



A G E N D A

The National Collegiate Athletic Association

Division III Strategic-Planning and Finance Committee

USA Toll-free: 866/434-5269

Access Code: 5128535

Teleconference
Room 2e2

March 9, 2012
10:30 a.m. Eastern Standard Time

1. Welcome.
2. Review roster. [Supplement No. 1]
3. Review January 2012 Management Council report. [Supplement No. 2]
4. Executive Committee update. [Supplement No. 3]
5. Budget.
 - a. Review 2011-12 budget-to-actual. [Supplement No. 4a]
 - b. Review 2012-15 budget timeline. [Supplement No. 4b]
 - c. Review 2012-15 nonchamps budget requests. [Supplement No. 4c]
 - d. Review 2012-15 champs budget requests. [Supplement No. 4d]
 - e. Six-Year Projection. [Supplement No. 4e]
- *6. FAR Institute Pilot Evaluation. [Supplement No. 5]
- *7. Update - Division III Identity Initiative.
 - a. Activation timeline. [Supplement No. 6]
 - b. Identity resources for 2012-13.
8. Academic Reporting Pilot.
 - a. Executive Summary of Division III Issues Forum. [Supplement No. 7a]
 - b. Recommended next steps and timetable. [Supplement No. 7b]

9. Drug Education Partnership with NASPA. [Supplement No. 8]
10. Outcomes of the NCAA Inclusion Summit. [Supplement No. 9]
- *11. Division III Expense Reporting “Dashboard Indicators”. [Supplement No. 10]
12. Division III Student-Athlete Affairs Program Evaluation Status. [Supplement No. 11a]
 - a. Division III Ethnic Minority and Women’s Internship Grant. [Supplement No. 11b]
 - b. Division III Strategic Alliance Matching Grant. [Supplement No. 11c]
- *13. Conference Grant Program.
 - a. Tier Two proposal from Colonial States Conference. [Supplement No. 12a]
 - b. CWA recommendation. [Supplement No. 12b]
 - c. NACWAA LEI Institute. [Supplement No. 12c]
 - d. Recommendations from Division III Commissioners Association. [Supplement No. 12d]
14. Other business.
15. Adjournment.

* Action Items



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The National Collegiate Athletic Association
February 24, 2012 DTD:dsk

**REPORT OF THE
NCAA DIVISION III STRATEGIC PLANNING
AND FINANCE COMMITTEE**

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **Division III Budget to Actual and Six Year Projection.** The 2010-11 final budget to actual includes \$26,024,010 in revenue and \$23,164,990 in expenses [See Attachment A]. As of November 1, 2011, the current 2011-12 budget includes actual revenue of \$24,709,000 and actual expenses of \$4,397,453 [See Attachment B]. The expense total is comprised primarily of the Conference Grant Program, Strategic Alliance Matching Grant Program and Division III Internship Program, each of which pay significant expenses at the beginning of the fiscal year. The current six-year projection includes selected new initiatives for 2011-18, but others will likely be added as part of the 2012-15 budget planning process.

[NOTE: Attachment B has been updated since the Strategic Planning and Finance Committee teleconference.]

2. **Preliminary 2012-15 Budget Considerations.** The committee reviewed the series of championship and nonchampionship initiatives under consideration for the 2012-15 budget. The review provided the committee an opportunity to ask questions about the initiatives and provide guidance to the championships committee and staff prior to formal consideration of these budget initiatives on the committee's February teleconference. Initiatives under consideration for inclusion in the 2012-15 budget are described below.

	Initiative	Estimated annual expense	Program description
A	FAR Institute	\$85,000	<p>This program is designed to enhance the effectiveness of FARs at the campus, conference and national levels. It operated on a pilot basis in 2010 and 2011 with a budget allocation of \$75,000. Actual expenses were closer to \$80,000.</p> <p>The committee reviewed nomination and selection history by conference as well as participant evaluations.</p>

	Initiative	Estimated annual expense	Program description
B	MOAA Institute	\$50,000	<p>The Minority Opportunities in Athletics Association (MOAA) has requested that Division III engage in a partnership to provide enhanced educational opportunities to advance ethnic minorities in the profession of collegiate athletics administration. MOAA has proposed a two-phased plan to (1) develop current minority administrators via a symposium conducted at the NACDA and Affiliates Convention week and (2) increase the number of ethnic minorities in candidate pools for Division III positions via hosting a specialized workshop regarding the recruitment, development and retention of minority administrators.</p> <p>The committee advised the staff that phase two should be the initial focus of this partnership (enhancing candidate pools) followed later by the proposed phase one (enhanced development for ethnic minority individuals already holding administrative positions). See related informational item No. 3.</p>
C	NASPA Drug Education Collaboration	\$600,000	<p>The NCAA Division III and NASPA partnership will promote an integrated model for on-campus collaborations among student affairs and athletics professionals and provide resources to deliver effective alcohol and drug education for the well-being and success of all students.</p>
D	Division III Staffing	\$200,000	<p>In its April meeting, the NCAA Executive Committee approved a recommendation to grant Divisions II and III financial flexibility for dollars already allocated to Divisions II and III to manage potential support and staffing needs as membership increases over the next several years.</p> <p>The Division III governance staff is proposing an addition of two FTEs (to be placed in Academic and Membership Affairs and Governance) and the use of contract support to provide enhanced service to the Division's 442 active and provisional institutions and 42 conferences.</p>

	Initiative	Estimated annual expense	Program description
E	Special Olympics Activation	\$50,000	<p>The purpose of the partnership is to improve the lives of Special Olympics athletes through their involvement with Division III student-athletes and to foster a mutual learning experience between Division III student-athletes and Special Olympics athletes.</p> <p>Through this partnership, Division III student-athletes across the country will be encouraged to participate in existing Special Olympics events, create their own events, or otherwise serve to support Special Olympics organization. The activities pursued by student-athletes will vary in each state and region, tailored to best utilize the student-athletes' time and local resources.</p> <p>This partnership provides the opportunity for student-athletes to engage with Special Olympics and collaborate with existing student-led programs on campus.</p> <p>The Division III budget allocation will support the Special Olympics activities conducted at Division III Championships and related signage.</p>
F	Sports Information Professional Development	\$50,000	<p>The division currently provides professional development support to SIDs through Tier I of the Conference Grant program. Conferences are annually required to support at least one SID to attend a professional development event.</p> <p>This allocation would support enhanced professional development opportunities for campus SIDs. The initiative began as a result of CoSIDA asking Division III to consider issuing a model strategic communications document and the Division III SIDA response to that request indicating that Division III SIDs feel that they have both influence and respect on their individual campuses, but they do lack in staff support.</p>

	Initiative	Estimated annual expense	Program description
G	Championships Initiatives	\$3,341,373	<p>The sum total of all requests from all sport committee's totals over \$3 million, but the Championships Committee will prioritize which of these requests it believes should be funded. The requests focus primary on per diem increase, funding the recently approved travel party size increases, field size enhancements, and officiating enhancements.</p> <p>The committee advised that the Championships Committee retain as a priority the goal of fully funding all Division III championships.</p>

- NCAC Branch Rickey Mentor Program.** The committee reviewed information received from the North Coast Athletic Conference (NCAC) to identify current female and ethnic or racial minority NCAC students with interests in coaching, athletic administration or sports information careers and to help develop them into potential candidates for NCAC members.

The mentoring program is a professional shadowing experience that matches veteran NCAC athletic administrators and coaches with female and minority students who aspire to a career in college athletics. This experience provides mentees access to the full scope of what it means to be a collegiate athletics professional on and off the courts and fields, prior to, during and after game days. The goal is to show exactly what athletics professionals do in their jobs.

The committee endorsed providing financial support to this effort and also endorsed the general concept of developing Division III student-athletes into Division III athletics professionals.

- Division III Identity Initiative.** The committee reviewed a status report on recent and current activation of the Division III Identity Initiative. In 2010-11, over 90 percent of institutions and conferences purchased identity activation resources. The most popular purchased items were media backdrops, feather flags and A-frame banners. Approximately 85 percent of championships finals sites displayed initiative signage. The inventory of available signage for use at championships will increase each year, and division-specific messaging will be added to webcasts of championship competition (e.g., during timeouts, at halftime, etc.). In addition, institutions will receive a \$500 credit in

2011-12 to purchase Division III Identity Initiative items on the Purchasing Website as well as receive activation kits in October 2011 and February 2012.

5. **Academic Reporting Pilot.** The committee reviewed the current status and considered next steps of the Division III Academic Reporting Pilot. In the weeks prior to the 2012 NCAA Convention, honorariums will be distributed, feedback will be collected from participating schools regarding utility and relevance, and the preliminary pilot findings will continue to be shared with governance groups. A final pilot report will be presented to the full membership at the Issues Forum of the Convention, where delegates will be asked to engage in roundtable conversation on this topic.
6. **Financial Dashboards Pilot.** The committee reviewed the Division III Dashboard Indicators Pilot Program Timeline noting that final reports are to be shared with the Presidents and Management Councils during their January meeting; as well as the entire membership during the Convention's Business Session, Saturday, January 14.
7. **NCAA Student-Athlete Affairs Programming Update.** The committee received an update on the Division III programs administered by NCAA Student-Athlete Affairs. The Student-Athlete Leadership Forum is in its second year of a new format. Over 650 student-athletes have participated in the first two years of this updated program, with 185 of those being Division III student-athletes. The 2010 and 2011 Student-Athlete Affairs grant provided 75 Division III member institutions up to \$2,000 in grant money totaling approximately \$141,000 each year. Division III also set aside \$80,000 in 2010-11 to conduct campus based or regional division-specific initiatives. Those dollars were used to conduct a Boston, Massachusetts effective facilitation workshop, two effective facilitation workshops in concert with the NCAA Regional Rules conference and several campus and conference workshops. 2011-12 dollars will continue to be used to provide customized programming and requested initiatives to Division III student-athletes and athletics professionals.
8. **Conduct Foul Program Update.** The committee reviewed the Executive Summary of the NCAA Division III 2010-11 Conduct Foul Program and noted the continued success of the program to decrease conduct fouls in those conferences that participate in real time reporting.

9. **2012-15 Draft Scorecard.** The committee reviewed an updated draft of the 2011-12 Division III Governance Scorecard and endorsed the sponsorship of a comprehensive, division-wide survey during 2012-13 to understand current needs, challenges and successes. A similar survey has not occurred since February 2008.

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<u>The National Collegiate Athletic Association</u>				
<u>2010-11 Division III Budget-to-Actual (FINAL)</u>				
	2009-10	2010-11		
	Year-to-date		Year-to-date	
	Actual	Budget	Actual	Difference
Revenue:				
Division III 3.18% Revenue Allocation	24,220,734	24,073,000	26,024,010	(1,951,010)
Total Revenue	24,220,734	24,073,000	26,024,010	(1,951,010)
Expenses:				
Championship Expenses				
Men's Championships				
Baseball	1,451,017	1,692,740	1,638,032	54,708
Basketball	735,473	805,050	780,610	24,440
Cross Country	419,662	499,060	545,613	(46,553)
Football	1,296,360	1,366,150	1,262,599	103,551
Golf	400,673	498,890	459,146	39,744
Ice Hockey	246,042	314,180	349,186	(35,006)
Lacrosse	325,801	365,720	397,894	(32,174)
Soccer	861,497	1,001,740	908,911	92,829
Swimming & Diving	408,265	522,680	496,033	26,647
Tennis	464,179	498,360	491,858	6,502
Indoor Track	360,752	385,820	338,679	47,141
Outdoor Track	518,071	647,970	615,139	32,831
Volleyball	-	-	4,431	(4,431)
Wrestling	227,423	287,780	249,990	37,790
Championship Webcasting	15,000	15,000	-	15,000
Total Men's Championships	7,730,215	8,901,140	8,538,121	363,019
Women's Championships				
Basketball	817,341	928,860	875,894	52,966
Cross Country	418,053	507,820	519,898	(12,078)
Field Hockey	341,845	381,850	376,701	5,149
Golf	241,560	275,010	271,706	3,304
Ice Hockey	286,524	229,830	190,750	39,080
Lacrosse	452,249	591,180	490,508	100,672
Rowing	372,747	417,570	370,553	47,017
Soccer	963,440	976,050	1,008,694	(32,644)
Softball	1,278,421	1,292,700	1,439,319	(146,619)
Swimming & Diving	386,893	530,220	507,219	23,001
Tennis	495,459	577,320	510,702	66,618
Indoor Track	372,621	400,360	346,480	53,880
Outdoor Track	529,067	660,160	616,560	43,600
Volleyball	778,644	969,720	837,116	132,604
Championship Webcasting	15,000	15,000	-	15,000
Total Women's Championships	7,749,865	8,753,650	8,362,098	391,552
Championships Expense	15,480,080	17,654,790	16,900,219	754,571
Overhead	247,400	289,100	289,100	-
Total Championships Expense	15,727,480	17,943,890	17,189,319	754,571

Strategic Initiative Conference Grants	1,845,850	2,234,300	2,205,440	28,860
Other Division III Strategic Initiatives				
NAD3AA Partnership	61,698	51,000	47,166	3,834
SWA Enhancement Grant Program (NACWAA)	17,049	20,000	16,817	3,183
Division-wide Sportsmanship Initiative	11,000	15,000	16,250	(1,250)
Strategic Alliance Matching Grant	472,673	670,000	630,064	39,936
Women & Minority Intern Program	814,623	820,000	753,783	66,217
Regional Seminar Planning	15,000	15,000	15,000	-
S-A Leadership Conference	676,208	400,000	307,209	92,791
Campus-based Student-Athlete Leadership Programming	-	80,000	45,000	35,000
Drug and Alcohol Education	14,000	-	-	-
Drug Education and Testing Pilot	-	125,000	-	125,000
FAR Institute	-	75,000	80,752	(5,752)
Conference Commissioners Meeting	7,157	15,000	11,602	3,398
Academic Reporting Stipend	-	50,000	50,000	-
Division III Identity Program	129,357	600,500	561,888	38,612
Officiating	52,950	150,000	149,984	16
Division III Contributions	100,000	-	50,000	(50,000)
Division III Financial Recovery Insurance	200,000	200,000	150,000	50,000
Other Division III Initiatives	-	90,000	28,716	61,284
Overhead Allocation	786,500	856,000	856,000	-
Total Program Expenses	5,204,065	6,466,800	5,975,672	491,128
Total Division III Expenses	20,931,545	24,410,690	23,164,990	1,245,700
Excess Revenue over Expense	3,289,189	(337,690)	2,859,020	
Add: Previous Year's Fund Balance (Unallocated/Unused Funds)	14,172,756	17,461,945	17,461,945	
Total Fund Balance (Funds Available for Reserve/Future Use)	17,461,945	17,124,255	20,320,964	
Less: Mandated Reserve Funds Needed (Note 1)	2,422,073	9,258,400	10,819,208	
Total Funds Available for Contingency/Future Use	15,039,871	7,865,855	9,501,756	
Less: Encumbered for future year programs (Note 2)	970,250	488,000	488,000	
Total Division III Projected Unallocated Funds	14,069,621	7,377,855	9,013,756	
<p><u>Note 1:</u> The Mandated Reserve Funds Needed equals 80% of the annual revenue allocation less the \$10 million in Division III financial recovery insurance coverage.</p> <p><u>Note 2:</u> Amount of Encumbered for Future Year Programs is based on proposed budget initiatives/increases for the next budget cycle.</p>				

<u>The National Collegiate Athletic Association</u>				
<u>2011-12 Division III Budget-to-Actual (as of November 30, 2011)</u>				
	2010-11	2011-12		
	Year-to-date		Year-to-date	
	Actual	Budget	Actual	Difference
Revenue:				
Division III 3.18% Revenue Allocation	26,024,010	24,709,000	24,709,000	-
Total Revenue	26,024,010	24,709,000	24,709,000	-
Expenses:				
Championship Expenses				
Men's Championships				
Baseball	1,638,032	1,719,040	(3,672)	1,722,712
Basketball	780,610	805,550	1,486	804,064
Cross Country	545,613	555,635	51,146	504,489
Football	1,262,599	1,374,050	74,248	1,299,802
Golf	459,146	505,490	5,486	500,004
Ice Hockey	349,186	319,280	(158)	319,438
Lacrosse	397,894	389,620	9,495	380,125
Soccer	908,911	1,026,240	145,471	880,769
Swimming & Diving	496,033	531,180	8,319	522,861
Tennis	491,858	519,560	649	518,911
Indoor Track	338,679	388,320	717	387,603
Outdoor Track	615,139	674,270	(629)	674,899
Volleyball	4,431	247,800	(750)	248,550
Wrestling	249,990	287,380	(702)	288,082
Championship Webcasting	-	15,000	-	15,000
Total Men's Championships	8,538,121	9,358,415	291,107	9,067,308
Women's Championships				
Basketball	875,894	945,560	1,144	944,416
Cross Country	519,898	530,595	24,150	506,445
Field Hockey	376,701	388,050	38,596	349,454
Golf	271,706	279,110	1,481	277,629
Ice Hockey	190,750	231,430	444	230,986
Lacrosse	490,508	574,980	1,419	573,561
Rowing	370,553	413,470	(507)	413,977
Soccer	1,008,694	1,032,350	4,973	1,027,377
Softball	1,439,319	1,364,000	32,910	1,331,090
Swimming & Diving	507,219	538,020	5,264	532,756
Tennis	510,702	589,520	(67)	589,587
Indoor Track	346,480	402,760	(905)	403,665
Outdoor Track	616,560	711,360	1,726	709,634
Volleyball	837,116	943,720	20,904	922,816
Championship Webcasting	-	15,000	-	15,000
Total Women's Championships	8,362,098	8,959,925	131,532	8,828,394
Championships Expense	16,900,219	18,318,340	422,638	17,895,702
Overhead	289,100	366,550	91,638	274,913
Total Championships Expense	17,189,319	18,684,890	514,276	18,170,614

Strategic Initiative Conference Grants	2,205,440	2,384,300	2,326,668	57,632
Other Division III Strategic Initiatives				
NAD3AA Partnership	47,166	51,000	-	51,000
SWA Enhancement Grant Program (NACWAA)	16,817	20,000	-	20,000
Division-wide Sportsmanship Initiative	16,250	15,000	3,000	12,000
Strategic Alliance Matching Grant	630,064	670,000	618,281	51,719
Women & Minority Intern Program	753,783	820,000	636,449	183,551
Regional Seminar Planning	15,000	15,000	-	15,000
S-A Leadership Conference	307,209	356,000	60,104	295,896
Campus-based Student-Athlete Leadership Programming	45,000	80,000	6	79,994
Drug and Alcohol Education	-	125,000	322	124,678
Drug Education and Testing Pilot	-	150,000	-	150,000
FAR Institute	80,752	75,000	39,887	35,113
Conference Commissioners Meeting	11,602	15,000	-	15,000
Academic Reporting Stipend	50,000	-	-	-
Division III Identity Program	561,888	600,500	552,900	47,600
Officiating	149,984	-	-	-
Academic All-America Team Program (CoSIDA)	-	44,000	-	44,000
Division III Contributions	50,000	-	-	-
Division III Financial Recovery Insurance	150,000	200,000	100,000	100,000
Other Division III Initiatives	28,716	90,000	13	89,987
Overhead Allocation	856,000	861,000	215,250	645,750
Total Program Expenses	5,975,672	6,571,800	4,552,880	2,018,920
Total Division III Expenses	23,164,990	25,256,690	5,067,156	20,189,534
Excess Revenue over Expense	2,859,020	(547,690)	19,641,844	
Add: Previous Year's Fund Balance (Unallocated/Unused Funds)	17,461,945	20,320,965	20,320,965	
Total Fund Balance (Funds Available for Reserve/Future Use)	20,320,965	19,773,275	39,962,809	
Less: Mandated Reserve Funds Needed (Note 1)	10,819,208	9,767,200	9,767,200	
Total Funds Available for Contingency/Future Use	9,501,756	10,006,075	30,195,609	
Less: Encumbered for future year programs (Note 2)	488,000	600,000	600,000	
Total Division III Projected Unallocated Funds	9,013,756	9,406,075	29,595,609	
<p><u>Note 1:</u> The Mandated Reserve Funds Needed equals 80% of the annual revenue allocation less the \$10 million in Division III financial recovery insurance coverage.</p> <p><u>Note 2:</u> Amount of encumbered for future year programs is based on proposed budget initiatives/increases for the next budget cycle.</p>				

REPORT OF THE
NCAA EXECUTIVE COMMITTEE
JANUARY 13, 2012

KEY ITEMS.

