5,272,750	5,437,750	5,511,750	5,511,750
Programs Initiatives	-	-	165,000	-	-	-
Total Division III Expenses	<u>18,459,150</u>	<u>19,883,782</u>	<u>22,223,950</u>	<u>22,846,283</u>	<u>23,598,728</u>	<u>24,304,311</u>
Net Change in Fund Balance	<u>592,850</u>	<u>520,218</u>	<u>(1,204,150)</u>	<u>(268,283)</u>	<u>358,946</u>	<u>1,442,273</u>
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 11,349,724	\$ 11,942,574	\$ 12,462,792	\$ 11,258,642	\$ 10,990,359	\$ 11,349,305
Less:						
Net Change in Fund Balance	592,850	520,218	(1,204,150)	(268,283)	358,946	1,442,273
Ending Fund Balance (Projected Reserve and Unallocated Funds)	<u>\$ 11,942,574</u>	<u>\$ 12,462,792</u>	<u>\$ 11,258,642</u>	<u>\$ 10,990,359</u>	<u>\$ 11,349,305</u>	<u>\$ 12,791,578</u>
Mandated Reserve (Note 3)	\$1,905,200	\$2,040,400	\$2,101,980	\$2,257,800	\$2,395,767	\$2,574,658
Including the following contingencies:						
Championship Contingency (Note 4)	500,000	500,000	500,000	500,000	500,000	500,000
Funds Available Less Mandated Reserve (Note 6)	<u>\$20,459,766</u>		<u>\$17,889,221</u>		<u>\$19,170,458</u>	
Note 1:	The championships budget increases each year based on 4% inflation. The conference grant program within the non-championship initiative budget would increase by 4% every two years.					
Note 2:	The 2006-07 and 2007-08 amounts listed are actual revenues and expenses. The budgets for 2009-2012 do not contain any new initiatives at this time.					
Note 3:	Beginning with 2006-07, the reserve shall not fall below 10% of the Division III revenue allocation.					
Note 4:	The Championships Contingency fund was created to support year-end championships budget shortfalls. It is not included in the championships base budget or the total Division III budget, but is a portion of the overall Mandated Reserve that has been allocated to championships. Only the unused portions of this contingency will roll over into the next year.					
Note 5:	Beginning with 2006-07, the Executive Committee approved a 25 percent budget reduction for all NCAA committees. The reduction from the championships committees has been added back into the Division III reserve total.					
Note 6:	The Funds Available balance is figured on the ending fund balance for both years in the two-year budget cycle less the mandated reserve for those same two years.					

Future Budget Inclusions:

2008-09 \$110,000 Women and Minority Intern Program (increase by 4%)	2009-10	\$100,000 Division III Identity initiative (covered through reallocation)
\$99,000 Strategic Initiative Conference Grant program increase (inflationary increase and reallocations)		\$120,000 Championships Per Diem Increase of \$2 (inflationary increase)
\$15,000 Conference Commissioners Meetings		\$241,000 Championships Indiv/Team non SA increase (inflationary increase)
\$32,500 Research Staff position (cost split between Div. II and Research)		\$61,000 Championships M & W Cross Country squad size increase (inflationary increase)
\$1,500 NADIIAA Partnership Grant increase		
\$3000 SWA Enhancement Grant increase		
\$180,000 Championships Per Diem Increase of \$3 (inflationary increase)		
\$45,000 Championships Officials Per Diem & Fee Increase of \$5 (inflationary increase)		
\$81,000 Championships - Track & Field Squad Size Increase (inflationary increase)		
\$60,000 Championships - Other Maintenance Items (inflationary increase)		

Division III Strategic Plan

2008-09 and 2009-10 Budget Biennium

Vision Statement: Division III will be a dynamic and engaging group of colleges, universities and conferences of varying sizes and missions committed to an environment that encourages and supports diversity, values, fairness and equity, and places the highest priority on the overall educational experience of the student-athletes in the conduct of intercollegiate athletics.



Division III

INTRODUCTION

Strategic planning serves many purposes. It assures that (1) major strategic objectives, initiatives and concerns are identified and addressed consistent with the Association-wide goals and Division III philosophy; (2) priorities are established consistent with the Association-wide strategic plan, and effort and attention are focused on the most critical issues; and (3) the best possible use is made of finite resources.