None.

ACTION ITEMS.

None.

INFORMATIONAL ITEMS.

1. **Executive Session** The Executive Committee convened an executive session to discuss personnel matters.
2. **Welcome and announcements.** Ed Ray welcomed staff and members. He presented service awards to William Beauchamp, Ann Millner and David Schmidly from Division I; Drew Bogner and Rick Cole from Division II; and Jim Bultman from Division III.
3. **Approval of August 11, 2011, meeting minutes.** The minutes of the August 11, 2011, Executive Committee meeting were approved as distributed.
4. **Discussion with student-athlete advisory committee leadership.** The committee received reports from the leadership of the national student-athlete advisory committee (SAAC). Scott Krapf, chair of the NCAA Division I SAAC discussed student-athlete involvement throughout the governance structure and noted specifically their involvement with the presidential working groups. Krapf also informed the Committee of a new partnership between the Division I SAAC and the philanthropic organization Samaritan's Feet. Sarah Hebbard, vice chair of the NCAA Division II SAAC, discussed its partnership with the "Make a Wish" Foundation and also noted that SAAC is in the process of drafting a recruiting best practices document from the student-athlete perspective. Brittany Petrella, chair of the NCAA Division III SAAC, commented on its Special Olympics initiative, noting that this partnership was activated at all Division III fall championships this year. Petrella also noted that the division has raised more than \$80,000 through Polar Bear Plunges and other activities for the Special Olympics.

5. NCAA President report.

President Emmert provided an update on a staff working group that has been established to conduct a risk assessment review of the Association. The working group will identify risks and ensure that appropriate controls, policies and procedures are in place to manage those risks. Donald Remy, executive vice president and general counsel, will report periodically on the progress and any recommendations from this group.

Emmert called on Bernard Franklin to provide an update on the recent NCAA Inclusion Summit and to discuss next steps for this initiative. Franklin noted that the summit was extremely well attended with more than 200 participants in person, and another 200 participating through webcast. He shared a short video highlighting some of the key issues that were raised during the conference. Franklin also noted that a session was held at the Convention to discuss strategic initiatives and future direction for the NCAA in this area.

6. NCAA Executive Committee Finance Committee report.

a. Fiscal year 2010-11 audited financial statements. The Finance Committee met with the audit firm of Deloitte to review fiscal year 2010-11 financial statements and conduct the required audit communications and review.

(1) Deloitte issued an unqualified opinion for the fiscal year statements ending August 31, 2011. Highlights of the Consolidated Statement of Financial Position are:

(a) The Association's total net assets increased by approximately \$55 million, which was \$12 million more than the prior year. The increase was primarily in investment earnings from the quasi-endowment and operating funds, which rebounded in fiscal year 2011 with \$33.4 million in investment earnings. In addition, the amount available for media rights and championships was greater than planned.

(b) Accounts receivable increased from \$11.7 million to \$29.3 million. This increase was a result of the amount outstanding from the state of Texas and Reliant Park related to the Final Four in Houston in the amount of \$15 million. Expenses are required to be submitted from the Houston local organizing committee to the state's comptroller's office.

- (c) The contributions revenue of \$35.5 million represents the value of the 50-year lease on the existing building and the additional land for the new office facility. This is a valuation of the state's contribution to the NCAA office facilities and land for \$1 a year rent over the 50-year time period.
- (d) The \$16 million decrease in goodwill and intangible assets is the result of an impairment analysis performed on the NIT, Arbiter and eOfficials. This is a change in accounting principle and a new requirement for nonprofits. Goodwill will no longer be amortized over a useful life, but rather an annual impairment analysis will be performed.
- (e) The increase in NCAA properties is the result of the new construction in progress related to the new office expansion.
- (f) Deferred revenue increased at \$2.5 million represents advance ticket sales for the 2012 Division I men's basketball championship. The NIT payable decrease from \$19.2 million to -0- reflects early payoff of the amount outstanding in the first quarter of fiscal year 2011. All allocations to the respective reserves, per Executive Committee policy, have been made.
- (g) The Association had an overall increase in revenue of \$96 million this past year primarily related to the increases in television and marketing rights fees as well as an increase of \$21 million in championship revenues.
- (h) The increase in investment income is a result of realized gains of \$5 million and an increase in unrealized gains of \$4 million.
- (i) The contributions revenue increase of \$17 million reflects an adjustment to the valuation in the prior year compounded by a modified lease with the existing building and the new land lease.
- (j) On the expense side, the distribution to Division I represents an eight percent increase in regularly scheduled distribution and a 2.6 percent increase in the supplemental distribution, or a total increase of \$45.4 million over the prior year.
- (k) Division I championships increase of \$6.7 million is the result several factors. The FCS expansion of bracket to 20 teams resulted

in an increase of \$700,000. Division I baseball had an increase of \$1.0 million, men's basketball had an increase of \$1.0 million in travel and there was an additional \$2.8 million in game expenses primarily related to the fan events at the Final Four. The Association did have corresponding revenue from the media rights contract to offset the increased expenses.

- (l) Association-wide programs had a one-time \$17.2 million settlement to a third party over the use of March Madness. This increase was partially offset by a decrease in amortization expenses for intangibles that are no longer recorded as a result in the change in accounting principal which was mentioned earlier.
- (m) The increase management and general is the result of new building project expenses, bond interest expenses, IT-related software maintenance and consulting costs, and expenses as a result of having a permanent President position filled year round.
- (n) Excess revenues over expenses for the year were approximately \$55 million.

It was VOTED

“To approve the fiscal year 2010-11 audited financial statements.” .

- b. Recommended uses of unallocated net assets. Fiscal year 2010-11 year ended with the Association having \$47 million in unrestricted net assets available for allocation. The Finance Committee recommended the surplus be used in the following manner:

- (1) \$36 million supplemental distribution to Division I.
- (2) \$1.6 million for health and safety initiatives. The NCAA intends to offer a grant(s) with the objective of collecting data on concussion activity with college student-athletes. In addition, the national office is discussing ways to identify current practices and compliance with the 2010 concussion legislation with the goal of identifying and sharing best practices. Both of these initiatives will require use of external independent contractors with an expected cost of somewhere between \$1 and \$1.6 million.
- (3) \$2.7 million allocated to fund initiatives related to transforming intercollegiate athletics. These initiatives, combined with the change in

athletics certification, will require extensive system development hours. In addition, in order to meet the aggressive timeline established by the Division I Board, third party contractors will be used for engagements such as rewriting of the rules and any updates in NCAA technology systems.

- (4) \$1.4 million for IT hardware, wireless in NCAA facilities and laptop replacement.
- (5) \$5 million for the NCAA facilities reserve. With the completion of the new facility, the building reserve will be depleted to around \$1.5 million. The recommendation is to put a new renewal and replacement funding process in place that includes a one percent of market value or \$900,000 annual addition to the fund. In addition, the national office would like to jump start this fund with a \$5 million allocation to the fund financed with unallocated net assets.

It was VOTED

“To approve the proposed unallocated net assets allocations.”

- c. Recommended budget allocations for FY 2012-13, 2013-14 and 2014-15. The Finance Committee recommended the following budget increases for the fiscal years 2012-13, 2013-14 and 2014-15:
 - (1) Division I Revenue Distribution. The recommendations for increases for Division I align with the contractual increases expected from media rights and commitments made to the student assistance funds through 2012-13 as a result of the White Case settlement:
 - (a) 3.6 percent increase for 2012-13.
 - (b) 2.8 percent increase for 2013-14.
 - (c) 2.9 percent increase for 2014-15.
 - (2) A Division I championships per diem increase of \$1.3 million has been allocated to offset lodging and meal costs over the next three years.
 - (3) Division II and III allocations reflect 4.37 percent and 3.18 percent respectively of budgeted revenue per bylaw.

- (4) All other expenditures are to be budgeted using a 3 percent inflationary measure.
- (5) An allocation of \$750,000 a year has been allocated to address the President and Executive Committee priorities.

It was VOTED

“To approve the 2012-13, 2013-14, and 2014-15 proposed budget allocations.”

d. First quarter fiscal year 2012-12 budget-to-actual.

- (1) The Association has limited financial activity in the first quarter with the majority of revenues and expenditures occurring in the second half of the year related to championship activity and revenue distributions.
- (2) Television and marketing rights revenue received is 15 percent of the budget and is consistent with the prior year. Championships revenue is 6.7 percent of plan, which is higher than prior year as preliminary ticket sales for men’s and women’s basketball increased \$3 million over prior year first quarter.
- (3) The Association’s total operating expenses are approximately 7.3 percent of the total budget for the first quarter, which is lower than prior year because of a \$17.2 million settlement with a third party that occurred in 2010 related to the March Madness trademark.
- (4) Association-wide expenses are 24.4 percent of plan for the first quarter, which is slightly lower than the same period in prior years; primarily due to timing.

e. White Case Settlement Former Student-Athlete Fund. The NCAA staff presented a plan for the use of residual funds left from the White Case Settlement. Per the settlement at the end of the three year period, any portion of the original \$10 million not paid is subject to distribution by the NCAA over a three year period. The Executive Committee Audit Committee approved for fiscal years 2011-12, 2012-13 and 2013-14 the use of \$1.0 million per year to be used to augment the Division I supplemental support fund for low-resourced institutions to enhance their current student-athletes academic programs.

The committee asked staff to bring to the April finance meeting a recommendation of how much of the remaining \$5.8 million should be allocated

to low-resourced institutions over the next three years versus distributed to Division I conferences based on the prior year's allocation to the student assistant funds. In addition, the committee requested that metrics be established to measure the success of these funds being allocated to the low-resourced institutions.

It was VOTED

“To approve the \$3.0 million allocation to be used for augmentation of the Division I supplemental support fund for low-resourced institutions.”

7. NCAA Division I Board of Directors and Divisions II and III Presidents Councils reports.

- a. Division I Board of Directors. The Committee received an update on the actions of the Division I Board of Directors that included the following:

- (1) During its October 2011 meeting, the Board adopted legislation recommended by several of the Transforming Intercollegiate Athletics Working Groups that included the following. The Board noted that several of these items would be revisited during its January 2012 meeting due to receiving the requisite number of override vote requests from the Division I membership.
 - (a) Enhanced initial-eligibility and two-year College transfer requirements.
 - (b) An academic benchmark for participation in postseason competition.
 - (c) The provision of a miscellaneous expense allowance of up to \$2,000 for student-athletes receiving institutional aid in an amount equivalent to a full grant.
 - (d) A modification to equivalency computations so that all non-athletics financial aid no longer counts toward team limits.
 - (e) Legislation that would permit the awarding of multiyear grants-in-aid.

- (f) Legislation that would allow student-athletes to receive aid to complete their degrees after the current six-year time limitation.
 - (2) The Board adopted legislation establishing a new men's basketball recruiting model.
 - (3) The Board adopted legislation to permit Divisions II and III institutions with one sport (other than football or basketball) currently classified in Division I, the opportunity to reclassify one sport of the opposite gender to Division I.
- b. Division II Presidents Council. The Committee received an update on the actions of the Division II Presidents Council that included the following:
- (1) NCAA Accreditation Policy. The Presidents Council requested that the Executive Committee allow Division II to explore and study other means of accreditation specific to international institutions that wish to become members of Division II. Any change to the current requirements would require both a legislative change and an Executive Committee endorsement. The Executive Committee approved this request.
 - (2) 2012 NCAA Convention. Division II will vote on 16 proposals during its business session.
 - (a) Seven of the proposals are part of the consent package for the business session;
 - (b) Three of the proposals are part of the Presidents Council Strategic Membership Growth package and deal with conference membership size; conference privileges and automatic qualification; and
 - (c) Three of the proposals are part of the Presidents Council Ease of Burden package and deal with recruiting contacts; number and timing of telephone calls; and permissible number and timing of materials in the recruitment process. The proposals will permit an unlimited number of contacts, telephone calls and electronic communications starting June 15 prior to the prospect's junior year in high school.

- (d) Additionally, the membership will vote on the passage of the requirement for a sickle cell solubility test as part of the current mandatory medical examination process.
 - (3) NCAA Accreditation Policy. The Presidents Council endorsed the NCAA Accreditation Policy that will be considered by the NCAA Executive Committee at a future date. The policy provides clarification in determining whether an active or provisional member institution meets the applicable membership requirements regarding accreditation, as set forth in Article 3 of the NCAA Constitution.
 - (4) Make-A-Wish Foundation. Division II raised more than \$400,000 during the 2010-11 academic year for the Make-A-Wish Foundation. February 18-26 will be Division II's Week of Wishes. This is a co-branding effort between Division II and the Make-A-Wish Foundation in an effort to assist with fundraising efforts at the conference and institutional level. During the division's Week of Wishes, the Division II SAAC will promote fundraising through marketing efforts via the D2SA.ORG site and Division II Facebook site, in addition to providing every Division II institution and conference office with marketing items to support their fundraising efforts during the week.
 - (5) Division II Officers on Executive Committee. The Presidents Council elected Pat O'Brien, president, West Texas A&M University, as chair of the Presidents Council for 2012; Tom Haas, president, Grand Valley State University, as vice-chair of the Presidents Council for 2012; and Ann Martin, director of athletics, Regis University, as chair of the Management Council for 2012. All three of these Division II officers will attend Executive Committee meetings through the 2013 NCAA Convention.
- c. Division III Presidents Council. The Committee received an update on the actions of the Division III Presidents Council. These included:
- (1) NCAA Regional Accreditation Policy. The Council endorsed an NCAA Regional Accreditation Policy for NCAA Executive Committee approval at a future date. The policy clarifies that an active or provisional NCAA member institution that receives its accreditation as an additional instructional site, branch campus or additional location through a parent institution that is an NCAA member institution shall be considered to be meeting the NCAA legislation regarding accreditation. However, an active or provisional NCAA member institution that receives its accreditation as an additional instructional site, branch campus or additional location

through a parent institution that is not an NCAA member institution shall be considered to have failed to meet the accreditation requirements of the legislation.

- (2) Convention Legislative Preview. Significant legislation to be considered by the membership during its business session includes:
 - (a) Proposal No 1. To amend the Division III Philosophy Statement to emphasize four key concepts:
 - That intercollegiate athletics is primarily focused on a four-year, undergraduate experience;
 - To encourage broad-based sports sponsorship by maximizing the number and variety of institutional sport offerings;
 - To assure that student-athletes are supported in their efforts to meaningfully participate in non-athletic pursuits to enhance their overall educational experience; and
 - To respect institutional and/or conference autonomy in the establishment of initial and continuing eligibility standards for student-athletes.
 - (b) Proposal No 3. To require a sickle cell solubility test as part of the mandatory medical examination, unless documented results of a prior test are provided to the institution or the student-athletes declines the test and signs a written release; applicable to for all student-athletes, unless prior test results are available or the student-athlete signs a written release, similar to the rule existing in Division I and under consideration in Division II.
 - (c) Proposal No 8. To allow text messaging to be used in the recruiting process.
- (3) Academic Reporting. During the Convention, the Division III membership discussed the results and the future of its Academic Reporting pilot program in a forum of 95 round tables. Results showed federal student-athlete graduation rates that exceeded those of students in general, and academic success rates that approached 90 percent. Delegates discussed how the results could benefit the ongoing Identity Initiative, the burdens

associated with reporting, and evaluated the trade-offs. They also discussed various reporting options, including division-wide reporting and optional reporting, and annual or biannual reporting. The Council will consider the results of the discussion in April.

- (4) Special Olympics update. This partnership is continuing to grow, and was highlighted this fall by activity at each Division III national championship and \$80,000 in reported funds raised. The partnership will be highlighted at the Division III business session on Saturday morning, including remarks from a local Special Olympics athlete.
- (5) Alcohol and Other Drug Collaboration with NASPA. Division III has established a formal partnership with NASPA (Student-Affairs Administrators in Higher Education) to will promote an integrated model for on-campus collaborations among student affairs and athletics professionals and provide resources to deliver effective alcohol and drug education for the well-being and success of all students. The division expects to launch a pilot program to a limited number of institutions this fall with a preliminary focus on alcohol. Over time, the program will be expanded to include the entire Division III membership, and include street-drugs and performance enhancing substances. This project is being pursued to enhance student-athlete well-being and the integrated model of Division III athletics.
- (b) Comprehensive Review of President's Council and Presidents Advisory Group (PAG) Representational Requirements. The Council has established a Working Group to undertake a comprehensive review of the current Presidents Council and PAG membership representational requirements. The working group will generate strategies to identify and recruit ethnic minority presidents for governance structure participation, in addition to its examination of the Presidents Council representational requirements to ensure they remain relevant and appropriate. (The current requirements were established in the mid 1990s to mirror the membership of the division and its presidential leadership that existed in Division III at that time.)

- 8. Election of Executive Committee chair.** The committee discussed the terms of the executive committee chair and the finance committee chair, and noted a preference for those terms to expire in August rather than in April to be more consistent with the budget cycle and the academic year. The committee voted to extend the term of the current executive committee chair and finance committee chair to expire after the August 2012 meeting.

Committee Chair: Ed, Ray, Oregon State University, Pacific-12 Conference
Staff Liaisons: Bernard Franklin, MSAA
Delise O'Meally, MSAA

January 13, 2012	
Attendees	Absentees
Michael Alden, University of Missouri, Columbia	Chris Martin, College Conference of Illinois and Wisconsin
William Beauchamp, University of Portland	William Harvey, Hampton University
Drew Bogner, Molloy College	Harris Pastides, University of South Carolina, Columbia
James Bultman, Hope College	
Rick Cole Jr., Dowling College	
Mark Emmert, NCAA president	
Judy Genshaft, University of South Florida	
Nathan Hatch, Wake Forest University	
Sidney McPhee, Middle Tennessee State University	
William Meehan, Jacksonville State University	
Ann Millner, Weber State University	
J. Patrick O'Brien, West Texas A&M University	
John Peters, Northern Illinois University	
Edward Ray, Oregon State University, chair	
David Schmidly, University of New Mexico	
James Schmotter, Western Connecticut State University	
Lou Anna Simon, Michigan State University	

Other Participants

David Berst, vice president of Division I

Gary Brown, director of NCAA News

Jackie Campbell, director of Division I

Daniel Dutcher, vice president of Division III

Terri Steeb-Gronau, director of Division II

Sarah Hebbard, vice chair of Division II student-athlete advisory committee

Jim Isch, chief operating officer

Leah Karet, director of Division III

Scott Krapf, chair of Division I student-athlete advisory committee

Kevin Lennon, vice president of academic and membership affairs

Kathleen McNeely, vice president of administration and chief financial officer

Brittany Petrella, chair of Division III student-athlete advisory committee

Mike Racy, vice president of Division II

Donald Remy, vice president of legal affairs/general counsel

Wallace Renfro, vice president and chief policy advisor

Greg Shaheen, interim executive vice president of championships and alliances

Robert Vowels, vice president of student-athlete affairs and leadership development programs and resources

Bob Williams, vice president of communications

The National Collegiate Athletic Association2011-12 Division III Budget-to-Actual (as of January 31, 2012)

	2010-11	2011-12		
	Year-to-date		Year-to-date	
	Actual	Budget	Actual	Difference
Revenue:				
Division III 3.18% Revenue Allocation	26,024,010	24,709,000	24,709,000	-
Total Revenue	26,024,010	24,709,000	24,709,000	-
Expenses:				
Championship Expenses				
Men's Championships				
Baseball	1,638,032	1,719,040	(402)	1,719,442
Basketball	780,610	805,550	1,962	803,588
Cross Country	545,613	555,635	436,296	119,339
Football	1,262,599	1,374,050	1,468,711	(94,661)
Golf	459,146	505,490	12,320	493,170
Ice Hockey	349,186	319,280	4	319,276
Lacrosse	397,894	389,620	10,234	379,386
Soccer	908,911	1,026,240	1,102,239	(75,999)
Swimming & Diving	496,033	531,180	8,393	522,787
Tennis	491,858	519,560	567	518,993
Indoor Track	338,679	388,320	3,688	384,632
Outdoor Track	615,139	674,270	(65)	674,335
Volleyball	4,431	247,800	(663)	248,463
Wrestling	249,990	287,380	408	286,972
Championship Webcasting	-	15,000	-	15,000
Total Men's Championships	8,538,121	9,358,415	3,043,692	6,314,723
Women's Championships				
Basketball	875,894	945,560	1,326	944,234
Cross Country	519,898	530,595	281,905	248,690
Field Hockey	376,701	388,050	212,338	175,712
Golf	271,706	279,110	13,943	265,167
Ice Hockey	190,750	231,430	942	230,488
Lacrosse	490,508	574,980	2,984	571,996
Rowing	370,553	413,470	6,627	406,843
Soccer	1,008,694	1,032,350	904,379	127,971
Softball	1,439,319	1,364,000	34,973	1,329,027
Swimming & Diving	507,219	538,020	5,273	532,747
Tennis	510,702	589,520	(293)	589,813
Indoor Track	346,480	402,760	(896)	403,656
Outdoor Track	616,560	711,360	2,291	709,070
Volleyball	837,116	943,720	492,251	451,469
Championship Webcasting	-	15,000	-	15,000
Total Women's Championships	8,362,098	8,959,925	1,958,041	7,001,884
Championships Expense	16,900,219	18,318,340	5,001,733	13,316,607
Overhead	289,100	366,550	183,275	183,275
Total Championships Expense	17,189,319	18,684,890	5,185,008	13,499,882

Strategic Initiative Conference Grants	2,205,440	2,384,300	2,382,859	1,441
Other Division III Strategic Initiatives				
NAD3AA Partnership	47,166	51,000	-	51,000
SWA Enhancement Grant Program (NACWAA)	16,817	20,000	-	20,000
Division-wide Sportsmanship Initiative	16,250	15,000	10,250	4,750
Strategic Alliance Matching Grant	630,064	670,000	623,317	46,683
Women & Minority Intern Program	753,783	820,000	678,106	141,894
Regional Seminar Planning	15,000	15,000	-	15,000
S-A Leadership Conference	307,209	356,000	232,475	123,525
Campus-based Student-Athlete Leadership Programming	45,000	80,000	3,734	76,266
Drug and Alcohol Education	-	125,000	8,266	116,734
Drug Education and Testing Pilot	-	150,000	-	150,000
FAR Institute	80,752	75,000	49,749	25,251
Conference Commissioners Meeting	11,602	15,000	-	15,000
Academic Reporting Stipend	50,000	-	-	-
Division III Identity Program	561,888	600,500	676,892	(76,392)
Officiating	149,984	-	-	-
Academic All-America Team Program (CoSIDA)	-	44,000	-	44,000
Division III Contributions	50,000	-	-	-
Division III Financial Recovery Insurance	150,000	200,000	150,000	50,000
Other Division III Initiatives	28,716	90,000	4,213	85,787
Overhead Allocation	856,000	861,000	430,500	430,500
Total Program Expenses	5,975,672	6,571,800	5,250,362	1,321,438
Total Division III Expenses	23,164,990	25,256,690	10,435,370	14,821,320
Excess Revenue over Expense	2,859,020	(547,690)	14,273,630	
Add: Previous Year's Fund Balance (Unallocated/Unused Funds)	17,461,945	20,320,965	20,320,965	
Total Fund Balance (Funds Available for Reserve/Future Use)	20,320,965	19,773,275	34,594,595	
Less: Mandated Reserve Funds Needed (Note 1)	10,819,208	9,767,200	9,767,200	
Total Funds Available for Contingency/Future Use	9,501,756	10,006,075	24,827,395	
Less: Encumbered for future year programs (Note 2)	488,000	600,000	600,000	
Total Division III Projected Unallocated Funds	9,013,756	9,406,075	24,227,395	
<p><u>Note 1:</u> The Mandated Reserve Funds Needed equals 80% of the annual revenue allocation less the \$10 million in Division III financial recovery insurance coverage.</p> <p><u>Note 2:</u> Amount of encumbered for future year programs is based on proposed budget initiatives/increases for the next budget cycle.</p>				

Budget to Actual Expense Summary

(Explanation of Budget Overages)

<u>Football</u>	Charter flight transportation increased \$118,767 over the prior year. However, Per Diem decreased \$39,000 over the prior year. Note: overall budget increased \$32,250
<u>Soccer</u>	Ground transportation increased \$214,382 over the prior year. Note: overall budget increased \$47,440

NCAA Fiscal Years 2012-13, 2013-14 and 2014-15

Triennial Budget Process Timeline

August 2011 - January 2012:

- Executive Committee Finance Committee reviews projected revenue and expense budgets for FY 2012-13, FY 2013-14 and FY 2014-15, and recommends tentative allocations to support divisional and Association-wide initiatives, and broad priorities for funding.
- Association-wide governance and championship liaisons meet with administrative services to discuss triennial budget process.
- Finance staff conducts education and training for staff on the triennial budget process.
- Staff liaisons meet with divisional and Association-wide committees to discuss proposed budget requests for the next three budget years (FY 2012-13, FY 2013-14 and FY 2014-15).

January 2012:

- Preliminary budget requests submitted to administrative services staff by January 6, 2012, from NCAA president, Association-wide committees, Division I committees and cabinets, and Division II and III committees and NCAA staff. NCAA finance staff summarizes funding requests.
- Summary of triennial funding requests submitted to the NCAA president, and senior vice presidents for review and recommendations.

January - February 2012:

- Review budget requests for questions and clarifications. Meet with President's Cabinet as needed. NCAA president will provide summary and recommendations to the Executive Committee Finance Committee.

February - March 2012:

- Divisional budget committees review divisional revenue distributions, divisional budget requests and Association-wide budget requests and recommend items for funding.
- The NCAA president's and Association-wide budget recommendations transmitted to the Executive Committee Finance Committee.

- Executive Committee Finance Committee meets to establish three-year budget recommendations.

April 2012:

- Management Councils receive the Executive Committee Finance Committee recommendations for Association-wide budget requests and divisional budget committees' recommendations for divisional budget requests.
- Divisional presidential bodies consider its respective Management Council input and approve divisional budget recommendations.
- Executive Committee approves FY 2012-13, FY 2013-14 and FY 2014-15 Association-wide and divisional initiatives, and approves the FY 2012-13 budget.
- Actions of Executive Committee, Board of Directors and Presidential Councils communicated to the membership.

April - August 2012:

- Budget is finalized and 2012-13 final budget is communicated to the membership and staff.

2012-13 Division III Nonchampionships Budget Requests

1. FAR Institute - additional \$10,000, funding will come from the DIII base budget allocation/reserve fund.	10,000
2. DIII-NASPA Drug Education and Collaboration - additional \$325,000 from DIII annual revenue allocation/reserve, allocated to Drug and Alcohol Education and Drug Education and Testing Pilot.	325,000
3. DIII--Special Olympics partnership - funding will come from the DIII base budget allocation/reserve fund.	50,000
4. DIII-CoSIDA Partnership - funds to support enhanced professional development opportunities for campus/conference SIDs, funding will come from the DIII base budget allocation/reserve fund.	50,000
5. DIII-MOAA and DIII-North Coast Conference Partnerships - funding will come from the DIII base budget allocation/reserve fund.	50,000
6. New Associate Director position in governance - funding will come from the DIII base budget allocation/reserve fund.	86,580
7. New assistant director position in governance - funding will come from the DIII base budget allocation/reserve fund.	52,000
8. Contractual support - funding will come from the DIII base budget allocation/reserve fund.	75,000
Total Amount of Requests:	698,580

Recommendations Impacting the 2012-13 and 2013-14 Budgets

Item	Anticipated Expenses for 2012-13	Anticipated Expenses for 2013-14	Anticipated Expenses for 2014-15	Three Year Total
RESERVE BASE BUDGET ADJUSTMENT				
Baseball				
Increase regional umpire fees (from \$780 to \$850)		\$4,000.00		
Increase championship umpire fees (from \$1,300 to \$1,450)		\$1,200.00		
Men's Basketball				
Joint championship with DI and DII	\$75,000.00			
Women's Basketball				
Offical evaluators		\$4,200.00		
Joint championship with DI and II		\$75,000.00		
Field Hockey				
	\$5,500.00			
Football				
Increase payment for evaluators by \$100 (for a \$200 total)		\$3,200.00		
Men's Golf				
Increase per diem from 5.5 to 6.0 days	\$4,500.00			
Women's Golf				
Increase field by four individuals			\$16,000.00	
Increase per diem from 5.5 to 6.0 days	\$3,100.00			
Rowing				
Top three finishers in II Eight competition receive mini trophies			\$1,500.00	
Add one nonathlete for indiv qualifying boats			\$3,000.00	
Men's Soccer				
Increase # of on-site officials from six to seven		\$1,800.00		
Women's Soccer				
Increase # of on-site officials from six to seven		\$1,800.00		
Softball				
Increase umpire fees for regionals and finals		\$7,400.00		
Men's and Women's Swimming and Diving				
Four regional diving qualification meets be held each year	\$4,000.00			
Add one paid official to the swimming competition area		\$2,000.00		
Independent Diving Judges	\$8,120.00			
Officials Fees		\$23,000.00		
Per Diem				
All - increase per diem days paid (Individual/Team)	\$251,000.00			
All - increase per diem days paid (Team)			\$872,000.00	
Travel Party				
Baseball - increase by one for entire championship	\$47,000.00			
Field hockey - increase by two for entire championship	\$20,000.00			
Football - increase by six for entire championship	\$120,000.00			
Men's ice hockey - increase by two for entire championship	\$19,000.00			
Women's ice hockey - increase by two for entire championship	\$19,000.00			
Men's lacrosse - increase by four for entire championship	\$34,000.00			
Men's soccer - increase by two for entire championship	\$58,000.00			
Women's soccer - increase by two for entire championship	\$64,000.00			
Men's tennis - increase by one for entire championship	\$33,000.00			
Women's tennis - increase by one for entire championship	\$34,000.00			
Softball				
Championship format and date formula		\$428,000.00		
Men's and Women's Indoor Track and Field				
Increase field size by 44 (men)		\$63,000.00		
Increase field size by 44 (women)		\$64,000.00		
Wrestling				
*Increase from 170 to 180 SAs advance to champ	\$16,000.00			
Total	\$815,220.00	\$676,600.00	\$892,500.00	\$2,384,320.00
INFLATIONARY BASE BUDGET ADJUSTMENT				
Per Diem				
Student-athletes (Daily Rate Per Travel Party Member)	\$352,000.00	\$352,000.00	\$352,000.00	\$1,056,000.00
				\$3,440,320.00

2013 NCAA Men's Final Four 75th Anniversary - Division II and III Championship Budget DRAFT

Item	Itemized Costs	Notes	Total Costs
Institutional Travel			
- Charter Airline Travel	\$ 100,000	\$50,000 per institution (20 persons)	
- Lodging	\$ -	Amount figured into per diem rate: \$250 per room; 20 persons; 5 nights for non-winning team; 6 nights for non-winning team	
- Per Diem	\$ 49,500	\$225 per person (DI MBB rate); 20 persons; 5 days for non-winning team; 6 days for non-winning team	
- Bus Transportation	\$ 8,800	\$800 per bus/day; 5 days for non-winning team; 6 days for winning team	
		Sub Total for Each Division	\$158,300
		Sub Total for Both Divisions	\$316,600
Basketball Committees			
- Travel	\$ 5,200	\$650 travel costs per committee member; 8 members	
- Per Diem	\$ 4,200	\$75 per day; 8 members; 7 days	
- Lodging	\$ 10,000	\$250 per night; 8 members; 5 nights	
		Sub Total for Each Division	\$19,400
		Sub Total for Both Divisions	\$38,800
Game Officials			
- Travel	\$ 2,600	\$650 travel costs per official; 4 officials	
- Per Diem	\$ 900	\$75 per day; 4 officials; 3 days	
- Lodging	\$ 2,000	\$250 per night; 4 officials; 2 nights	
- Game Fees	\$ 1,550	\$450 per official; 3 officials; \$200 for standby	
- Hospitality	\$ 500	Hotel and/or meal at venue on game day	
		Sub Total for Each Division	\$7,550
		Sub Total for Both Divisions	\$15,100
Facility - Phillips Arena			
- Facility Rental	\$ 35,000	3 days (Saturday-Monday) - ALOC may cover additional costs	
- Event Charges	\$ 28,000	\$3,500 per hour x 8 hours (includes all front of house needs: ushers, ticket takers, security, guest services, police, EMTs/ambulance, etc.)	
- Student-Athlete Ambulance	\$ 4,000	\$500 per hour x 8 hours (dedicated to back-of-house only)	
- Internet	\$ 500	Flat rate to use house wireless internet	
- Catering	\$ -	Levy is required for front of house; not required for back of house (buy-out not needed)	
- Miscellaneous	\$ 10,000	Catering for party suite space (92 suites are not available for use - are available only for regular tennents)	
- Parking	\$ -	Free parking for 25-35 media/ops on site, sat truck fees would be required	
- Facility Conversion Fee	\$ 3,000	Placement and removal of NCAA court (one time fee for set-up)	
		Sub Total for Facility Costs	\$80,500
Miscellaneous			
- Game Management Expenses	\$ 5,000	Basketballs, towel racks, floor decals, coolers, slip notts, ball racks, basketball stanchion wraps, back of house product, etc.	
- Media Considerations	\$ -	Hawks press conference set-up takes place in pratice gym (normal set for approximatley 100)	
- Television Production	\$ -	No facility park and power fees charged by venue	
- Ticket Production	\$ -	Complimentary ticket option with DI MBB Final Four tickets (similar to Bracket Town)	
- Connor Sport Court	\$ 20,000	Shipping of early round court from DI MBB championship (i.e., First Four or Second/Third Round Site)	
- Marketing	\$ 30,000	Use of NCAA hired marketing/public relations agency	
- Branding/Décor	\$ 30,000	Production of new signage, installation, shipping, etc.	
- Student-Athlete Mementos	\$ -	TBD	
		Sub Total for Miscellaneous Costs	\$85,000

Direct Costs for Each Division \$185,250

GRAND TOTAL \$721,250

Miscellaneous

100 DI Final Four tickets avail for each institution to purchase (Approx. \$260 per ticket booklet) - teams being introduced would not need to purchase ticket
4 night minimum for hotels in NCAA hotel block (average rate of \$250 per night likely) - considerations for fan hotel block option at lower rate
DII and DIII headquarter property likely in downtown or midtown Atlanta (all four teams would stay in same property)
8 days between DII semifinal games and national championship; 14 days between DIII semifinal games and national championship
DII teams would miss a net total of 1 more day of class for non-winning team and 2 more days for winning teams
DIII teams would miss 3 more days of class for non-winning team and 4 more days for winning teams

NCAA Men's Final Four 75th Anniversary



Division I, II and III Combined Championship Proposal

Atlanta, Georgia

April 4-8, 2013



Venue – Phillips Arena

- Built in 1999
- Home of NBA Atlanta Hawks
- Former Home of NHL Atlanta Thrashers



Seating

- 18,371 Total Seats
 - 10,000 in Lower
 - Curtain system
- 92 Private Suites
- 9 Party Suites
- 2,893 Club Seats



Headquarter Hotel Property Option #1

- Meliá Atlanta
- Approx. 250 Rooms
- Room Rate = \$219
- Midtown Area
- 1.9 miles to Phillips Arena



Headquarter Hotel Property Option #2

- Atlanta Marriott Marquis
- Approx. 450 Rooms
- Room Rate = \$250
- Downtown Area
- 1.1 miles to Phillips Arena



NCAA

Television Coverage – Sunday April, 7

NCAA Division III National Championship Game
12:30 p.m. EST – Broadcast Live on CBS Sports Network



NCAA Division II National Championship Game
4:00 p.m. EST – Broadcast Live on CBS

NCAA

NCAA Final Four Fan Events



Division I Final Four
Games



Division II and DIII
Championship Games



Bracket Town



Big Dance Concert
Series



Day 1: Thursday, April 4

Division II and III Team Arrivals to Atlanta in Afternoon

Salute Presentation Event in Evening (6 – 8 p.m.)

(attendance and recognition for all divisions/participants)



Day 2: Friday, April 5

Division II and III Team Practices Off-Site
(i.e., Georgia Tech, Emory University, Georgia State, etc.)

Community Service Project Involvement

Team Introductions at Final Four Friday Team Practices



Day 3: Saturday, April 6

Division II and III Practices at Phillips Arena

Division III Lower Seed: 9:30 – 11 a.m.

Division III Higher Seed: 11:10 a.m. – 12:40 p.m.

Division II Lower Seed: 12:50 – 2:20 p.m.

Division II Higher Seed: 2:30 – 4 p.m.

Division I National Semifinal Games at Georgia Dome

(Tip for game #1 at approximately 6:09 p.m. EST)

Division II and III On-Court Team Recognitions

(i.e., introduction during media timeouts)



Day 4: Sunday, April 7

Division II and III Shoot-Around Options at Phillips Arena

Division III Lower Seed: 8:50 – 9:20 a.m.

Division III Higher Seed: 9:30 – 10:00 a.m.

Division II Lower Seed: 10:10 – 10:40 a.m.

Division II Higher Seed: 10:50 – 11:20 a.m.

**Division II and III National Championship Games
at Phillips Arena (Free Attendance, Gates Open at 11:30 a.m.)**

Division III National Championship Game: 12:30 p.m. EST

Division II National Championship Game: 4 p.m. EST



Day 5: Monday, April 8

Division II and III Non-Winning Teams Depart Atlanta

**Division I National Championship Game at Georgia Dome
(Tip at approximately 9:21 p.m. EST)**

**Division II and III National Championship Teams
On-Court Team Recognitions**



Day 6: Tuesday, April 9

Division II and III Championship Teams Depart for Campus



NCAA

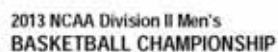
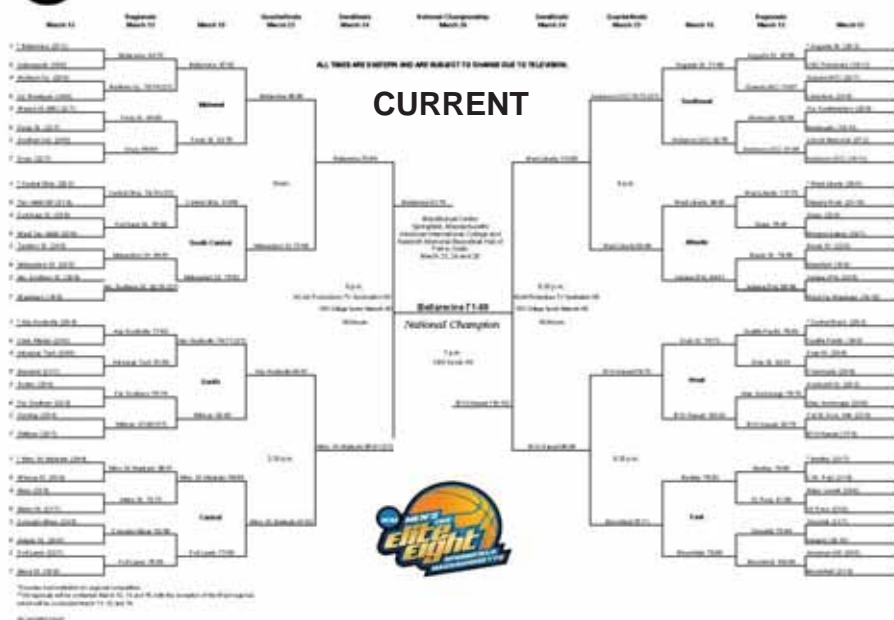
Sunday Competition Policy Restrictions

Phillips Arena to Remain Held
on Monday, April 8 For Possible Use

Considerations for institution(s)
that may advance to championship
(i.e., Division II - BYU-Hawaii, Division III - Calvin, Hope,
Wheaton)