History

The plan was unveiled in 1998 as the division embarked on its new federated structure. The Division III Management Council Strategic Planning Subcommittee developed the framework for the plan with broad participation of the Presidents Council, Division III and Association-wide committee structure, and the Division III membership. The 2004 version of the Division III Strategic Plan was developed by a joint subcommittee of the Management and Presidents Councils consistent with the Association-wide strategic plan adopted by the NCAA Executive Committee in April, 2004. The 2004 plan contained many of the existing initiatives and priorities to ensure that the programs and results remain consistent with Division III objectives. However, significant changes occurred as the 2005 and 2006 plans linked the relationship to the Division III philosophy with each Association-wide goal and outlined a series of outcome measures for each goal. Another significant change occurred in 2006-07 as the Division III Strategic Initiatives Grant Program resources were funneled directly to Division III Conferences and the Association of Independents. With this change, many strategic initiatives previously administered at the NCAA national office moved to the local control of conferences and institutions. The localized program encourages collaboration and involvement of all Division III constituent group representatives in the planning, decision-making and accountability of programming and funding to achieve the goals established in the division's strategic plan. Presidential oversight and accountability with the process and budget allocations, consistent with the legislated leadership role of presidents within conference governance, is paramount.

In 2008-09, the strategic plan underwent a format change to create a forward looking document that highlights the goals and expectations of a budget biennium. Much of the reporting done in previous plans was moved into a Division III annual report, and standard committee operations are now reflected in each committee's policy and procedure guide (available on each committee's home page on ncaa.org). The plan clearly articulates the division's funding priorities, and explains when an initiative is funded by Division III, and when it is funded from the broader Association-Wide budget. The plan's appendix shows the philosophical or constitutional justification for all programs funded with Division III dollars. This foundation of the Division III strategic plan is the NCAA's Association-wide goals and objectives.

New for 2009-10, the plan was updated to highlight the division's strategic priorities. Most 2009-10 priorities resulted from a series of presidentially authored white papers on membership growth and published during September of 2008.

DIVISION III PHILOSOPHY STATEMENT

Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which a student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and in which coaches play a significant role as educators. They also seek to establish and maintain an environment that values cultural diversity and gender equity among their student-athletes and athletics staff. To achieve this end, Division III institutions:

- (a) Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs;
- (b) Shall not award financial aid to any student on the basis of athletics leadership, ability, participation or performance;
- (c) Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators;
- (d) Encourage participation by maximizing the number and variety of athletics opportunities for their students;
- (e) Assure that the actions of coaches and administrators exhibit fairness, openness and honesty in their relationships with student-athletes;
- (f) Assure that athletics participants are not treated differently from other members of the student body;
- (g) Assure that athletics programs support the institution's educational mission by financing, staffing and controlling the programs through the same general procedures as other departments of the institution. Further, the administration of an institution's athletics program (e.g., hiring, compensation, professional development, certification of coaches) should be integrated into the campus culture and educational mission;
- (h) Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admission process;
- (i) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body;
- (j) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body;
- (k) Provide equitable athletics opportunities for males and females and give equal emphasis to men's and women's sports;
- (l) Support ethnic and gender diversity for all constituents;
- (m) Give primary emphasis to regional in-season competition and conference championships; and
- (n) Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities.

The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. The above statement articulates principles that represent a commitment to Division III membership and shall serve as a guide for the preparation of legislation by the division and for planning and implementation of programs by institutions and conferences.



DIVISION III CURRENT STRATEGIC PRIORITIES

Define a distinct philosophy for Division III that emphasizes the educational value of the holistic student experience.

- Initiate a comprehensive effort to define and promote the Division III identity.
- Create an identity for Division III as a conscious alternative to the sport-specialization culture, and as an accessible and fulfilling educational and athletics destination. Emphasize a fuller, more integrated academic experience as the primary goal and consideration in all divisional endeavors.
- Undertake a comprehensive educational effort related to the philosophy statement.

Establish a greater strategic role for presidents in the Division III Governance Structure.

- Specifically address in the philosophy statement expectations for presidential leadership and involvement at the campus, conference and national levels.
- Establish greater strategic focus and legislative authority within the Division III governance structure for presidents, as well as for the Presidents Council in consultation with the Chancellor/Presidents Advisory Group (PAG).

Establish meaningful goals and objectives for diversity and gender equity issues.

- Review the objectives and the division's programs supporting diversity and gender equity.
- Establish strategies to increase and diversify the pool of candidates for Division III committee service.

Further student-athlete well-being by determining the most appropriate drug education and testing program(s) for the division.

- Analyze the results of the 2007-09 Drug Education and Testing Pilot and determine what appropriate education and/or testing programs the division should pursue.

Enable institutions to assess adherence to the Division III philosophical principle that student-athletes should have academic performance consistent with the general student body.

- Conduct an academic reporting pilot to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.

Other White Paper Recommendations to be incorporated into committee agendas or policy and procedure guides. Recommendations may or may not be moved forward for further action, per committee review.

White Papers No. 1: Presidential Leadership

- More actively encourage greater participation in the Association's orientation session for new chancellors and presidents. (2009-10 and beyond)
- Partner with higher education associations to present programming related to intercollegiate athletics at existing meetings, especially in conjunction with existing leadership development programs. (2010-11 and beyond)
- Ensure the Institutional Self Study Guide and the Conference Self Study Guide directly addresses expectations regarding presidential leadership, including reporting lines and communication with key campus and conference constituents. (2010-11)
- Require at least three presidents from each athletics conference, and group of independents, to attend the annual NCAA Convention. [2011]
- Develop a best practices guide for chancellors and presidents related to presidential involvement on the campus, conference and national levels. (2011-12)

White Paper No. 2: The Philosophy and Identity of Division III

- Consider specific steps to educate governing boards regarding the division's philosophy, related institutional commitments, and presidential expectations. (2010-11 and beyond)

White Paper No. 3: Division III Financial Aid Standards

- Designate significant financial aid regulations as division dominant, which thus require a two-thirds majority vote to amend. (2011)

White Paper No. 4: Division II as a Possible Membership Destination

- Require the use of the Division II financial aid simulation tool or other similar exercise as part of the Division III exploratory membership program. (2009-10)
- Enhance the NCAA Web site to permit existing and potential members to more clearly and directly compare and contrast the philosophies and legislative requirements of Divisions II and III, as well as related membership profiles (e.g., average and ranges for enrollment, sport sponsorship, budgets, geographic location, etc.). (2009-10)
- Include educational programming related to membership at the annual rules seminars and/or Convention. (2010-11)
- Conduct periodic joint meetings of the Divisions II and III Membership Committees. (biannual, starting in 2010-11)

White Paper No. 5: Sports Sponsorship and Membership Requirements

- Pursue technology through which institutions and conferences may fulfill educational obligations of membership. (2009-10)
- Review the current conditions and obligations of membership to determine what requirements are most appropriate for the division, and whether specific activities or commitments should be added to or removed from the current list. (2009-10)
- Amend the membership penalty structure and timetable to better distinguish requirements and related penalties, giving top priority to the fulfillment of sports sponsorship requirements. (2011)

White Paper No. 6: Preference for Current Playing Season Standards

- Engage in a more thorough review of the appropriate amount of competition permitted in the nontraditional segment. (2010-11)
- Solidify the division's position on playing season length by amending the philosophy statement to clarify its intent, and amend the statement to enumerate a commitment to supporting a student-athletes' right to meaningful participation in non-athletic pursuits as a method of enriching the overall educational experience. (2011)
- Establish key playing season legislation (such as extensions of the playing season) as division dominant, thus requiring a two-thirds majority vote to amend. (2011)

White Paper No. 7: Academic Considerations

- Encourage conferences to actively monitor and review the initial eligibility and continuing academic progress of student-athletes vs. the general student body. (2010-11)
- Amend the philosophy statement to emphasize that Division III athletics are primarily focused on the undergraduate educational experience in a four-year time frame and that initial and continuing eligibility standards are best left to institutional and conference autonomy. (2011)
- Modify legislative procedure to require a division-dominant (two-thirds majority) vote to amend the redshirting prohibition. (2011)
- Explore the establishment of aggregate "dashboard" indicators (e.g., grade-point averages, class rank, persistence and graduation rates), which would permit a school to compare institutional data with aggregate data from selected institutions of interest. (2011-12)
- Assign the reporting process a prominent role related to any Division III identity effort, consistent with the division's academic identity and its philosophical tenet that the academic performance of student-athletes is consistent with that of the general student body. (2011-12)
- Actively monitor the progress of the College Sports Project's pilot reporting program and consider the experience and results of program participants in the consideration of a further, division-wide policy initiative. (Ongoing)