NCAA.com web stream coverage

NCAA





2011 NCAA DIVISION III MEN'S BASKETBALL CHAMPIONSHIP

CURRENT



2013 NCAA DIVISION III MEN'S BASKETBALL CHAMPIONSHIP

DRAFT





The National Collegiate Athletic Association								
Division III Budget Projections								
	2010-11 Actual	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
Revenue:								
Division III 3.18% Revenue Allocation	26,024,010	24,709,000	25,364,000	26,296,000	27,071,000	27,941,000	28,727,000	29,525,000
Projected Revenue Increase	7.4%	-5.1%	2.7%	3.7%	2.9%	3.2%	2.8%	2.8%
Expenses:								
Championships Base Budget (Note 1)	17,189,319	18,296,890	19,057,660	20,262,880	21,350,810	22,679,940	23,125,300	23,579,570
Championships Initiatives	-	388,000	815,220	676,600	892,500	-	-	-
Division III Insurance	150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Programs Base Budget	5,825,671	6,271,800	6,416,800	7,115,380	7,161,380	7,161,380	7,209,980	7,209,980
Programs Initiatives	-	100,000	698,580	-	-	-	-	-
Total Division III Expenses	23,164,990	25,256,690	27,188,260	28,254,860	29,604,690	30,041,320	30,535,280	30,989,550
Net Change in Fund Balance	2,859,020	(547,690)	(1,824,260)	(1,958,860)	(2,533,690)	(2,100,320)	(1,808,280)	(1,464,550)
Projected Expense Increase	10.7%	9.0%	7.6%	3.9%	4.8%	1.5%	1.6%	1.5%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 17,461,945	\$ 20,320,965	\$ 19,773,275	\$ 17,949,015	\$ 15,990,155	\$ 13,456,465	\$ 11,356,145	\$ 9,547,865
Less:								
Net Change in Fund Balance	2,859,020	(547,690)	(1,824,260)	(1,958,860)	(2,533,690)	(2,100,320)	(1,808,280)	(1,464,550)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 20,320,965	\$ 19,773,275	\$ 17,949,015	\$ 15,990,155	\$ 13,456,465	\$ 11,356,145	\$ 9,547,865	\$ 8,083,315
Percent of Additional Reserve Funding Required	188%	202%	174%	145%	115%	92%	74%	59%
Mandated Reserve (Note 2)	\$20,819,208	\$19,767,200	\$20,291,200	\$21,036,800	\$21,656,800	\$22,352,800	\$22,981,600	\$23,620,000
Financial Recovery Insurance Policy	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000
Additional Reserve Funding Required	\$10,819,208	\$9,767,200	\$10,291,200	\$11,036,800	\$11,656,800	\$12,352,800	\$12,981,600	\$13,620,000
Including the following contingencies:								
Championship Contingency (Note 3)	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<div><div>Note 1:</div><div>Beginning with 2011-12, the championships budget increases each year based on 2% inflation. The conference grant program within the non-championship initiative budget would increase by 2% every two years.</div><div>Note 2:</div><div>Beginning with 2010-11, the mandated reserve balance should equal 80% of the Division III revenue allocation. The Division III Financial Recovery Insurance policy of \$10 million can provide a portion of this mandated funding.</div><div>Note 3:</div><div>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.</div></div>								

Future Budget Initiatives (new funding only since inflationary amounts have already been factored in):

2011-12 \$388,000 - Division III Men's Volleyball (includes overhead)
\$100,000 - Drug Education Module Development

2012-13 \$10,000 - FAR Institute
\$213,580 - NCAA staff/contractor positions (3)
\$325,000 - Drug Education & Collaboration
\$50,000 - DIII CoSIDA Partnership
\$50,000 - DIII Special Olympics Partnership
\$50,000 - MOAA and DIII NCC Partnership
\$5,500 - Field Hockey
\$7,600 - M & W Golf increase per diem days
\$12,120 - M & W Swimming and Diving
\$16,000 - Wrestling increase in number of student-athletes
\$75,000 - M Basketball (DI Anniversary - one time expense)
\$251,000 - Increase per diem days paid (Ind./Team)
\$448,000 - Increase in travel party (various)

2013-14 \$12,600 - Baseball & Softball increase umpire fee
\$426,000 - Softball format change (includes overhead)
\$75,000 - W Basketball (DI Anniversary - one time expense)
\$4,200 - W Basketball official evaluators
\$3,200 - Football increase evaluators fee
\$3,600 - M & W Soccer increase number of officials
\$2,000 - M & W Swimming and Diving
\$23,000 - Officials Fees
\$127,000 - M & W Indoor Track field increase in field size

2014-15 \$4,500 - Rowing
\$16,000 - W Golf increase field
\$872,000 - Increase per diem days paid (Team)

FAR Institute
Nomination and Selection History

Conference	Nom 2010	Sel 2010	Nom 2011	Sel 2011	totl nom	total sel
AMCC	1	1	1	1	2	2
ASC	1	1	2	1	3	2
CAC	1	1	0	0	1	1
Centennial	0	0	0	0	0	0
CCIW	3	1	0	0	3	1
CSAC	2	1	1	1	3	2
CUNYAC	1	1	0	0	1	1
Empire 8	1	1	0	0	1	1
GNAC	3	1	0	0	3	1
GSAC	0	0	2	1 (cx)	2	1
Heartland	1	1	1	1	2	2
IIAC	0	0	2	1	2	1
Landmark	1	1	0	0	1	1
LEC	1	1(cx)	1	1	2	2
Liberty	1	1	1	1	2	2
MAC	1	1	1	1	2	2
MASCAC	1	1	1	1	2	2
MIAA	2	1	2	2	4	3
MIAC	2	1	1	1	3	2
Midwest	0	0	1	1	1	1
NCAC	0	0	2	1	2	1
NEAC	1	1	1	1	2	2
NECC	0	0	3	1	3	1
NESCAC	0	0	2	1	2	1
NEWMAC	0	0	1	1	1	1
New Jersey	0	0	0	0	0	0
North Atlantic	3	1	2	0	5	1
Northern Athletics	2	1	0	0	2	1
Northwest	3	1	1	1	4	2
OAC	1	1	0	0	1	1
ODAC	1	1	2	1	3	2
PAC	1	1	0	0	1	1
Skyline	0	0	0	0	0	0
SCAC	2	1	0	0	2	1
SCIAC	0	0	2	1	2	1
SLIAC	2	1	1	1	3	2
SUNYAC	1	1	2	1	3	2
TCCC	1	1	1	1	2	2
UAA	0	0	1	0	1	0
UMAC	1	1	1	1	2	2
USA South	3	1	0	0	3	1
WIAC	2	1	0	0	2	1

total with 3 selected	1
total with 2 selected	16
total with 1 selected	21
total with 0 selected	4
	42

Proposed 2012 FAR Institute - September 28-30, Indianapolis, IN

- Participant selections will balance gender, ethnicity and academic discipline. Conferences with fewer past selections will be prioritized, and the Steering Committee would like to maintain the requirement for three years experience as FAR for selection.
- Steering Committee membership remains Dennis Leighton (University of New England), Lorrie Clemo (SUNY Oswego) and Lynne Kaplan (Lynne Kaplan and Associates).
- Leah Kareti has taken on management of this event in a contract capacity.

ASSESSMENT OF THE
NCAA DIVISION III FACULTY ATHLETICS REPRESENTATIVES
FELLOWS INSTITUTE
February 27, 2012

PURPOSE.

The purpose of this comprehensive assessment of the Fellows Institute is to measure change in program participants in the areas of knowledge, skill, behavior and attitude and to monitor the effectiveness of the program in establishing the Faculty Athletics Representative (FAR) as a campus and conference leader. The core objectives of the program are:

1. Raise awareness of the FAR as a valuable campus and conference resource.
2. Identify best practices to help empower the FAR on both the campus and conference level.
3. Develop strategies to engage key campus constituencies in the role of athletics in the educational process.
4. Build strong faculty advocacy on behalf of the student-athletes and intercollegiate athletics on campus.
5. Increase support for student-athletes by developing practical tactics and strategies for improving relationships with campus and conference SAACs.
6. Increase the number of scholarship applications filed and student-athletes nominated for NCAA leadership programs.
7. Enhance the leadership abilities of FARs and help develop effective campus and conference leaders.
8. Raise awareness and understanding of the NCAA governance structure.
9. Create positive FAR-led change at the conference level.
10. Improve professional development opportunities for FARs.

The findings from this assessment will allow for the continued improvement of the program as well as serving as an important source of information for budget decisions for the program.

METHODS.

This assessment is comprehensive in that it will employ various measurement tools to glean the necessary information upon which to base the assessment. Record review and surveying will be used. Target audiences include program participants, program facilitators and conference leaders.

Pre-Post Fellows Institute Participant Survey: This is a web-based survey administered to all program participants prior to the training and then at a one-year interval following training. See Appendix I.

Pre-Post Fellows Institute Conference Commissioner Survey: This is a web-based survey administered to all conference commissioners on an annual basis prior to each new class of institute participants. See Appendix II.

Quadrennial FAR Study: This is a broad-based study of FARs across the association. The next iteration of the study will include a prompt to allow for the identification of institute participants. Responses from this survey will allow for a comparison of FAR effectiveness for those who participated in the institute and those who did not. See Appendix III.

Annual Review of NCAA Committee Nominations and Appointments: A review of committee nominations and appointments on a periodic basis to track the number of FARs nominated for and holding positions.

Annual Review of Applications and Nominations for NCAA Leadership Programs: A review of applications and nominations for NCAA Leadership Programs submitted by FAR Institute participants.

FINDINGS.

1. Pre-Post Fellows Institute Participant Survey.

Table 1. Participants.

	Pre-Test		One-Year Follow-up	
	n	%	n	%
Professor	12	54	14	67
Associate Professor	7	32	5	23
Assistant Professor	3	14	1	5
Other	0	0	1	5
	22	100	21	100

Table 2. Level of agreement.

	Agree		Neither Agree nor Disagree		Disagree	
	Pre- Test	One- Year FU	Pre- Test	One- Year FU	Pre- Test	One- Year FU
The range of my responsibilities at my institution is appropriate for me to fulfill my charge as FAR.	67%	80%	14%	15%	19%	5%
The range of my responsibilities in my conference is appropriate for me to fulfill my charge as FAR.	76%	65%	19%	15%	5%	20%
I am able to effectively support my president in matters related to athletics.	82%	85%	14%	5%	5%	10%
I am able to effectively support my athletics director in matters related to athletics.	81%	85%	14%	5%	5%	10%
I am able to effectively support my faculty colleagues in matters related to athletics.	77%	80%	19%	15%	5%	5%
I am able to effectively support my coaches in matters related to athletics.	76%	85%	19%	10%	5%	5%
I am able to effectively support my commissioner in matters related to athletics.	67%	80%	33%	10%	0%	10%
I am able to build effective relationships with the general faculty at my institution.	76%	75%	14%	20%	10%	5%
I am a strong and effective advocate for student-athletes at my institution.	90%	95%	5%	0%	5%	5%
I am a strong and effective advocate for student-athletes in my conference.	60%	70%	30%	25%	10%	5%
The Student-Athlete Advisory Committee on my campus is a strong and effective advocate for student-athletes.	76%	55%	14%	25%	10%	20%

- Nominal differences between levels of agreement at the pre-test and one-year follow-up exist.
- The sample size is limited. Drawing broad conclusions is not appropriate at this point on the factors measured.

2. Pre-Post Fellows Institute Conference Commissioners Survey.

Table 3. Level of agreement.

	Agree		Neither Agree nor Disagree		Disagree	
	Pre-Test	One-Year FU	Pre-Test	One-Year FU	Pre-Test	One-Year FU
FARs are actively involved in my conference governance structure.	50%	36%	28%	25%	22%	39%
FARs make important contributions to the functioning of my conference governance structure.	52%	39%	32%	35%	16%	25%
FARs in my conference are effective advocates for student-athletes and intercollegiate athletics.	63%	46%	37%	50%	0%	0%
Conference FARs participate actively with our Conference SAAC.	3%	7%	47%	39%	50%	54%
FARs in my conference are actively involved in the NCAA Conference Grant Program.	44%	28%	47%	57%	9%	14%
The FARs in my conference actively support NCAA scholarships and other programs.	47%	28%	44%	61%	9%	11%

Table 4. Level of agreement.

	Agree for most or all campuses		Agree for some campuses		Disagree	
	Pre- Test	One- Year FU	Pre- Test	One- Year FU	Pre- Test	One- Year FU
FARs in my conference are actively involved on their campuses.	52%	43%	42%	46%	6%	11%
FARs in my conference play an important role on their campus.	48%	39%	45%	50%	7%	11%

- Levels of agreement across nearly all items shifted away from agreement with the one-year follow-up towards a more neutral position.

3. Selected Findings from the Quadrennial Faculty Athletics Representatives Study

In total, 658 responses from 651 (60%) of NCAA institutions were received for the 2011 iteration of the Quadrennial Faculty Athletics Representatives Study. Overall responses significantly improved from the 2005 survey.

Table 5. Responses.

	2011
Division I	219 (65%)
FBS	81 (68%)
FCS	72 (61%)
DI-NFB	59 (61%)
Division II	197 (65%)
Division III	242 (54%)

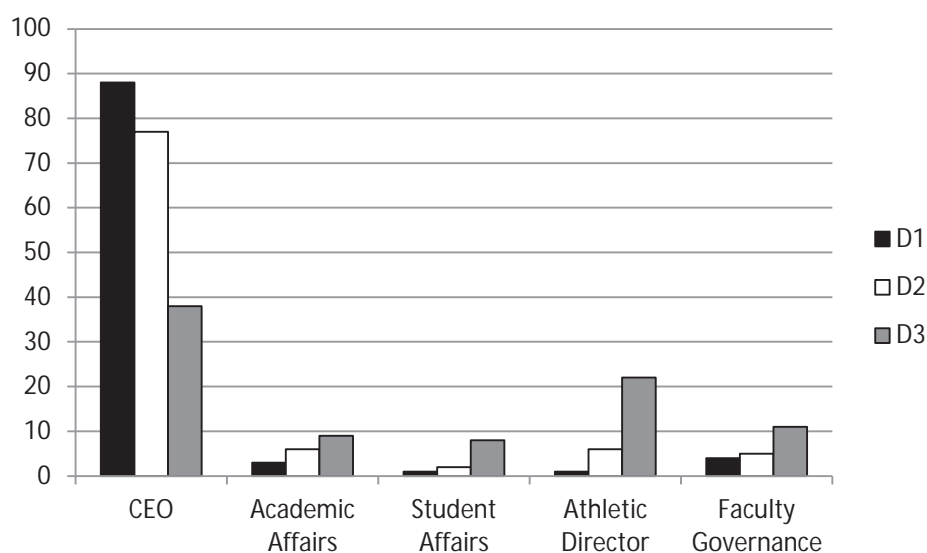
a. Appointment and Reporting.

There was some variation between the divisions in the methods employed for appointing the FAR to their position. In Division II and Division III the most common approach was direct appointment by the CEO. Fully, 85 percent in Division II and 86 percent in Division III reported being appointed directly by their CEO without consultation with a faculty governance body.

Only 38 percent of Division III FARs reported to the campus CEO. Twenty-two percent reported to the Athletics Director. Nearly 11 percent of Division III FARs indicated that they report to the chair of the faculty governance body while slightly fewer (9 percent and 8 percent, respectively) report to their senior Academic Affairs administrator or Student Affairs administrator.

Twelve percent of Division III FARs selected “other” for this question and analysis of their written responses primarily fell into two categories. Either they had multiple reporting lines, with the CEO and AD in combination being the most common, or they did not have or were not aware of a direct reporting line.

Figure 1. Reporting lines by primary division.



The lack of clarity on reporting lines, as evidenced by the latter series of responses, may be related to the absence of a written position description, which is quite common in Division III.

Having a position description has been a focus of the leadership of the Faculty Athletics Representatives Association and their efforts seem to have borne fruit in DI and DII but less so in DIII. Just 49 percent of Division III FARs reported having a written position description. As the table below illustrates, these numbers reflect a dramatic change in the proportion of FARs with a written position description from the 1999 survey.

Table 5. Faculty athletics representatives with written position descriptions.

	Division I	Division II	Division III
2011	80% (FBS=85%, FCS=76%, NFB=76%)	68%	49%
1999	29% (FBS=27%, FCS=28%, NFB= 32%)	18%	12%

b. Professional Development.

Participants were asked if they took advantage of NCAA programming, specifically the NCAA Convention and the Regional Rules Seminars (RRS). At the high end, 57 percent of Division II FARs reported that they attend the Convention on an annual basis. This compares with just 22 percent in Division I and 21 percent in Division III. Over half of the Division I FARs who attended the convention on an annual basis represented FBS institutions.

The Regional Rules Seminars were less utilized resources with 22 percent of Division I FARs attending on an annual basis. Within the Division I subdivisions, FARs at FBS institutions were the most likely to attend the RRS on an annual basis, but that proportion was still fairly low at 28 percent.

Division II attendance at the RRS was quite similar to Division I with 27 percent attending on an annual basis and an additional 26 percent reporting that they had attended within the last 5 years.

Very few Division III FARs attended the Regional Rules Seminar. Only 1 percent reported attending annually and just 9 percent reported attending in the last 5 years.

It appears that very few Division III FARs took advantage of NCAA sponsored professional development opportunities. Fully 84 percent had never attended a Regional Rules Seminar and 52 percent had never attended an NCAA Convention.

In a question that had been included on each of the last two surveys, respondents were asked if they regularly attend the FARA Annual Meeting. Here again, Division II was most likely to attend with 58 percent responding that they attended regularly, followed by Division I at 44 percent and Division III at 28 percent. Among the Division I subdivisions, the FBS FARs were most likely to attend this meeting with 47 percent reporting regular attendance followed by DI-no football at 40 percent and FCS at 39 percent.

There has been some change over time in attendance habits, as the table below illustrates.

Table 6. Faculty athletics representatives attendance at the FARA Annual Meeting.

	Division I	Division II	Division III
2011	44% (FBS=47%, FCS=39%, NFB=40%)	56%	28%
2005	39% (FBS=41%, FCS=49%, NFB=44%)	45%	27%
1999	52% (FBS=59%, FCS=51%, NFB= 43%)	31%	13%

c. NCAA Committee Service.

FARs were asked about their service on NCAA committees. FARs from Division I institutions were most likely to report such service with 24 percent reporting that they currently serve. Within the Division I subdivisions 29 percent of responding FBS FARs currently serve on committees, compared to 25 percent within FCS, and 17 percent of Division I no-football FARs. In Division II, the rate drops to 14 percent reporting current committee service, while only 7 percent of Division III FARs reported engagement in service.

d. NCAA Conference Engagement.

Involvement in conference affairs is an important component for many FARs, as conference policies can have a direct bearing on academic issues and student-athlete well being. There was considerable variation by division on reported conference engagement. Division I varied by subdivision with a high of 92 percent of FBS FARs who agreed that they “regularly attend” conference meetings. In Division II, the number was 74 percent and in Division III it fell to 43 percent.

A series of questions asked for the impressions of the FARs on the conference structure and how the conference contributes to their ability to perform their responsibilities. Again, there were considerable differences by division.

Reviewing these results by division revealed that FARs at Division III institutions were considerably less positive in their perspectives on their conferences. It should be noted that approximately one quarter of Division III FARs selected the neutral option for the “structure enables effectiveness” and the “FARs play a significant role” items.

Table 7. Level of agreement.

	Division I		Division II		Division III	
	Agree	Disagree	Agree	Disagree	Agree	Disagree
FARs meet regularly.	91%	6%	90%	5%	54%	34%
Structure enables effectiveness.	82%	8%	84%	10%	53%	20%
FARs play significant role.	72%	13%	73%	15%	45%	30%

4. Review of applications and nominations for NCAA leadership programs and scholarships.

Table 8. NCAA Scholarship Nominations.

Number	Count	
	Pre-Test	One-Year Follow-up
0	7	5
1	4	2
2	2	2
3	1	5
4	2	0
5	0	1
6	1	2
7	1	1
8	0	0
9	1	0
10	2	1
Total	61	55

- At the pre-test assessment, seven participants reported nominating no one for an NCAA scholarship while two participants reporting nominating 10 student-athletes. Participants reported nominating 61 student-athletes for an NCAA scholarship.
- At the one-year follow-up assessment, five participants reported nominating no one for an NCAA scholarship while one participant reported nominating 10 student-athletes. Participants reported nominating 55 student-athletes for an NCAA scholarship.

Table 9. NCAA Leadership Forum or Woman of the Year Nominations.

Number	Count	
	Pre-Test	One-Year Follow-up
0	17	13
1	3	3
2	0	2
3	0	2
Total	3	13

- At the pre-test assessment, three participants reported nominating one student-athlete for the NCAA Leadership Forum or Woman of the Year. A total of three nominations were reported.
- At the one-year follow-up, seven participants reported nominating at least one student-athlete for the NCAA Leadership Forum or Woman of the Year. A total of 13 nominations were reported.

5. Review of NCAA committee applications and appointments.

Table 10. NCAA Committee Applications.

Number	Count	
	Pre-Test	One-Year Follow-up
0	15	11
1	5	5
2	0	2
3	0	0
4	1	0
Total	9	9

While the number of applications is nine across the two years, the number of people behind those applications is six in 2010 and seven in 2011. NCAA records indicate, though, that what was reported in the survey does not match actual applications. In other words, there are cases where the respondent reported applying for a committee appointment, but did not follow through on the application process.