White Paper No. 8: Division III Championships

- Establish related sports sponsorship projections, and corresponding bracket enhancement timetables, as appropriate to accommodate projected growth in both team and individual sports, through 2020. (2009-10)
- Change the access ratio policies, as necessary, to limit the championships field in team sports to 64. (2011)

White Paper No. 9: Budget Priorities and Dues Structure

- Develop enhanced revenue streams in the form of a dues increase. New dues revenue should be targeted to directly support divisional needs. (2011)
- Continue efforts to identify and meet membership needs. The division should establish greater control over its own financial future to mitigate uncertainty in future broadcast agreements. (ongoing)

NCAA Goals and Related Division III Programs and Objectives

Association Wide Goal 1: Athletics as Integral to Higher Education. Student-athletes will be better educated and prepared for increased and lifelong achievement and success.

Objectives

- Increase support of reform efforts that emerge from the governance structure.
- Increase the number of student-athletes who succeed academically.
- Increase opportunities for student-athletes to integrate their academic, athletics and social interests.
- Enhance the leadership role of athletics administrators and increase the role of coaches as advocates for the values of intercollegiate athletics.

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Division III Resource Allocation</u>
Conference visits by Presidents Council, Management Council and Student-Athlete Advisory Committee (SAAC) Members and staff.	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
Virtual Focus Groups.	All conferences, through VFGs, will engage in dialog on a quarterly basis.	Association-wide funding
Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.	Conference visits, Quarterly newsletters, monthly Commissioner/NADIII AA updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
Annual Division III Commissioners meeting.	All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics.	\$10,000
Student-athlete leadership conferences.	At least 80 percent of eligible institutions will participate annually in DIII Student-Athlete Leadership Conferences, 80 percent of participating student-athletes will implement the action plan developed at the conference, and 100 percent of participating coaches and administrators will become stronger advocates for the values of intercollegiate athletics.	\$680,000
Champs/Life Skills programs.	The program will be available to all Division III institutions that choose to participate.	Association-wide funding
Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.	All institutions will access strategic initiative conference grant dollars over a four year period, and all conferences will optimally use the full allocation of funds each year.	\$800,000
National SAAC Outreach.	Celebrate successful campus SAAC community outreach in each quarterly DIII Newsletter, engage in community outreach at each National SAAC meeting, and annually educate student-athletes about National Student-Athlete Day and other community initiatives.	Association-wide funding
Academic Reporting Pilot	Determine availability and comparability of graduation rates of student-athletes with general student body rates.	TBD Estimated \$50–100,000 to be reallocated from other programs

ASSOCIATION-WIDE GOAL 2: The Student-Athlete Experience. Student-athletes will be enriched by a collegiate athletics experience based on fair and reasonable standards and a commitment to sportsmanship.

Objectives

- Increase the applications of fairer and more flexible regulations that favor student-athletes.
- Increase the opportunities for women and minorities to participate in intercollegiate athletics at all levels.
- Increase sportsmanship in intercollegiate athletics among student-athletes, coaches and fans.

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Women and Minority Internship Program	The division will assess the original goals of this program to understand its legacy and to formulate future, long terms goals related to diversity of the athletics administrative and governance structures.	\$820,000
Strategic Alliance Matching Grant	The division will assess the original goals of this program to understand its legacy and to formulate future, long terms goals related to diversity of the athletics administrative and governance structures.	\$670,000
Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives	All conferences and at least 50% of institutions will engage in programming related to diversity, gender equity and sportsmanship initiatives.	\$550,000
The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.	Balance membership of Division III Committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
Get in the Game Web Site	The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.	Provisional/Reclassifying Membership fees
Committees will exercise fair and flexible decision making when making waiver and interpretive decisions.	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
Regional Rules Seminars	Education sessions on Division III rules and regulations will be offered annually.	\$15,000
Rules Test	The Membership Committee shall annually make available a clear and fair rules test that all members can access on line to comply with the condition and obligation of membership to administer the rules test.	Overhead
Conduct quality championships with fair selection processes and appropriate access.	The Championships Committee will continually assess the appropriateness of bracket sizes and selection processes.	\$17,208,533
NACWAA/HERS Institutes (administrative advancement & executive).	The Division will fund this professional development opportunity for female athletics administrators in a manner most accommodating to applicant individuals.	\$48,000
Division III National office and Conference Commissioner Association Sportsmanship Partnership: Be Loud, Be Proud, Be Positive Campaign and Conduct Foul Program.	At least 75 percent of DIII member conferences will actively engage in monitoring and recognizing a commitment to sportsmanship annually. Emphasis shall be placed on the development of campus and conference policies for game and event management and increasing promotion of positive actions by coaches, student-athletes and fans.	\$15,000
Examine demographic trends and consider whether Division III or Association-wide programming is appropriate to effect change in the division's student-athlete demographic profile.	The percentage of minority individuals in the student-athlete population should be consistent with the percentage of minority individuals in the general student-body.	Association-wide funding