- In 2010, there were nine applications from Faculty Athletics Representatives. Four of the nine were selected for committee service. Three of the four selected participated in the 2010 Faculty Athletics Representative Fellows Institute.
- In 2011, there were 14 applications from Faculty Athletics Representatives. Seven of the fourteen were selected for committee service. Four of the seven selected participated in either the 2010 or 2011 Faculty Athletics Representative Institute.

The important takeaway here is the very limited size of the application pool. The Institute appears to have had an impact in isolated cases related to committee service.



Division III Strategic Positioning Activation and Planning Calendar 2012-13

	January – March 2012	April – June 2012	July – September 2012	October – December 2012
Activation (national office)	<p>Convention</p> <ul style="list-style-type: none"> Best practices – Educational session [annual] <p>Winter championships:</p> <ul style="list-style-type: none"> Game program ad (pending digital program opportunities) PA scripts Additional signage New-generation TV PSAs Language in championship selection releases (if applicable) <p>Support activation of Division III Week</p> <p>Adapt tool kit to practical uses (coaches mobile website)</p> <p>Use new-generation videos</p>	<p>Spring Championships:</p> <ul style="list-style-type: none"> Game program ad (pending digital program opportunities) PA scripts Additional signage New-generation TV PSAs Language in championship selection releases (if applicable) <p>Participate in Division III Week activities (April 9-15)</p> <p>Review Purchasing Website for 2012-13</p> <p>Adapt tool kit to practical uses (coaches mobile website)</p> <p>Use new-generation videos</p> <p>Develop best-practices guide</p>	<p>Finalize Purchasing Website for 2012-13</p> <p>Adapt tool kit to practical uses (focus on prospective student-athletes and parents)</p> <p>Use new-generation videos</p> <p>Review Division III Week feedback</p> <p>Joint Management Council/SAAC Special Olympics activity</p> <p>Finalize best-practices guide</p>	<p>Fall Championships:</p> <ul style="list-style-type: none"> New game program ad (pending digital program opportunities) PA scripts Basic signage package New-generation TV PSAs Language in championship selection releases (if applicable) <p>Adapt tool kit to practical uses (focus on prospective student-athletes and parents)</p> <p>Use new-generation videos</p> <p>Plan activation of 2013 Division III Week</p>
Activation (local efforts)	<p>Use tool kit</p> <p>Use customizable videos</p> <p>Use promotional kit/purchasing website items</p> <p>Special Olympics</p>	<p>Division III Week(April 9-15) :</p> <ul style="list-style-type: none"> Focus on three prongs – Academics, Athletics and Co-Curricular <p>Use tool kit</p> <p>Use promotional kit/purchasing website items</p> <p>Special Olympics</p>	<p>Use tool kit (introduce coaches mobile website)</p> <p>Use promotional kit/purchasing website items</p> <p>Special Olympics</p>	<p>Use tool kit (introduce coaches mobile website)</p> <p>Use promotional kit/purchasing website items</p> <p>Special Olympics</p>
Outreach	<p>NIAAA meeting</p> <p>NASPA Convention</p> <p>DIII CoSIDA Board teleconference</p> <p>State high school counselors/administrators organizations</p>	<p>DIII Commissioners Meeting</p> <p>Regional Rules Seminars</p> <p>CoSIDA Convention (St. Louis)</p> <p>State high school counselors/administrators organizations</p>	<p>DIII CoSIDA board teleconference</p> <p>State high school counselors/administrators organizations</p>	<p>FARA</p> <p>National Student-Athlete Leadership Forum</p> <p>ECAC Convention</p> <p>Division III conference meetings</p> <p>State high school counselors/administrators organizations</p> <p>Admissions directors</p> <p>Eligibility Center</p>
Communication Plan	<ol style="list-style-type: none"> Provide tools to help Division III leadership “Tell Our Own Story” (Support with one media tour per sports season). Craft Presidential Quarterly Updates and Monthly Updates. Localize national-level NCAA initiatives. Continue to build a social media presence via Facebook, Twitter and YouTube. Use NCAA.org and NCAA.org/Special Olympics public websites to promote the student-athlete experience. Enhance Division III membership communications. Assist DIII CoSIDA with strategic communication planning (Support with creation of a working group). Introduce quarterly e-newsletter to share activation practices. 			



Division III Strategic Positioning Activation and Planning Calendar 2012-13

	January – March 2013	April – June 2013	July – September 2013	October – December 2013
Activation (national office)	<p>Convention</p> <ul style="list-style-type: none"> Best practices – Educational Session [annual] Joint SAAC/membership Special Olympics event <p>Winter championships:</p> <ul style="list-style-type: none"> Game program ad (pending digital program opportunities) PA scripts Additional signage New-generation TV PSAs Language in championship selection releases (if applicable) <p>Support activation of Division III Week</p> <p>Evaluate continuation of Purchasing Website/promotional initiatives for 2013-14</p> <p>Adapt tool kit to practical uses (focus on prospective student-athletes/parents)</p>	<p>Spring Championships:</p> <ul style="list-style-type: none"> Game program ad (pending digital program opportunities). PA scripts Additional signage New-generation TV PSAs Language in championship selection releases (if applicable) <p>Participate in Division III Week activities</p> <p>Adapt tool kit to practical uses (focus on prospective student-athletes/parents)</p>	<p>Finalize Purchasing Website for 2013-14 (pending first-quarter review)</p> <p>Adapt tool kit to practical uses</p> <p>Review Division III Week feedback</p>	<p>Fall Championships:</p> <ul style="list-style-type: none"> Game program ad (Pending digital program opportunities) PA scripts Basic signage package New-generation TV PSAs Language in championship selection releases (if applicable) <p>Adapt tool kit to practical uses</p>
Activation (local efforts)	<p>Use tool kit</p> <p>Use customizable videos</p> <p>Use promotional/purchasing website items</p> <p>Special Olympics</p>	<p>Division III week (tentative):</p> <ul style="list-style-type: none"> Focus on three prongs – Academics, Athletics and Co-Curricular <p>Use tool kit</p> <p>Use customizable videos</p> <p>Use promotional/purchasing website items</p> <p>Special Olympics</p>	<p>Use tool kit</p> <p>Use customizable videos</p> <p>Use promotional/purchasing website items</p> <p>Special Olympics</p>	<p>Use tool kit</p> <p>Use customizable videos</p> <p>Use promotional/purchasing website items</p> <p>Special Olympics</p>
Outreach	<p>CIC or NAICU meeting</p> <p>NASPA Convention</p> <p>DIII CoSIDA Board teleconference</p> <p>State high school organizations</p> <p>Admissions directors</p>	<p>CoSIDA/NACDA joint meetings</p> <p>Commissioners Meeting</p> <p>ECAC-SIDA</p> <p>Regional Rules Seminar</p> <p>State high school organizations</p> <p>Admissions directors</p>	<p>DIII CoSIDA Board teleconference</p> <p>State high school organizations</p> <p>Admissions directors</p>	<p>ECAC Convention</p> <p>FARA</p> <p>Student-Athlete Leadership Forum</p> <p>Division III Conference meetings</p> <p>State high school organizations</p> <p>Admissions directors</p>
Communication Plan	<ul style="list-style-type: none"> Presidents Quarterly Update Monthly Update Use Social Media 	<ul style="list-style-type: none"> Presidents Quarterly Update Monthly Update Use Social Media 	<ul style="list-style-type: none"> Presidents Quarterly Update Monthly Update Use Social Media 	<ul style="list-style-type: none"> Presidents Quarterly Update Monthly Update Use Social Media

**Academic Reporting Pilot
Division III Executive Summary of January 13, 2012
Issues Forum**

The division considered three questions related to its academic reporting pilot. Presented below include pre-Convention governance structure positions, as well as the Convention roundtable feedback generated by the membership.

The Division III Academic Reporting Working Group was created to serve in an oversight role for the program, develop policies and procedures, provide guidance on analysis and reporting of findings, and to make recommendations for the future of academic reporting for the division.

QUESTION 1A: FINDINGS OF THE ACADEMIC REPORT PILOT: TELLING THE DIVISION III STORY.

Convention roundtable feedback:

- Generally, the responses were in favor of the pilot results telling the story of Division III. The pilot helped reinforce the idea that student-athletes are performing better academically and graduating at a greater rate than the rest of the student body. The data also help promote that Division III student-athletes are well-rounded individuals and quantitatively illustrate that Division III places a high value on academics.
- Most responses indicated that these results would help focus on Division III as a whole instead of primarily focusing on individual conferences or institutions.
- Many responses also indicated the pilot was only performed once and the long-term results have yet to be shown. Other concerns questioned whether the sample was representative of the diversity of Division III and if the results were comparable to Divisions I and II.

QUESTION 1B: FINDINGS OF THE ACADEMIC REPORT PILOT SUPPORTING THE DIVISION'S PHILOSOPHY AND STRATEGIC POSITIONING PLATFORM.

Convention roundtable feedback:

- Generally, the responses were in favor of the pilot results supporting the Division's Philosophy Statement and Strategic Positioning Platform. The results from the pilot can aid in the recruiting process, strengthen the relationship between athletics and faculty and add data to support the division's philosophy and strategic positioning platform. The data collected can assist in the positive perception and image of Division III student-athletes.
- Most responses indicated that these results help promote graduation in four years among the division's student-athletes.
- Many responses also indicated that it is important to perform a comparative study to provide more insight on transfer students.
- Concern also arose about tracking and counting students who are no longer involved within intercollegiate athletics.

QUESTION 1C: FINDINGS OF THE ACADEMIC REPORT PILOT AND RELEVANCE AT THE CAMPUS LEVEL.

Convention roundtable feedback:

- Generally, the responses were in favor of the relevance of the pilot findings at the campus level. The pilot can help strengthen the relationship between athletics and aid in the recruitment process. The data also help with resource allocation, proving that student-athletes are academically performing better than the general student body. The data from this pilot can assist in the evaluation of sport specific programs. Ultimately, this data can help support the positive impact athletics has on Division III campuses.
- Most responses indicated that these results are specific to individual campuses and do not assist in unifying Division III institutions. An additional concern is the tracking of dual sport student-athletes.
- Many responses also indicated there currently is no uniform academic standard across the division, separating student-athletes from the rest of the general student body, and, that student-athletes being accounted for who are no longer associated with the team.

QUESTION 1D: FINDINGS OF THE ACADEMIC REPORT PILOT - RELEVANCE AT THE CONFERENCE LEVEL.

Convention roundtable feedback:

- Generally, the responses did not find the pilot findings relevant at the conference level. Division III conferences are very diverse. Conference level data would not promote the division as a whole. The data is similar to the Financial Aid Report and is more relevant at the campus level.
- Most responses indicated that these results would increase competition among institutions within specific conferences instead of unifying the conference as a whole. An additional concern is the negative implications it could have on the division in regards to recruitment.
- Many responses also indicated it would help unify institutions within a conference in regards to recruitment, aid in budget allocation, serve as a best practice and be relevant when conferences are adding institutions for membership.

QUESTION 2A: BENEFITS OF ACADEMIC REPORTING AND RELATED COSTS: CAMPUS-LEVEL.

Convention roundtable feedback:

- The majority of applicable responses indicated that current campus-level burdens outweighed the benefits in regards to academic reporting. A majority of responses indicated the results of academic reporting were burdensome and time consuming before they established a campus-wide reporting system. The collaboration of professionals outside of the athletic department and computerized systems were critical to easing the burden.
- Many responses indicated the burden varied among institutions depending on individual institution's rapport among campus constituents, and utilized the Financial Aid Report to lesson time constraints. Many responses indicated it was too early to predict long term burdens.
- There were many concerns of adding an additional report to not only the athletic department, but also other various campus departments.
- Many responses indicated there was no significant benefit in collecting the results from academic reporting. It was also suggested the NCAA National Office provide a technical system in order to ease the burden. There is fear the burden will increase over time, and concern about the reporting capabilities on small campuses
- Responses indicated there was uncertainty in regards to a uniform definition of student-athlete.

QUESTION 2B: BENEFITS OF ACADEMIC REPORTING AND RELATED COSTS: OVERCOMING BURDENS.

Convention roundtable feedback:

- The majority of applicable responses indicated burdens related to the academic reporting pilot can be overcome through a uniform avenue for collecting data across the division. This could be implemented by a technological system, NCAA policies regarding data collection, a clear definition of student-athlete, and usage of templates from the pilot. Although many institutions experienced burden the first few years of the pilot, it is believed the burden will lessen over time. A majority of responses indicated time and money were the largest burdens.
- Many responses indicated concerns about allocating resources towards academic reporting, the diversity of Division III campuses, verifying data, and student-athletes who do not participate in athletics for the duration of their collegiate career.
- There were many concerns regarding the priority of the implementation of academic reporting and if it would become mandated or left to institutional choice.

- Many responses indicated there was no significant benefit in collecting the results from academic reporting. It was also suggested the NCAA National Office provide software in order to ease the burden.
- There were responses that indicated there was uncertainty in regards to a uniform definition of student-athlete.

QUESTION 2B: BENEFITS OF ACADEMIC REPORTING PILOT AND RELATED COSTS: THE ROLE OF THE NCAA AND/OR CONFERENCES IN MANAGING BURDEN.

Convention roundtable feedback:

- The majority of responses supported funding in order to create a new position or compensate athletic administrators for their overtime work when completing academic reporting. Additional responses indicated institutions should be provided with the average financial cost for academic reporting for campuses before implementation. Many responses indicated increased funds through Division III conference grants or an institutional stipend. Many responses indicated establishing an NCAA “help desk” to ensure institutions are completing the academic reporting process correctly.
- A majority of responses indicated the need for software to be designed or be provided by the NCAA in order to ensure data collection is consistent and accurate among all Division III institutions. Additional responses indicated the need for a template, best practices guide, standard program or suggested method for collecting data to be released by the NCAA.
- There is a concern over the increase of data collection by the NCAA and many responses recommended incorporating academic reporting into an already existing survey administered and mandated by the NCAA. Many responses also suggested the NCAA become involved with data collection on campuses from beginning to end.

COLLECTION OPTION 1: ANNUAL FROM ALL SCHOOLS.

Convention roundtable feedback:

- Generally the responses indicated the need to mandate academic reporting for all Division III institutions. Many responses ranged from annual reporting to only reporting every few years.
- There was general support for involvement from all Division III institutions in order to ensure validity, statistical significance and consistency.
- Making it mandatory was a key aspect in many responses.
- Many responses indicated a concern about the source of Division III funds in order to participate on an annual basis in order to ease the burden.
- There were also concerns about utilizing a standard template or software for all institutions.

COLLECTION OPTION 2: ANNUAL WITH HALF OF THE SCHOOLS IN ALTERNATING YEARS.

Convention roundtable feedback:

- Generally the responses indicated the need to slowly ease into already existing methods of collecting data both by the individual institutions and the NCAA.
- Making it mandatory was a key aspect in many responses.
- Many responses indicated alternating years rather than mandating data collection annually.
- There were also concerns about institutions collecting data inaccurately.

COLLECTION OPTION 3: BIENNIAL.

Convention roundtable feedback:

- Generally the responses indicated this option would increase inconsistency and inaccuracy among data collection.
- There was general concern biennial reporting would not ensure validity, statistical significance and consistency.
- Making it mandatory was a key aspect in many responses.
- There were also concerns a biennial report would increase burden.

COLLECTION OPTION 4: OPTIONAL REPORTING.

Convention roundtable feedback:

- Generally the responses indicated the freedom of institutions to choose participation would ease burden and increase response rates. Optional reporting would provide a snapshot of Division III.
- There is a concern optional reporting would be the least effective, but be beneficial to slowly incorporate academic reporting into Division III legislation.
- Making it mandatory was a key aspect in many responses. Many responses indicated mandating academic reporting every five years.
- There were also concerns optional reporting would not be reflective of the entire division and optional reporting would eventually lend itself into mandatory reporting.

COLLECTION OPTION 5: NONE OF THE ABOVE.

Convention roundtable feedback:

- Generally these responses supported incorporating academic reporting into an already existing survey administrated and mandated by the NCAA such as the ISSG and EADA.
- There is general support for mandating academic reporting for all institutions in its first year and slowly easing it into a four to five year survey in order to be comprehensive and incorporate it into already existing methods of data collection on campus.
- Making it mandatory was a key aspect in many responses. Many responses indicated mandating academic reporting once every five or ten years.
- Many responses indicated involvement at the conference level.
- There were also concerns about how academic reporting tells the Division III story, the value of the data and how the data would be utilized.

NUMERICAL RESPONSE SUMMARY

Question	Support	Do Not Support	Undecided or N/A	% Support	% Do Not Support
1a	59	4	23	68%	4%
1b	67	3	16	77.9%	3%
1c	66	9	11	75.8%	10%
1d	29	23	30	33.7%	26.7%
2a	42	15	29	48.8%	17.4%
2b	61	6	16	73.4%	7.2%

NUMERICAL RESPONSE SUMMARY

Question	Annual from all schools	Annual with half of schools in alternating years	Biennial	Optional Reporting	None of the above
3	32	2	2	18	24
	41%	2%	2%	23%	30.7%

VIA ELECTRONIC MAIL

MEMORANDUM

March 1, 2012

TO: NCAA Division III Chancellors and Presidents.

FROM: Dan Dutcher
Vice president for Division III.

SUBJECT: Mandatory Submission of Graduation Rates Data.

As you know, the Division III governance structure has passed legislation stipulating that all member institutions provide the information contained in their federal Graduation Rate Survey (GRS) form to the NCAA. This process applies to all students, including student-athletes. This memorandum outlines the process for submitting these data to the Association this year. **As a reminder, the penalty for not submitting this information will be to render your institution ineligible to compete in NCAA championships conducted for the 2012-13 year.**

The NCAA Graduation Rates Data Collection System is only available through the Single-Source Sign-On System. Single-source sign-on administrations will need to grant individuals access to this portal prior to entering any data. Please contact your single-source sign-on administrator on campus or the athletics department in order to gain appropriate access.

Prior to accessing the portal, you will need to create a unique log-in with password on NCAA.org. A link to the Graduation Rates link will appear in the Applications section once you have created an account and have been granted access to the portal. You will need to be granted full access to the portal in order to enter, import and export data.

The information collected on this site will be the same as reported on the federal GRS document: enrollment for the 2011 academic year, student body graduation rate for the 2005 freshman cohort, and for those institutions offering athletics aid, the student-athlete graduation rate for the 2005 freshman cohort broken out by individual sport. Institutions that sponsor Division I sports are required to provide the graduation success rate (GSR) for those specific sports. Information regarding the GSR will be sent to the applicable schools.

If your institution is interested in participating in the voluntary submission of academic success rate data for your student-athletes, you will receive a separate memo containing information on that. Directions on completing and submitting those data are included with that memo.

The Web site is now available and **will close June 1**, at which time all data will be due. Questions concerning completing the data should be addressed to Maria DeJulio at 913/397-7668 or mdejulio@ncaa.org.

Thank you.

DTD:mkd

cc:	Directors of Athletics]	
	Faculty Athletics Representatives]	-- of Division III
	Senior Woman Administrators]	Member Institutions.
	Senior Administrators with Athletics Oversight]	
	Division III Conference Commissioners		

VIA ELECTRONIC MAIL

MEMORANDUM

March 5, 2012

TO: NCAA Division III Presidents and Chancellors.

FROM: Jim Schmotter, president, Western Connecticut State University
Chair of NCAA Division III Presidents Council.

SUBJECT: NCAA Division III Voluntary Submission of Student-Athlete Graduation Rates Data.

The Division III Academic Reporting Pilot Program was completed successfully this past year. As the governance structure and membership decide the future of academic reporting for the division, the **Division III Administrative Committee has endorsed the continuation of the voluntary submission of student-athlete graduation-rates data for the 2012 collection cycle**, which begins now and ends June 1. Feedback from the 2012 national convention indicated a critical mass of member schools found the campus-level report and the aggregate findings relevant and useful. In addition, the division will incur no additional cost to continue the voluntary program this year. For those reasons, the committee determined the continuation of voluntary submission was warranted. Please, note, however, that no specific timetable has been set for the determination of the program's long-term future.

If you are one of the 157 Division III member institutions that participated in the program over the last two years, we hope you will participate again. If you are not one of those schools, we sincerely hope you will consider taking part this year.

Division III will retain its honorarium fund to encourage the voluntary submission of student-athlete data. That fund will be split evenly among those institutions that submit the relevant student-athlete data by the June 1 deadline.

The remainder of this communication more clearly identifies the requested data specifications and how the submission will take place. To that end, **I recommend that you forward this memorandum to the appropriate person who is responsible on your campus for submission of graduation-rates information to the NCAA.**

Information Requested.