ASSOCIATION-WIDE GOAL 3: Informed Governance and Decision-Making.

Member institutions and conferences will have access to data, research and best practices that assist governance and management of intercollegiate athletics.

Objectives

- Increase opportunities and support for chief executive officers to participate and make more informed decisions about intercollegiate athletics.
- Increase opportunities for member institutions and conferences to share best practices in support of the Association's core values.
- Increase the number and quality of research initiatives on relevant issues to help member institutions and conferences make informed decisions.
- Increase opportunities for affiliated organizations to provide input for more informed decision-making.
- Enhance hiring practices for administrators, coaches and other athletics personnel, resulting in more inclusive leadership in intercollegiate athletics.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Establish a greater strategic role for presidents in the Division III governance structure.	The Division III Philosophy Statement should specifically address expectations for presidential leadership and involvement at the campus, conference and national levels. Establish greater strategic focus and legislative authority for presidents in the Division III governance structure, as well as the Presidents Council in consultation with PAG.	TBD
Quarterly Presidential Communication	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
Division III Governance Outreach to Affiliates.	Governance structure representatives will engages with affiliates on an issue-specific basis (e.g., higher education association meetings, annual sports chairs and championships committee meeting, FARA annual meeting and symposium, National Association of Student Financial Aid Administrators Seminar).	Overhead
Presidential Programming at the NCAA Convention.	CEO involvement at the NCAA Convention will be increased by encouraging three presidents per conference to attend annually.	Association-wide funding
Institutional and Conference Self Studies	All institutions and conferences will conduct regular reviews with active participation of campus/conference presidents. Presidential involvement shall promote an understanding of institutional control and the primary compliance role of presidents. Institutional reviews shall assess standards on recruiting, admissions, academic eligibility, student services, student-athlete profiles, personnel and a commitment to Division III philosophical priorities (e.g., equitable athletics opportunities for males and females.) Conference reviews shall include an assessment of conference alignments, values and priorities to support increased partnerships between conference members.	Overhead
Sports sponsorship and Institutional Self-Study audits.	The Membership Committee shall annually review member compliance with sports sponsorship requirements and completed Institutional Self-Study instruments to assess compliance with membership criteria and assess educational needs of the membership. Members placed on probation shall be required to complete an athletics program assessment.	Provisional/Reclassifying membership fees

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Financial Aid Reporting Process	All institutions will participate in the data-driven reporting process. Greater availability of historical data shall enable increased emphasis on the role of enforcement and penalties for future reporting years.	\$10,000
Drug Education and Testing Pilot	Conduct an academic-year round drug education and testing pilot to provide information about and experience with NCAA drug education and testing on campus, assess the impact of education and testing on drug use, and to enhance drug-use deterrence strategies.	For 2008-09: \$350,000 Division III funding for the pilot, plus \$250,000 in Association-wide funding. \$125,000 Division III funding to support additional drug and alcohol education initiatives. For 2009-10: \$250,000 Division III funding for pilot analysis and potential reallocation to other initiatives, and \$125,000 Division III funding to support continuation of the additional drug and alcohol education initiatives.
Continually monitor Division III membership size and related access to championship and other services.	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead

ASSOCIATION-WIDE GOAL 4: Effective National Office Administration.
The National Office will be operated in an accountable, efficient manner.