The reporting program is imbedded in the annual collection of graduation data this spring on the 2005 entering cohort of students. Participating schools will access the NCAA Graduation-Rates Data Collection System and, along with the input of required graduation data for all students, will have the option to input information specific to student-athletes.

For the 2012 reporting cycle, institutions will be able to take advantage of the fact that student-athletes, as defined for this program, would have been previously identified through the 2006-07 Division III Financial Aid Reporting Program. This is where information on the 2005 entering cohort was first collected. This Financial Aid Reporting Program information has been securely stored on NCAA servers. If it is no longer available on your campus, it can be retrieved from the NCAA.

In order to establish the student-athlete cohort, this standard definition of a student-athlete will be employed: a student-athlete is an individual listed on the institution's official roster on or after the first scheduled contest or date of competition in the NCAA championship segment during the initial academic year of enrollment. For those student-athletes participating in more than one sport, a primary sport must be determined for each student-athlete to avoid double-counting.

There are four subgroups of student-athletes to be reported on for each Division III sport.

1. Fall freshmen: Students who entered into the institution in the fall as first-time, full-time baccalaureate degree-seeking students.
2. Mid-year (January) freshmen: Students who entered the institution in the spring semester as first-time, full-time baccalaureate degree-seeking students.
3. Incoming transfers from a two-year institution: Students transferring into the institution from a two-year school at any time during the academic year.
4. Incoming transfers from a four-year institution: Students transferring into the institution from a four-year school at any time during the academic year.

For each Division III sport, report the following information:

1. Number enrolled: Report only for full-time, first-time students seeking a bachelor's or equivalent degree.
2. Number graduated: Of those enrolled students reported, report completers of bachelor's or equivalent degree within 150 percent of time (i.e. six years) or by August 31 of the previous calendar year.
3. Number allowable exclusions: Students who left the institution because of one of the following reasons within 150 percent of time (i.e. six years) without completing a bachelors degree: student is deceased or permanently disabled and unable to return to school; student left school to serve in the armed forces; student left school to serve with a foreign aid service of the Federal Government, or student left school to serve on an official church mission.
4. Number left while eligible to compete: Students with athletics eligibility remaining that have left the institution prior to receiving their baccalaureate degree and would have been academically eligible to compete the next regular academic term had they returned to your institution. The institution must determine what academic eligibility rules the student would have been subject to had they returned, apply those standards to the student's academic record and determine if he or she would have been academically eligible if he or she had

returned. This includes all NCAA, conference and institutional academic eligibility rules. This group does not include students who exhaust their eligibility and leave the institution prior to receiving their baccalaureate degree.

Data Submission Process.

Participating schools will use the Graduation-Rates Data Collection System to submit the supplemental information requested. The individual submitting the data will log into the system as they do each year to submit student-body graduation-rates information. Additional screens have been activated to allow for the voluntary submission of student-athlete information.

Capabilities allowing the importation of a data file containing the student-athlete graduation information have been enabled in the system. Technical instructions related to the file format and the importing process have been included as an attachment to this memorandum.

Pilot schools sponsoring a Division I sport should complete Graduation Success Rate data for their Division I sport or sports as they have in the past.

Reporting.

Each participating school will receive a school-level report that will include the graduation rates by the federal methodology as well as the DIIR Academic Success Rate (ASR) for those schools submitting ASR data. The ASR is the alternate rate that accounts for students who separated from the school in good academic standing prior to graduation. An aggregate report based on data collected from all pilot schools will be produced and publicly released. Confidentiality of school-level data will be upheld.

Timeline.

- March 2012: Membership communication of opening of graduation-rates data collection on.
- March 1 through June 1, 2012: Collection of graduation-rates data. Required and voluntary data collection will take place during this time for the 2005 entering cohort.
- July/August 2012: Report of preliminary, aggregate voluntary report program findings to Presidents Council and Management Council.
- October 2012: Full report of aggregate voluntary report program findings to Presidents Council and Management Council and release of school-level reports to participating institutions.

Resources.

You are encouraged to forward this Memorandum to the person on campus who submits the graduation information to the NCAA annually. Resources are available for anyone with questions. Your primary contact for all technical questions related to graduation-rates data collection is Maria

DeJulio at mdejulio@ncaa.org or 913/397-7668. For questions related to the Division III academic reporting program in general, please contact Eric Hartung at ehartung@ncaa.org or 317/917-6306.

Thank you for your commitment to Division III.

MD/EMH:br

cc: Director of Athletics
Faculty Athletics Representatives
Senior Woman Administrators
Conference Commissioners
Senior Administrators with Athletics Oversight
Selected NCAA Staff Members

Attachment

Update on the NCAA NASPA Alcohol and Other Drug Collaborative
February 9, 2012

Mission Statement

The NCAA Division III and NASPA Alcohol and Other Drug Collaborative will promote an integrated model for on-campus collaborations among student affairs and athletics professionals and provide resources to deliver effective alcohol and drug education for the well-being and success of all students.

Project Team Steering Committee

Dan Dutcher, vice president of Division III, NCAA;
Stephanie Gordon, senior director of Educational Programs, NASPA;
Eric Hartung, associate director of Research for Division III, NCAA;
Leah Kareti, Division III Governance contractor, NCAA;
Cari Klecka, director of Educational Programs, NCAA;
Kevin Kruger, president, NASPA;
Mary Anne Nagy, vice president for Student and Community Services, Monmouth University;
Glen Sherman, associate vice president and dean of Student Development, William Patterson University;
Lou Stark, vice president for Student Affairs, Coe College; and
Mary Wilfert, associate director of Health and Safety, NCAA.

Key Elements of Project Vision

The collaborative will produce a singular web resource that is targeted toward professionals to offer programs to students and student-athletes. The resource will:

- Promote cross-campus collaboration.
- Be flexible; provide a range of levels of direction from a cookie-cutter approach to one that invites more modification.
- Be both applied and specific.
- Be rooted in evidence-based practices.
- Exist “online” and offer tools for professionals to advance their work with student-athletes.

Working Group Structure

The collaborative includes two working groups, Content and Delivery. Membership selections were based on level of experience in the discipline, credibility in content area, and demonstrated support for employing an evidence-based approach.

The Content Working Group includes four Steering Committee members and six subject matter experts. (See Attachment A for the Content Working Group roster.) Its first meeting is scheduled for March 9 in conjunction with the NASPA annual conference.

The Content Working Group is charged with identifying content to include in the first iteration of the NCAA Division III and NASPA AOD Collaborative Resource.

Specifically, to:

- a. Identify best practices and effective resources for alcohol and other drug abuse prevention.
- b. Develop baseline educational modules (include the information that coaches, students, student-athletes and other stakeholders need to know).
- c. Identify effective environmental analysis for inclusion in the resource.

Parameters for consideration by the Content Working Group include:

- The resource should target alcohol in the first year of the project and expand to include other drugs in future years (e.g., scalable approach starting with alcohol; the NCAA banned substance list will be addressed within the first three years of the initiative).
- The resource must be applicable to the general campus and must address specific needs of Division III student-athletes.
- Assume coaches will share in the responsibility of delivering information to student-athletes. (Consider coaches' unique role to both deliver and receive the educational information.)
- Consider content that is compatible with the environmental model.
- The program outcome should meet local needs and accommodate institutional autonomy.

The Delivery Working Group includes two Steering Committee members, an NCAA Communications staff member, a student-athlete, a coach, two athletics trainers, three student-affairs officers and two athletics administrators. (See Attachment B for a Delivery Working Group roster.)

The Delivery Working Group is charged with developing the structure and format to share content and promote use of the resource with NCAA and NASPA members.

Specifically, to:

- a. Develop pathways to share best practices and effective resources.
- b. Develop format to present baseline modules and environmental analysis in the resource for use by athletics and student-affairs administrators.
- c. Develop plan to promote resource with Division III and NASPA members.

Parameters for consideration by the working group include:

- Promotion of effective resources should be informed by the environmental model.
- The program outcome should meet local needs and accommodate institutional autonomy.
- The resource must be simple and easily accessible.
- The resource must be available via open access (free to members and therefore a value added benefit of membership).
- Development and promotion of the resource will include college presidents.
- The resource must encourage the existence of relationships at the campus level (which should translate down from the president). Connections between athletics and student affairs need to be established and encouraged (integrated in the management structure of the institution.)
- The program should be built from connection of infrastructure.

Role of the Steering Committee

The Steering Committee has assumed responsibility for overall project direction. It has placed members on each of the two working groups to serve in an advisory capacity to ensure that the project is progressing appropriately. The Steering Committee is also responsible for program evaluation (via establishment and tracking of performance metrics) and for performing empirical checks throughout the resource development process.

Working Project Timeline

August 1, 2011	Seek initial commitment to the partnership and identify involved individuals from both NASPA and the NCAA.
September 23, 2011	In-person stakeholder meeting.
October 2011 to June 2012	Build resource.
January 2012	NCAA Division III athletics direct reports, including senior student- affairs officers, receive an update on the initiative at the annual NCAA Convention.
March-April 2012	Working groups each meet in person.
March 9, 2012	Strategic Planning and Finance Committee receives a project update, makes any necessary adjustment for 2012-15 budget requests.

March 2012	NASPA members receive an update at annual NASPA conference.
Summer 2012	NCAA and NASPA promote availability of resource for pilot institutions.
Fall 2012	Launch limited program to a pilot audience.
Fall 2013	Launch program to full Division III membership.

Project History

September 23, 2011: Representatives from the NCAA and NASPA met to discuss the proposal for the collaborative, agreed to a formal partnership, developed a mission statement and outlined the scope and deliverables of the initiative.

October 13, 2011: The Steering Committee approved final mission statement, reviewed draft survey instrument to assess current and best practices, discussed joint press release and considered plans for January meetings for both the NCAA and NASPA.

November 15, 2011: The Steering Committee clarified the project vision, approved roles for each steering committee member, established a working project name and working group structure, charged each organization with making nominations to the working groups and assigned steering committee members to represent this project at the NCAA Convention, NASPA Alcohol conference, and NASPA annual conference.

December 7, 2011: The Steering Committee reviewed working group structure and nominations, established scope of work and expectations for the working groups.

January 25, 2012: The Steering Committee confirmed final working group member selections, began preparation for March 9 Content Working Group meeting, reviewed relevant meetings from NCAA Convention, NASPA Alcohol and Other Drug Conference.

February 2, 2012: The Steering Committee approved proposal for Dr. Jason Kilmer, University of Washington, to serve in an enhanced role with the Content Working Group to prepare and present materials for the in-person meeting, guide the content conversation during Content Working Group meetings, and take on a leadership role in the development of program content. The Steering Committee also continued development of the March 9 Content Working Group agenda.

NCAA NASPA AOD Collaboration Content Working Group Roster

General Members:

1. Beth De Ricco, Ph.D.

Independent Consultant, Beth DeRicco Consulting
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Beth DeRicco, Ph.D. has worked at the campus, state and national level, assisting institutions of higher education and their surrounding communities to implement, evaluate and refine policies and programs that address dangerous drinking and other drug use among college and university students, with a focus on putting research-based programs and policies into practice.

Dr. DeRicco has conducted applied research to assist campuses in moving science to practice around health and safety issues and has been a principal or co-principal investigator on projects funded by local foundations, state agencies, and the National Institute on Alcohol Abuse and Alcoholism.

Dr. DeRicco has directed a department of wellness and prevention services, nationally recognized training programs, been faculty at the graduate level, and is a nationally recognized speaker bringing a strong background in prevention theory, program planning, community mobilization and collaboration and developing and conducting training programs.

2. Jason Kilmer, Ph.D.

Research Assistant Professor, Psychiatry, University of Washington
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Dr. Jason Kilmer received his Ph.D. in Clinical Psychology from the University of Washington in 1997, and currently works at the University of Washington in both a research capacity and a student affairs capacity. He is a Research Assistant Professor in Psychiatry and Behavioral Sciences, continuing a 20-year affiliation with colleagues at the Addictive Behaviors Research Center and the Center for the Study of Health and Risk Behaviors through his role as an investigator on several studies evaluating prevention and intervention efforts for alcohol and drug use by college students. He is also the Assistant Director of Health and Wellness for Alcohol and Other Drug Education in the Division of Student Life, working with different areas across campus (including health, counseling, Greek life, residence life, and athletics) to increase student access to evidence-based approaches. Dr Kilmer serves as the chair of the Washington

State College Coalition for Substance Abuse Prevention. He also maintains an appointment as the Substance Abuse Prevention Program Coordinator for Saint Martin's University. For ten years, he worked as an Addictive Behaviors Specialist in the Counseling Center at The Evergreen State College. Dr. Kilmer was the 2004 recipient of the Outstanding Mid-Level Professional Award for Region V of NASPA, was named a Research Fellow in 2005 by MOST of Us at Montana State University, and was named a Senior Scholar in Prevention in 2006 by Outside the Classroom.

3. Matt Martens, Ph.D.

Associate Professor, Department of Educational, School, and Counseling Psychology
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Dr. Martens completed his Ph.D. in Counseling Psychology from the University of Missouri in 2002. Prior to joining the counseling psychology faculty at the University of Missouri in 2009 he was a faculty member in the counseling psychology programs at the University at Albany-State University of New York and the University of Memphis. Dr. Martens' primary research interest is in the area of healthy psychology, particularly addictive behaviors. He has been either a PI or a Co-I of several studies examining the efficacy of brief motivational interventions across several behavioral domains, including projects targeted specifically for college athletes.

4. Thomas A Workman, Ph. D.

Assistant Professor, Allied Health, Production Section Lead, Baylor College of Medicine
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Thomas Workman is an Associate Professor at Baylor College of Medicine, where he serves as the Assistant Director of BCM's Center for Collaborative and Interactive Technologies. He is the Translation and Production Section Lead of the John M. Eisenberg Center for Clinical Decisions and Communications Science at BCM, working with a team of medical and health communication professionals to produce summary products for AHRQ's Effective Health Care Program.

For the past ten years, Tom has focused his career on coalition-based environmental substance abuse prevention in campus-communities. He has received several national awards and honors for his work as the Associate Director and Communication Coordinator for the NU Directions Coalition in Lincoln, Nebraska, which is considered a Model program by the U.S. Department of Education. He is a Fellow with the United States Department of Education's Higher Education Center for Alcohol, Drug, and Violence Prevention and serves on the Council of Advisors for The Network Addressing Collegiate Alcohol and Other Drug Abuse. He is the immediate past-chair of the Alcohol and Other Drug Knowledge Community for the National Association of School Personnel Administrators, and a member of the Board of the Center for Excellence in Higher Education Law and Policy at Stetson University College of Law. Tom co-established the Center for Public Deliberation at the University of Houston-Downtown, and in 2008 was given the Facilitator's Award from the Stetson Law and Policy Conference for his work in health and substance prevention.

The author of a number of book chapters, articles, and monographs on coalition development, environmental strategies, and community-based communication campaigns, Tom presents regularly throughout the United States and has assisted a number of communities in developing effective community coalitions and environmental strategic plans and communication campaigns. He is currently serving as the community coach for the Bloomington-Normal (IL) Community Campus Committee and a consultant for the St Cloud (MN) Alliance, and recently published a primer on the use of social media for coalition-based prevention efforts.

5. Dr. David L. Wyrick

Associate Professor, UNC Greensboro, Department of Public Health Education
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President, Prevention Strategies, LLC
Gateway University Research Park, 5900 Summit Avenue #105, Browns Summit, NC 27214
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Dr. Wyrick earned a B.S. in Exercise and Sports Science from Elon University (1994), his M.P.H. in Public Health Education from UNC Greensboro (1998), and his Ph.D. in Educational Research Methodology from UNC Greensboro (2002). He is an Associate Professor of Public Health Education at the University of North Carolina at Greensboro. Two of his major responsibilities at UNCG include serving as Director of the Master's program in Public Health and as the Chair of the Faculty Committee for Intercollegiate Athletics. Dr. Wyrick is also the founder and President of Prevention Strategies, LLC, an official affiliate of UNC Greensboro. Dr. Wyrick has received more than 15 NIH-funded grants to conduct research related to alcohol and other drug prevention for high school and college students. With a deep concern for the community and the welfare of adolescents and young adults, he informs his thinking and acting with the findings of prevention research and creates programs and curricula that improve the quality of life for adolescents and young adults. For example, he is the co-developer of the web-based alcohol and other drug prevention program for college student-athletes, myPlaybook, which has been

used by approximately 200 colleges and universities around the country. He has also served as the Chair for the Early Career Preventionist Network, a member of the Board of Directors for the Society for Prevention Research, and a member of the Steering Committee for the UNCG Athletics Recertification Committee. He currently serves as the Co-Chair for the Chancellor's Advisory Committee on Intercollegiate Athletics at UNCG, a member of the Board of Directors for the North Carolina Entrepreneurship Center, a member of the UNCG Entrepreneurship Cross-Disciplinary Program Advisory Board, a member of the UNCG School of Health and Human Sciences Research Advisory Council, an NIH grant reviewer, a reviewer for a number of prevention-related journals, and an expert consultant for various groups including the NCAA, Be Active, NC, NCAAHPERD, and the National Center for Drug Free Sport. Dr. Wyrick lives with his wife, Cheryl, and three daughters, Katherine, Caroline, and Elizabeth in Greensboro, NC.

6. Dr. Byron Zamboanga

Associate Profession, Department of Psychology, Smith College
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Dr. Byron L. Zamboanga is an Associate Professor in the Department of Psychology at Smith College. He received his B.A. in psychology from the University of California-Berkeley and his Ph.D. in developmental psychology from the University of Nebraska-Lincoln. His primary research interests focuses on the cognitive, social, and cultural correlates of risky drinking behaviors among adolescents, college students, and student-athletes. He also serves on the committee on athletics at Smith College and teaches a course on the psychology of adolescence and emerging adulthood, and a research seminar on the study of alcohol use among adolescents and emerging adults.

Steering Committee/Staff:

Leah Kareti, NCAA Division III Contractor, 317/250-9664, lkareti@ncaa.org

Mary Anne Nagy, NASPA AOD Knowledge Community Co-Chair, Vice President for Student and Community Services, Monmouth University, 732/571-3417, mnagy@monmouth.edu

Glen Sherman, NASPA AOD Knowledge Community Co-Chair, Associate Vice President and Dean of Student Development, William Patterson University, 973/720-2761, ShermanG@wpunj.edu

Mary Wilfert, NCAA Associate Director of Health and Safety, 317/917-6319, mwilfert@ncaa.org

NCAA NASPA AOD Collaboration Delivery Working Group Roster

General Members:

1. Nafeesa Connolly

Volleyball Student-Athlete and NCAA Division III National Student Athletic Advisory Committee (SAAC) Member, Simmons College
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nafeesa.connolly@simmons.edu

Nafeesa M. Connolly is a second year volleyball student – athlete at Simmons College, Boston Massachusetts. She is currently majoring in Communications/Public Relations Marketing with a minor in Business. Nafeesa serves as community service chair for her campus' Student Athletic Advisory Committee (SAAC) as well as Student Government Association (SGA) Senator for Simmons' Public Relations Student Society of America (PRSSA).

2. Bob Dean

Head Women's Soccer Coach, Hiram College
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Bob Dean is in his eighth year as the Head Women's Soccer Coach at Hiram College as the longest-tenured and most successful coach in program history. In addition to his coaching duties, Dean also serves as the Director of Student-Athlete Affairs and the Student-Athlete Advisory Committee programs. He currently is on the NCAA Student-Athlete Affairs Advisory Team and a trained NCAA Leadership Development facilitator.

Since taking over the reins at Hiram, the Terriers have won more matches in the past five (5) seasons than in the previous 10 seasons combined! These five years have also seen Hiram produce the first four-time All-NCAC player, the first three-time All-NCAC player, and the most All-Conference selections in program history.

During his tenure with the Terriers, Dean has led eight-consecutive teams that have been recognized by the National Soccer Coaches Association of America (NSCAA) with their "Team Academic Achievement Award" of having a team grade point average of 3.0 and above. In all, the Hiram Women's Soccer program has won that recognition now for 13-consecutive academic years.

Dean is a 1986 graduate of Kent State University with a bachelor's degree in journalism/public relations. In addition to his coaching duties, Dean served the Hudson City Schools by administering the district's substance abuse prevention and intervention programming. While

under his direction, the district was recognized with the *Ohio Dept. of Education Drug-Free Schools Award of Excellence* as well as the *Ohio Dept. of Education Asset Building School Award*. He is an Ohio & Internationally-Certified Prevention Specialist-Level II and was one of the first 50 individuals in Ohio to be granted this certification in 1989. He is a nationally-recognized speaker and trainer on the topics of leadership, substance abuse, and athletics and has presented for over 750 school districts, institutions, and organizations since 1981. Dean was inducted into the Aurora High School Distinguished Alumni Hall of Fame in 2002 for his leadership as an athlete, for founding the Aurora High School soccer program, and for his service to youth and families as a professional and volunteer. Dean is active in his church as a volunteer, mentor, group leader and worship usher. In addition, he has been a long-time supporter of Young Life of the Western Reserve and the Fellowship of Christian Athletes.

Prior to coming to Hiram, Dean spent 12 years as the head girls' soccer coach at nearby Hudson High School, where he led his squad to the Division I "Final Four" on five occasions and captured the Ohio Division I State Championship in 2000. Hudson finished as the runners up in 1995, 1999, and 2001. Dean posted a 181-39-30 record at Hudson and led the team to seven national rankings. He was an 11-time conference Coach of the Year and received Coach of the Year accolades from the Plain Dealer (2000), the Beacon Journal (1994-95), the Akron Touchdown Club (six times), and was a two-time Ohio Coach of the Year recipient from the Ohio Scholastic Soccer Coaches Association. In, 2001, he was a finalist for the National Federation of High School Coaches national coach of the year award. Most importantly, in 2000, Dean was honored with the Ohio High School Athletic Association's Ethics and Sportsmanship Award. While at Hudson, Dean produced 40 Academic All-Ohio players, 15 All-Ohio players, six All-Midwest Regional players, and five All-American. More than 50 of his players went on to compete at the collegiate level. Dean has been a professional coach since 1982, having founded the high school program at his alma mater, Aurora High School (OH) in 1981.

Dean currently serves as the program director for the NEO United Soccer Academy in Hudson, Ohio and also as a staff Olympic Development Program (ODP) coach for the Ohio Youth Soccer Association North. Dean also directed all elements of the girls' program for the Hudson United Soccer Club from 1993 through 2003 and helped to found the girls' program for the Everest Soccer Club in 1992, a club that he still serves as a consulting coach. While at Hudson United, he coached three Bothwell State Cup Championship teams in 1996, 1999, and 2003. He has traveled extensively on the international level, directing tour operations and coaching programs for East-West Team Travel & Ambassadors in Aurora, Ohio. He holds two national coaching certifications from the United States Soccer Federation as well as certification from the Royal Dutch Football Federation (KNVB) and is a 25-year member of the National Soccer Coaches Association of America.

He resides in Kent, Ohio with his wife, Sally, and their two children, Abby (14) and Ryan (11).

3. Brian Dietz

Assistant Dean of Students, Kalamazoo College
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Brian Dietz is the Assistant Dean of Students and Director of Student Activities & the Hicks Student Center at Kalamazoo College (MI). He earned a Masters degree in College Student Personnel from Bowling Green State University (OH) and has worked in Student Affairs at institutions in Ohio, Virginia, Indiana, Pennsylvania, and Michigan.

Brian Dietz has worked with college alcohol education and prevention initiatives for the past 13 years. He has worked as a practitioner within the areas of residence life, late night programs, new student orientation, community coalition building, peer education, and campus policies to address issues related to high-risk student alcohol use. He has also served as an advisor to club sports, student organizations, and student government. Dietz has presented on the topic of college drinking at national, state, and regional conferences, and he has authored articles on the topic of high-risk drinking for the National Association of Campus Activities (NACA) and the Association of College Unions International (ACUI). Dietz also served as a Center Associate for the U.S. Department of Education's Higher Education Center for Alcohol and Other Drug Abuse and Violence Prevention and taught a seminar on college drinking in the Master's program at Ball State University. He currently serves as the Regional Director (IN, MI, OH) for The Network Addressing Collegiate Alcohol and Other Drug Issues, and has been involved with both BACCHUS and VACALC (Virginia College Alcohol Leadership Council).

4. Kari Eckheart

Assistant Athletic Director for Student Athlete Services, Gustavus Adolphus College
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Kari Eckheart was named the Assistant Athletic Director for Student Athlete Services in August of 2010 thanks to Gustavus receiving a Strategic Alliance Matching Grant from the National Collegiate Athletic Association (NCAA).

In addition to working with athletics, Eckheart also works in the Office of Alcohol and Drug Education as the Outreach Coordinator.

As the Assistant Athletics Director for Student Athlete Services, Eckheart serves as the advisor to Student Athlete Volunteer Educators (SAVE) along with the Student Athlete Advisory Board (SAAB), and also conducts student athlete leadership development programs. In her work with

the Office of Alcohol and Drug Education, Eckheart also acts as a liaison between the Athletics Department and the Student Life Division.

Prior to being named as the Assistant Athletic Director for Student Athlete Services, Eckheart was the head women's volleyball coach and health promotion coordinator for Gustavus staff and faculty. During her 13 seasons at the head of the volleyball program, Eckheart directed the Gusties to an overall record of 206-163 and a Minnesota Intercollegiate Athletic Conference (MIAC) mark of 73-68. In 2009, she directed a young Gustavus squad to a mark of 11-17 overall and 3-8 in the MIAC, however in the previous five years, her squad's had posted a mark of 95-40 overall (a .703 winning percentage) including second place MIAC finishes in 2006 and 2008 and an NCAA Tournament appearance in 2008. Eckheart was honored as MIAC Coach of the Year in 2006. During her tenure at Gustavus, Eckheart had 14 players earn All-Conference honors 20 times, two players named MIAC Defensive Player of the Year, and two players named All-Region.

Eckheart received her undergraduate degree in Exercise and Sport Science from Iowa State University and her graduate degree in Community Health from Minnesota State University – Mankato. Eckheart has been an active member of many regional and national organizations, and currently serves on the NCAA Student Affairs Advisory Group.

Eckheart, who lives in Mankato with her husband, Chris, are parents to a son and daughter, Eric and Emily.

5. Melinda Larson

Head Athletic Trainer and Associate Professor, Whitworth University
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I am currently the Head Athletic Trainer at Whitworth University in Spokane, Washington, an NCAA Division III member institution. I am in my seventeenth year as a faculty member at Whitworth and hold the rank of Associate Professor and position of Athletic Training Education Program Director. Other duties include the athletics department substance abuse program coordinator and former Student-Athlete Advisory Committee advisor. My other college experiences include being an assistant athletic trainer and a graduate assistant athletic trainer at NCAA Division I institutions as well as a Division I and NAIA women's basketball varsity athlete.

6. Tim Millerick

Vice President for Student Affairs and Athletics, Austin College
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Tim Millerick has over 30 years of experience in higher education, student affairs, and intercollegiate athletics. He has served as the vice president for student affairs and athletics at Austin College since 1993. In his role as vice president, Millerick has executive responsibility for the division of student affairs and athletics, which includes athletics, student services, religious life, dining services, campus police and safety, and student life. From 1996-2010 he served both as the chief student affairs officer and athletics director.

Prior to his current position, Millerick was the director of student life and conferences at Austin College from 1990-1993. Before arriving at Austin College, he spent one year as the director of residence life at North Carolina Wesleyan College. Millerick has also held positions as the assistant director of housing, staff associate for student services, and staff assistant-head of residence at Bridgewater State College.

Throughout Millerick's work in student affairs he has been involved with programs, panels, and presentations addressing intercollegiate athletics and student-athlete well-being for both the National Association of Student Personnel Administrators (NASPA) and the National Collegiate Athletic Association (NCAA). Through his dual role on campus he was able to implement a ChampsLife Skills program that integrated numerous offices and resources on his campus. He served on the NCAA Division III Nominating Committee, serving as chair for two years.

In addition to his athletically related committee service, Millerick served as the national chair for the NASPA Small College and University Knowledge Community in 2006-07, assisting with the transition to the creation of a division within NASPA. Millerick was also the chair of the NASPA Small College and University Institute in 2004. He was recognized for his work as a practitioner by the American College Personnel Association (ACPA) in 2004 as part of the inaugural group of Senior Student Affairs Officers inducted to the status of Practitioner Program Diplomate. He has been recognized by NASPA Region III with the Robert D. Bradshaw Small Colleges Student Advocate Award.

Millerick earned both a Master's of Education in Counseling and a Bachelor's of Science in Elementary Education from Bridgewater State where he was a Division III football student-athlete as well as a coach. He has participated in NCAA Division III athletics as a student-athlete, coach, and administrator.

On the personal side, Millerick is the proud father of two. His daughter, Ashley, is currently at Texas Tech Law School and is a former Division I track athlete who graduated from Texas

Christian University. His son, Gregory, is a senior at Austin College having played Division III football.

7. Cheryl Rockwood

Head Athletic Trainer/Student-Athlete Program Director, Union College
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Rockwood joined the Union College athletic department staff in 1987 as the assistant athletic trainer and was promoted to head athletic trainer in 1988. Rockwood supervises all athletic training staff and oversees all of Union's 25 intercollegiate sports, taking care of the sports medicine needs of the athletes throughout the season, as well as off-season rehabilitation and training.

In addition to her training responsibilities, Rockwood has served as Union's Director of Student-Athlete Programming since 2000, and worked previously as the College's Senior Woman Administrator from 1996-2000.

Rockwood has remained involved in athletics outside of Union, working as a trainer for the New Jersey Nets Rookie Camp and World Cup Soccer, as well as for the United States Olympic team in Albertville, France and numerous United States Olympic Festivals and training camps.

Rockwood received her Bachelor of Science degree in physical education from Central Connecticut State University, earned her Teaching Certification from the State of Connecticut in 1985, and completed her Masters of Science in education at Old Dominion University in 1986. She has been certified through the National Athletic Trainers' Association and is also a member of the Eastern Athletic Trainers' Association and the New York State Athletic Trainers' Association.

Rockwood and her husband, Barry Maday, reside in Niskayuna, New York.

8. Mike Vetter

Vice President for Student Life and Dean of Students, Transylvania University
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Mike has served as the Vice President of Student Affairs and Dean of Students at Transylvania University in Lexington, Kentucky, since 1997. Prior to his current appointment he worked in student affairs at one small private college, two regional public universities, and at a large flagship university. On all the campuses he worked with the athletic departments. In 2005, Mike was given the responsibility to oversee athletics and served as interim Athletic Director until a permanent Director was hired. Mike has served in various roles for the National Association of Student Personnel Administrator (NASPA) Small College Division. He has coordinated the independent colleges of Kentucky, hosting statewide meetings and serving as liaison to the state public university association. In 2006, Mike served on the Council for Independent Colleges Board in planning the national fall conference for senior student affairs officers and senior academic officers. In 2007, he was appointed as the NASPA Region III (southeast) Small Colleges and Universities Division representative and served on the NASPA Regional Board. From 2009 through 2011 he was appointed Chair of the Small Colleges and Universities Division and served on the Board of NASPA. He regularly serves on conference program presentations and panels at national, regional, and state conferences. Mike received his BA in Psychology at Ohio Wesleyan University, his MA in College Student Personnel at Bowling Green State University and his PhD in Education Administration at the University of Florida. He and his wife, Deb, have a daughter who has worked for athletic departments for eight years and a son who was a Division III student-athlete.

9. Gary Williams

Associate Director of Athletics, Carthage College
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Dr. Gary Williams is in his 15th year as a staff member at Carthage College. A former assistant football coach for ten seasons at Carthage and an academic advisor, Williams is currently serving as the Associate Athletic Director for Education Services. In this capacity, Williams directs Carthage's First Year Advising Center and Student Athlete Services programs.

In his position at Carthage, Gary mentors and guides students through their transition to college life and provides support, leadership and direction for student athletes on and off the field. Gary also directs the efforts for Carthage's CharacterQuest program for student-athletes, a

unique teamwork, leadership, and character experiential program held each summer. Gary was instrumental in the efforts to initiate and develop a Leadership Certificate program at Carthage, which began in the fall of 2008 and provides students leadership development seminars and coaching sessions throughout the school year. In addition, Gary teaches courses for undergraduate and graduate students in Carthage's Exercise and Sport Science, Education, and Entrepreneurial Studies in the Natural Sciences departments in Sport & Coaching Psychology, Leadership Theory, and Leadership in Sport.

Gary served the NCAA as a member of the Student Athlete Affairs Advisory Team, is a current member of the NCAA Division III Men's Volleyball National Committee, is a co-founder of the National Collegiate Speakers Association, is an active member with the American Legion-based leadership experience, Badger Boys State, is a member of the Board of Directors for Big Brothers/Big Sisters of Racine & Kenosha, a former trustee for St. Sebastian's Catholic Church in Sturtevant, is a high school and collegiate basketball official and co-director and speaker at multiple basketball officiating seminars and camps, and in 2011 he was named Commissioner of the Continental Volleyball Conference. Williams has brought his passion for student-athlete development to hundreds of student-athletes and administrators at numerous campuses and conferences across the country speaking on issues such as motivation, personality awareness, leadership, making smart decisions in social settings, and the positive uses of social networking. Williams earned his bachelors and masters degree from Carthage College and earned his Doctorate in Leadership in Higher Education from Cardinal Stritch University. Gary lives in Sturtevant, Wisconsin with his wife Carrie and daughters, Brynn (age, 9) and Devyn (age, 5).

Steering Committee/Staff:

Stephanie Gordon, NASPA, Senior Director of Educational Program, 202/265-7500 extension 1166, sgordon@naspa.org

Cari Klecka, NCAA Director of Educational Programs, 317/917-6405, cklecka@ncaa.org

Suzanne Yoder, NCAA Associate Director of Community Engagement, 317/917-6116, syoder@ncaa.org



Vision Statement

- "The NCAA will provide or enable programming and education, which sustains foundations of a diverse and inclusive culture across dimensions of diversity including, but not limited to **age, race, sex, class, creed educational background, disability, gender expression, geographical location, income, marital status, parental status, sexual orientation and work experiences.**

Inclusion Summit: Identified Issues

- Role of search firms in the hiring process.
- Leadership at the NCAA national office is not diverse.
- Need for sharing best practices.
 - Institutional culture.
 - Athletics department.
- Presidential engagement is critical.

Inclusion Summit: Identified Issues

- Institutional climate surveys.
- NCAA has great programs but the membership is not aware of them.
- NCAA should have a report card for membership around diversity and inclusion. The NCAA should celebrate the institutions that foster an inclusive climate on their respective campuses.
- More programming regarding retention and climate rather than just employment.

Targeted Populations

- Women.
- Racial ethnic minorities.
- LGBT.
- Student-athletes with disabilities.
- International student-athletes.

Guiding Principles

- Creating programmatic synergies.
- Sharing best practices and resources.
- Engagement of presidents/chancellors.

Women in Intercollegiate Athletics



Strategic Initiative

- Raise awareness on the status of women in athletics and Title IX requirements.
- Targeted Population: All NCAA members, campus authorities, the media and the public.
- Timeline: Summer 2012.

Strategic Initiative

- Enhanced learning and professional environment for women with increased emphasis on minority women.
- Targeted Population: All staff and coaches on campus and at conferences through their respective leadership.
- Timeline: Winter 2012.



Strategic Initiative

- Develop an NCAA-sponsored search firm summit.
- Targeted Population: Search firms, advocacy groups and presidents/chancellors.
- Timeline: Summer/fall 2012.

Strategic Initiative

- Development of best practices resource.
- Targeted Population: NCAA membership and advocacy groups.
- Timeline: Fall 2012.



Lesbian, Gay, Bisexual and Transgender (LGBT)
Communities in Intercollegiate Athletics

Strategic Initiative

- Address the educational environment for LGBT student-athletes to ensure fairness and access.
- Targeted Population: LGBT student-athletes in partnership with governance groups, such as SAAC and NCAA Sportsmanship Committee.
- Timeline: Fall 2012.

Strategic Initiative

- Address athletics environment to improve the professional experience of LGBT coaches and administrators.
- Targeted Population: NCAA coaches, administrators and staff.
- Timeline: 2013 and 2014.



Strategic Initiative

- Enhance understanding of issues faced by international student-athletes.
- Targeted Population: General student-athlete population/international student-athletes/athletics administrators/coaches.
- Timeline: Fall 2012.

Strategic Initiative

- Develop resources and programming related to retention and climate.
- Targeted Population: General student-athlete population/coaches/ administrators.
- Timeline: Spring 2013.



Strategic Initiative

- Share best practices pertaining to support of student-athletes with disabilities.
- Targeted Population: Campus administrators.
- Timeline: 2012-2013.

Strategic Initiative

- Raise awareness on the status of student-athletes with disabilities.
- Targeted Population: Presidents/chancellors, diversity and inclusion offices, athletics administrators, coaches, student-athletes, and faculty athletics representatives.
- Timeline: Fall 2012.



Questions?



MEMORANDUM

February 14, 2012

P.O. Box 6222

Indianapolis, Indiana 46206

Telephone: 317/917-6222

Shipping/Overnight Address:

1802 Alonzo Watford Sr. Drive

Indianapolis, Indiana 46202

www.ncaa.org

TO: Division III Strategic Planning and Finance Committee.

FROM: Eric Hartung, Associate Director of Research for Division III.

SUBJECT: Assessment of the Division III Financial Dashboard Indicator System Pilot Program.

The proposal for the development and implementation of the Division III Financial Dashboard Indicator System was presented to the Division III Strategic Planning and Finance Committee for consideration in March of 2011. The committee endorsed the establishment of a pilot program to test the functionality of the system with Division III presidents and their appointees in the fall of 2011. The pilot provided the opportunity to seek feedback from the participating campuses related to the functionality, presentation, communication, utility and relevance of the system. That feedback was collected throughout the pilot phase and incorporated into a presentation for the Division III presidents and the division's membership at the national convention in January, 2012. This correspondence provides a summary of the program, the findings and proposed next steps for consideration by the committee.

Background.

The Division III Financial Dashboard Indicator System provides presidents and other campus leaders with accurate, timely and relevant information to benchmark their athletics financial situation with a self-defined set of peer institutions as well as national and conference groups of schools. It's a research-based approach to financial reporting that provides graphic comparisons of the annual financial picture of an institution's athletics program, highlighting trends over time. Oversight of data collection and the online system is provided by the NCAA business administration office. The preparation of the data is managed by the NCAA research department. The Division III Strategic Planning and Finance Committee serves in an oversight capacity to the overall project for the division.

Within the system, each financial indicator is presented as a trend line for the previous five financial years. The program user has the option to self-select a minimum number of peer institutions or to compare their institution to a pre-selected group. The pre-selected comparison groups include institutions that sponsor football to those that do not, public and private designations, quartiles

National Collegiate Athletic Association

An association of over 1,200 members serving the student-athlete
Equal Opportunity/Affirmative Action Employer

of proportion of student-athletes to undergraduate enrollment, quartiles of the number of sports sponsored and conference affiliations.

The financial indicators used during the pilot phase were focused in the area of expenditures as opposed to revenues. Three non-financial indicators were used as well.

1. Sponsored sports: Total number of sports sponsored by the institution as reported in the annual NCAA survey.
2. Proportion student-athletes of student-body: Proportion of unduplicated student-athletes of the total undergraduate enrollees reported as a percentage.
3. Student-Body Graduation Rate: The four-year federal graduation rate for the student-body overall reported as a percentage.
4. Total expenditures: Total athletics expenditures in dollars.
5. Proportion athletics expenditures of institutional expenditures: Athletics expenditures as a proportion of total institutional expenditures reported as a percentage.
6. Increase Gap: A comparison of the athletics expenditures rate of change with the university expenditures rate of change reported as a percentage.
7. Expense per Student-Athlete: Total operating expenses divided by the total unduplicated student-athletes reported in dollars.
8. Proportion athletics department staff compensation of total athletics operating expenses: Proportion salaries, benefits and bonuses for coaches and administrative staff of the total athletics operating expenses reported as a percentage.
9. Proportion coaches' compensation of total athletics operating expenses: Proportion salaries, benefits and bonuses for coaches of the total athletics operating expenses reported as a percentage.
10. Proportion administrative staff compensation of total athletics operating expenses: Proportion salaries, benefits and bonuses for administrative staff of the total athletics operating expenses reported as a percentage.
11. Proportion participation and game expenses of total athletics operating expenses: Proportion equipment, uniforms, supplies and game-day expenses other than travel that is necessary for intercollegiate athletics competition of total athletics operating expenses reported as a percentage. Examples of game-day expenses include security, event staff and ambulances.

12. Proportion team travel of total athletics operating expenses reported as a percentage: Proportion travel expenses including air and ground travel, meals and incidentals of total athletics operating expenses reported as a percentage.
13. Proportion facilities maintenance and administrative support expenses of total athletics operating expenses: Proportion expenses related to building and grounds maintenance, utilities, rental fees, operating leases and equipment repair and maintenance of total athletics operating expenses reported as a percentage.