Objectives

- Increase partnership with the membership. Better define the national office's role.
- Increase flexibility, responsiveness and efficiency of interpretations, enforcement and appeals processes.
- Increase the timeliness, clarity, conciseness and effectiveness of membership communication.
- Increase use of technology to improve the effectiveness and efficiencies of Association processes.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Implement use of available technology to regularly deliver NCAA messages and rules education.	The governance structure will continually assess common needs and available technologies to increase the timeliness, clarity, conciseness and effectiveness of membership communication.	Overhead
Partnership with National Association of Division III Athletics Administrators.	The governance structure will provide financial support to the NADIII AA. National office staff will support this membership-led organization in its professional development offerings.	\$51,000
Educate the membership on the role of the NCAA national office.	Increase membership understanding of the role of the national office by including this information in governance presentations made at Leadership Conferences, Regional Seminars, conference meetings, and other appropriate venues.	Overhead
Conference Contact program	Continue to service all conferences and ensure new conferences are accommodated according to program guidelines (e.g., verbal interpretations; consistent NCAA staff contact).	Overhead
Strategic Initiative Conference Grant Program: Tier Three - Technology Grants.	Provide funding to conferences offices to upgrade or maintain technical capabilities to access technical platforms used by the NCAA.	\$250,125

ASSOCIATION-WIDE GOAL 5: Perceptions of the Association and Intercollegiate Athletics.

The public will gain a greater understanding of and confidence in the integrity of intercollegiate athletics and will more readily support its values.

Objectives

- Increase awareness of and advocacy for the positive values of intercollegiate athletics among the media and the public and within the membership.
- Increase the public's confidence in the Association as a whole.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.	Increase opportunities for promotion and marketing efforts on behalf of Division III institutions. This enables a marketing focus on the identity and unique distinctions of non-scholarship athletics participation.	\$250,125
Bi-Annual Sports Information Directors Meeting	Increased participation and communication with the media will be reflected by at least 80 percent of DIII conference sports information directors (SIDs) participating in a bi-annual meeting.	\$5,000
Research and develop Division III specific messages (PSAs) and activation tool ideas, concepts and share with the membership.	The division's measureable outcomes in this area will be reconsidered after the completion of the division's strategic communications platform.	TBD
Division III Identity Initiative	Define a distinct philosophy for Division III that emphasizes the educational value of the holistic student experience.	2009-10: \$100,000 in Division III funding

Projected NCAA Division III 2009-10 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Revenue:		<i>Division III Institutions....</i>
Division III 3.18% Revenue Allocation	\$22,578,000	
Expenses:		
Total Championships Expense	\$17,208,533	Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities. (Bylaw 20.11-(n))
Strategic Initiative Conference Grant Program	\$1,852,250	Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs; (Bylaw 20.11-(a))
NAD3AA Partnership	\$51,000	The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)
Conference Commissioners Meeting	\$15,000	The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)
Regional Seminar Planning	\$15,000	The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance. (Constitution 2.8.2)
SWA Enhancement Grant Program (NACWAA/HERS)	\$48,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))
Division-wide Sportsmanship Initiative	\$15,000	Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(c))
Strategic Alliance Matching Grant	\$670,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))
Women & Minority Intern Program	\$820,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))
Financial Aid Education/Enforcement	\$10,000	Shall not award financial aid to any student on the basis of athletics leadership, ability, participation or performance; (Bylaw 20.11-(b))
Student-Athlete Leadership Conference	\$680,000	Seek to establish and maintain an environment in which a student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and in which coaches play a significant role as educators. (Bylaw 20.11)
Drug and Alcohol Education	\$125,000	Intercollegiate athletics programs shall be conducted in a manner designed to protect and enhance the physical and educational well-being of student-athletes. (Constitution 2.2)
Drug Education and Testing Pilot	\$250,000	Intercollegiate athletics programs shall be conducted in a manner designed to protect and enhance the physical and educational well-being of student-athletes. (Constitution 2.2)
Identity Initiatives	\$100,000	This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).
Division III Financial Recovery Insurance	\$200,000	Intercollegiate athletics programs shall be administered in keeping with prudent management and fiscal practices to assure the financial stability necessary for providing student-athletes with adequate opportunities for athletics competition as an integral part of a quality educational experience. (Constitution 2.16)
Overhead Allocation (including National Office staffing)	\$786,500	N/A
Total Division III Expenses	\$22,846,283	
Excess Revenue over Expense	-\$268,283	

Note: The \$786,500 overhead fee covers time and miscellaneous expenses related to Division III staff and programs. The \$200,000 Financial Recovery Insurance protects the budget in case of a catastrophic event that would reduce or eliminate the division's share of association wide revenue. Further, reserve funds will be used towards the championships program in this biennium.