Methods.

In October 2011, presidents of colleges and universities represented on the Division III Presidents Council and Strategic Planning and Finance Committee were solicited via email to participate in the pilot program. Participation involved logging into the web-based system, testing its functionality, discussing the relevance and utility of the system with other campus leaders and reporting to NCAA staff about their experience. The system contained detailed instructions on how to navigate and key definitions. NCAA Business Administration Office personnel provided further instructions via email and telephone.

Findings.

Twelve of the 21 institutions invited to participate logged into the system at least once. Six of the twelve participants logged in more than 10 times. The most substantial feedback was received from these six institutions.

Participants generally found the system robust, manageable and relevant. They noted there was much more to explore within the system than they were able to during their initial use. They found the interface user-friendly and the included instructions helpful. Many reported how relevant the tool was for them as well as any Division III institution in this era of increased accountability related to finance and strategic planning.

Participants did note the complexity of interpreting the benchmarking results in light of budgeting differences across institutions in the division and within athletic conferences. It was reported that there is a significant learning curve associated with the tool. There was also acknowledgement that the ultimate utility and relevance of the system lies with the quality of the data used to build it and the broad participation in those data collection efforts, noting the voluntary submission of finance data to the NCAA and the voluntary use of the system.

Overall, the participants encouraged the NCAA to support the launch of the system division-wide in the spring of 2012, especially given that the tool has already been built and structures are in place for support moving forward at no additional cost to the division. They clearly indicated the significant value of such a tool for campus leaders in Division III who wish to use it.

Proposed Next Steps.

With endorsement by the Division III Strategic Planning and Finance Committee, the Division III Financial Dashboard Indicator System will be launched in May of 2012. Having received no feedback regarding revisions to the list of indicators, the plan is to launch the system with the current indicators in place.

To facilitate the launch, a video introducing the system will be recorded and embedded into the application. This video will appear prominently upon login. Additionally, a letter from the Presidents Council Chair will be sent to all presidents and chancellors announcing the launch. Division III staff will coordinate with the NCAA Communications staff to further promote the launch. A report will be shared with the Presidents and Management Council at their summer meeting and with the Strategic Planning and Finance Committee at its November meeting.

NCAA Division III Grants Analysis

The NCAA is embarking on a ten-year longitudinal analysis beginning spring of 2012, to track Division III Ethnic Minority and Women's Internship Grant and Division III Strategic Alliance Matching Grant recipients.

A three-tier process was created to assist the group in obtaining pertinent information.

Step 1: Analyze the demographic information for both Division II and Division III schools over the past ten years and assess any changes we see from a membership prospective. This analysis will allow us to look at the DII and DIII membership changes as a whole and within the institutions participating in the grant programs.

Step 2: A survey for the institutions receiving the grant. This will gauge the "institutions" perceptions of the grant and provide the committee with a more nuanced look at the participating institutions.

Step 3: A survey for the individuals benefiting from the institution receiving the grant. This will gauge the recipients' perceptions of the grant and provide the committee with a more nuanced look at the environment of the individual at the institution. While we cannot guarantee a response rate, a survey is more time-efficient and less invasive than cold calling individuals.

The estimated time of completion is Spring 2013.

NCAA Division III Ethnic Minority and Women's Internship Grant

The NCAA Division III Ethnic Minority and Women's Internship Grant is in its tenth year. Selected institutions receive grant funding for two years. Each year of the grant, the NCAA provides \$20,100 for the intern's salary as well as an additional \$3,000 for professional development. All applications are reviewed and confirmed by a selection committee of non-NCAA staff. The selection process takes place annually.

Mission:

The NCAA Division III Ethnic Minority and Women's Internship Grant was created to provide monetary grants for those institutions and conference offices seeking to create professional administrative opportunities for minorities and women, and to enhance diversity and inclusion within their athletics administrative staffs.

Requirements:

- No more than 19 positions are funded annually.
- Selections are based on an institution's demonstrated commitment to diversity and history of inclusiveness.
- Grants are designated for Division III institutions and conference offices to hire a 10-month full-time individual.
- Each awarded institution or conference office is responsible for providing an in-kind contribution of at least \$3,700 per year. These funds should be applied towards the intern's personal living expenses (e.g., health coverage, housing, meals, additional stipends).
- Institutions who are members of conferences on "conference grant probation" status are ineligible to apply.
- Each awarded institution or conference office is required to sign an agreement with the NCAA that outlines the terms of the grant.

Timeline:

September 2011	Payment received by grant recipients.
Tuesday, September 20, 2011	Grant application opened.
Wednesday, September 28, 2011	Correspondence sent out to Division III conference offices and institutions announcing the opening and closing dates for the grant.
Monday, December 19, 2011	First application for the 2012-2014 grant cycle received.
Friday, January 20, 2012	Grant application closed.
March 1-2, 2012	Selection committee meeting.
April 2012	Announcement of 2012-2014 grant recipients.

Selection Committee:

The NCAA Division III Ethnic Minority and Women's Internship Grant Strategic Alliance Matching Grant Enhancement Program five-member selection committee is made up of directors of athletics, assistant directors of athletics, and conference commissioners. The committee is responsible for reviewing all applications and selecting grant recipients. March 1-2, 2012, the selection committee will meet in Indianapolis to determine the 2012-14 grant recipients. To avoid a potential conflict of interest, committee members must leave the room when their conference office or institution is being discussed.

Highlights:

- In an effort to build a sense of community amongst the intern cohort, a collaboration zone was created in August 2011 for the 2011-2013 intern cohort. The collaboration zone allows the NCAA staff the opportunity to post important announcements as well as provide the interns a discussion board for them to bounce ideas off of each other.
- Interns in the second year of the internship program (2010-12 recipients) participated in one-on-one exit interviews in December 2011.
Areas of concern addressed in exit interviews:
 1. Intern orientation (are we addressing information that is beneficial to the interns?).
 2. Salary (should we consider paying salaries based on cost of living?).
- Guidelines on the proper use of professional development dollars were provided to the interns in February 2012.
- Pacific Lutheran and the Upper Midwest Conference were awarded the grant in 2010, both institutions applied for the grant in 2012.
- Crown University was awarded the grant in 2010, however the intern that was hired left in October 2011. In December 2011, the university hired another intern to finish the remaining five-months of the internship. The NCAA staff offered Crown the opportunity to extend their grant term for an additional two years.
- An ongoing issue that we continue to look into is the participation of ethnic minorities in the program. In the 2010 cohort, there was a total of five ethnic minorities (two men and three women.) In the 2011 cohort, there was a total of two ethnic minorities (one man and one woman.)
- The NCAA student-athlete affairs staff is embarking on a project with the NCAA research staff to track the ten Division III Ethnic Minority and Women's Internship Grant cohorts to see where they are now and to continue the effort of tracking recipients. Are they still in Division III? If not, why?

NCAA Division III Strategic Alliance Matching Grant

The NCAA Division III Strategic Alliance Matching Grant is in its tenth year. Selected institutions receive grant funding for three years. The NCAA will fund 75 percent of the grant request in the first year, 50 percent in the second year and 25 percent in the third year. Institutions and conference offices can either create a new full-time administrative position or elevate an existing position as a position enhancement.

Mission:

NCAA Division III strives to be a dynamic and engaging group of colleges, universities and conferences of varying sizes and missions. This group is committed to an environment that encourages and supports diversity and inclusion, values fairness and equity, and places the highest priority on the overall educational experience of the student-athlete in the conduct of intercollegiate athletics. To facilitate this effort, the NCAA Division III Strategic Alliance Matching Grant was created to provide monetary grants for those institutions and conference offices seeking to create full-time professional administrative opportunities for ethnic minorities and women, and to enhance diversity and inclusion within their athletics administrative staffs.

Requirements:

- Selected institutions and conference offices receive grant funding for three years with diminishing contributions by the NCAA. The NCAA funds 75 percent of the position during the first year, 50 percent the second year, and 25 percent during the third year. Second and third year funding of the grant is contingent upon the submittal of a year-end status report from the institution and conference office supervisor and grant recipient, verifying the position and how the funds were used.
- Awarded institutions also receive professional development and technology funds throughout the years of the grant. The NCAA provides \$1,500 for professional development and \$1,500 for technology in the first year, \$1,500 for professional development in the second year, and \$1,500 for professional development in the third year.
- Participating NCAA Division III institutions or conference offices are required to maintain the position for a minimum of two years after grant funds are exhausted, preferably incorporating the position into their ongoing operations.
- Each awarded institution or conference office is required to sign an agreement with the NCAA that outlines the terms of the grant.

Timeline:

September 2011	Payment received by grant recipients.
Tuesday, September 20, 2011	Grant application opened.
Wednesday, September 28, 2011	Correspondence sent out to Division III conference offices and institutions announcing the opening and closing dates for the grant.

Thursday, December 22, 2011	First application for the 2012-15 grant cycle received.
Friday, January 20, 2012	Grant application closed.
March 8-9, 2012	Selection committee meeting.
April 2012	Announcement of 2012-15 grant recipients.

Selection Committee:

The NCAA Division III Strategic Alliance Matching Grant four-member selection committee is made up of assistant directors of athletics and conference commissioners. The committee is responsible for reviewing all applications and selecting grant recipients. March 8-9, 2012, the selection committee will meet in Indianapolis to determine the 2012-15 grant recipients. To avoid a potential conflict of interest, committee members must leave the room when their conference office or institution is being discussed.

Highlights:

- In talking with several of the grant recipients, an area of concern continues to be the amount of professional development dollars that are allocated.
- An ongoing issue that we continue to look into is the participation of ethnic minorities in the program.
- Nine of the 2010 Division III Ethnic Minority and Women's Internship Grant Program recipients (Pacific Lutheran University, Bethel University, Hollins University, Illinois Wesleyan University, Linfield College, Presidents' Athletic Conference, Regis College (Massachusetts), Simmons College and the Upper Midwest Athletic Conference applied for the Division III Strategic Alliance Matching Grant in 2012.
- Guidelines on the proper use of professional development dollars and technology dollars were provided to the grant recipients in February 2012.
- The NCAA student-athlete affairs staff is embarking on a project with the NCAA research staff to track all Division III Strategic Alliance Matching Grant recipients.
- Wittenberg University continues to find ways to utilize funding to enhance the athletics staff. Garnett Purnell received the Division III Strategic Alliance Matching Grant in 2008 and applied in 2012 to increase the responsibilities of his current assistant director of athletics, a former Division III Ethnic Minority and Women's Internship Grant recipient.



The Colonial States Athletic Conference
Tier II Proposal: CSAC Ethnic Minority and Women's Internship

Conference: The Colonial States Athletic Conference
of Institutions in Conference: 12

Contact: Jennifer Dubow
Interim Commissioner
Colonial States Athletic Conference
One Neumann Drive
Aston, PA 19014
jdubow@csacsports.org

Internship Description: Utilizing a portion of Tier II funds available to the Conference fund one (1) position every year in either a member institution's athletic department or in the conference office. This position would be an internship available to a junior or senior ethnic minority or woman interested in a career in athletic administration. If a junior is selected from the candidate pool he or she would have the internship for two years.

The duties and responsibilities for the internship will vary depending on the needs of the Athletic Department which will be taken into account during the selection process. It is the goal of the CSAC to provide a substantial amount of administrative duties to the intern in order to give them a real experience in a career in college athletics. In addition to these administrative duties there could be sports information responsibilities. Since the internship is meant for current students there would be no coaching responsibilities assigned to the intern.

Selection Process: Interested institutions would submit a job description and desired candidate to the Athletics Directors. The quality of each interested institution's job description and need for the internship would be discussed and if necessary an interview process would occur with the interested interns. As a collective group, the Athletics Directors would select the internship institution and intern.

Duties and responsibilities: Could include (included both on a campus or with the conference office):

- Working and organizing conference championships which will include working with the sport administrator conducting selections, seeding and administration of all aspects of the championship including pre-championship coaches calls and post championship coaches meetings;
- Weekly and annual awards selection process;
- Conference meetings assistance including materials preparation;

- Assisting in website management including statistics and updating social networking;
- Assisting in on campus or the conference live-streaming program;
- Assisting in conference sport schedules;
- Assisting in conference-wide community service initiatives (Special Olympics and Habitat for Humanity);
- Involved with day-to-day operations within an Athletics Department including game management responsibilities, facilities, equipment and scheduling;
- Attend Athletic department meetings and/or Conference meetings;

Purpose: On a smaller scale to replicate the purpose and objective of the NCAA Ethnic Minority and Women's Internship program. Multiple CSAC member institutions have applied for and received the NCAA Internship as well as the Strategic Alliance Matching Grant. The goal of the program would be to prepare current students for a job post-graduation while diversifying athletic administration. Many entry level positions now require 2-3 years of experience and this would give selected students those years of experience while working to achieve each institution's and the NCAA's goal of diversity. The intern would be exposed to the workings of an athletics department while also meeting and networking with all of the member institutions in the CSAC. It would be the objective of this internship to progressively advance the knowledge of the individual to take on more direct responsibilities and be part of either the athletic department or conference office structure. It would provide interactions and working relationships with the membership in order to advance the individual's administrative and interpersonal skills and shape their future experiences under the guidance of either an Athletics Department or Conference office.

Structure: The intern will be provided with a direct supervisor (if on a campus the Athletics Director; if in the Conference Office the Commissioner) and a mentor. Depending on the candidate, a suitable mentor will be matched to him or her based on the intern's qualifications and area of interest within athletics. If on a campus the intern will interact with the entire athletics department and other departments on campus as necessary. If in the conference office the intern will interact with the Assistant Commissioner and all member institutions via meetings, committees and conference calls.

Whether the position is in the conference office or on an institution the intern will be invited to attend Athletics Directors meetings. If the position is on a campus the intern will attend institutional staff meetings. If the position is in the conference office the intern will be invited to attend other governance group meetings when appropriate. Additionally, part of the funding from Tier II will be used for professional development for the intern. The intern will be able to attend a conference (NCAA Convention/NACWAA/Regional Rules Seminar/Gender Equity & Inclusion Forum) of his or her choosing in an area of interest.

The intern would be reviewed twice a year by the supervisor in a formal evaluation, however it will be encouraged for the supervisor to have regular (monthly/bi-monthly) meetings with the intern to assess performance and areas to improve. Additionally he or she would have regular meetings with his or her mentor. This evaluation process would ensure that the intern is having the experience he or she expected from the internship as well as monitoring the performance of the intern.

Anticipated Cost: \$8,000 (\$6,500 stipend/\$1,500 professional development). Would require a minimum of 20 hours/week.

Original excerpt from the Winter 2012 Summary of Actions:

Division III Strategic Initiative Grant.

January 11 Management Council. The Council referred to the Strategic Planning and Finance Committee a recommendation that the Division III Strategic Initiatives Conference Grant be modified to permit coaches to be awarded professional development funds in addition to administrators.

The Committee on Women Athletics (CWA) noted that with many educational programs requiring at least minimal tuition, allowing coaches to apply for the Strategic Initiative Grant would provide them opportunities to access this programming and assist with enhancing the women coaches' experience, as well as maintain the number of female NCAA coaches.

As part of this referral, the Council requested that CWA clarify if the recommendation applies to both male and female coaches, and if there was any consideration for the type of event to be covered by the proposed funding.

Clarification received from the CWA:

This recommendation came from the presentation by the Alliance for Women Coaches and the NCAA Women Coaches Academy Directors at the CWA meeting in October 2011. The request is to allow female coaches expenses for attendance at NCAA Women Coaches Academies to be covered by the grants. The Division III initiative is focused on improvement of administrative skills. CWA wants to clarify that it is not opposed to the division opening their initiative grants up more, but that the committee is specifically requesting funding for women coaches, many of whom also have administrative duties currently or may transition to administrative positions, to attend NCAA Coaches Academy trainings, national or regional. The NCAA women coaches academies are for all divisions and all sports and do not focus on sport-specific skills, but instead on communication, leadership, equity education and values.



www.GoCoaches.org

The Purpose of The Alliance

The Alliance of Women Coaches (The Alliance) was created to provide professional development opportunities for women coaches, enhance their advancement and to increase the number of women coaches in all sports at all levels.

The Alliance provides the unique opportunity to network and share ideas and strategies with women coaches from all sports, divisions and levels including college, high school and club programs.

The over-arching goal of The Alliance is to improve the landscape for women coaches.

www.GoCoaches.org



On The Alliance web site:

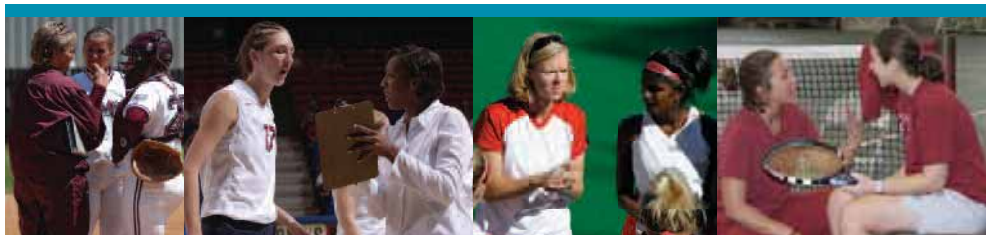
- Coaching strategies, team building ideas and lots of audio, visual and print media!
- Career Opportunities Network:
Post a Job – Find a Job
- Calendar of Events and Programs
- Discounted registrations to The Alliance National Convention, Regional Seminars, and all professional development programs
- Membership Roster
- Timely updates of interest to women coaches
- Resources for Advocacy and Title IX

We are Professional Coaches:

- ✓ **Determined**
- ✓ **Focused**
- ✓ **Prepared**
- ✓ **Grounded**
- ✓ **Skilled**
- ✓ **Strategic**



**Good at it and
Getting even better!
JOIN US!**



Use of Tier One or Tier Three Professional Development Funds on the NACWAA LEI Institute

Current grant program policy allows use of Tier One or Tier Three funds to support (on a pre-approved basis) senior woman administrator (SWA) attendance at the NACWAA or NCAA Convention, NCAA Gender Equity and Issues Forum and the NCAA Women's Leadership Symposium. Historically, this grant program has not covered NACWAA leadership events because there has been a separate, long-standing, grant that covers Division III administrator attendance at the entry level NACWAA leadership event (Institute for Administrative Advancement).

NACWAA is currently promoting its mid-level institute, the Leadership Enhancement Institute, to Division III conferences. Conferences have begun to inquire if conference grant funding may be used to support this event. The NACWAA solicitation is below:

This summer will mark the sixth year of the NCAA/NACWAA Leadership Enhancement Institute (LEI). LEI is the premier "level two" leadership development program for female athletics administrators. Through advanced educational opportunities, professional development and in-depth training, LEI empowers women to identify and cultivate their power to achieve greater goals.

As conference leaders, we ask that you will help us continue to empower and advance women by recommending LEI to outstanding leaders within your conference. We are currently accepting applications for the 2012 LEI to be held July 16-20 in Kansas City. Applicants must be graduates of the NCAA/NACWAA Institute for Administrative Advancement (IAA) or have at least seven years of experience in intercollegiate athletics and currently serve in an associate athletics director level position or higher (or comparable position in a conference or governing body office).

Current NACWAA members are eligible to attend and must complete an application, which includes uploading a resume and written essay describing professional goals and commitment to providing opportunities for women in athletics. The application deadline is this Friday, March 2. Tuition is \$500 and covers registration, lodging and meal expenses. Various scholarships are also available.

Division III Commissioners Association Proposed Changes to Conference Grant Program

The Division III Commissioners Association composed a working group to review the current status of the Conference Grant Program and offer recommended changes.

That group has forwarded two recommendations on behalf of the Division III Commissioners Association:

1. To eliminate the requirement for Integration/Identity “INSTITUTES/SYMPOSIA” in Tier Two and to replace it with Integration/Identity “ACTIVITIES” or initiatives that promote Integration/Identity, thus allowing more flexibility.

The current requirement to conduct Integration/Identity “INSTITUTES/SYMPOSIA” is viewed as impractical and of marginal value for a majority of the conferences. Replacing this requirement with Integration/Identity “ACTIVITIES” keeps the purpose of the requirement intact and creates more creativity and flexibility in accomplishing this goal.

2. To streamline the application and reporting process by eliminating the Grant Requisition/Application and replacing it with a simple request stating something to the effect that we (conference commissioners) are applying for the Grant and hereby agree to the rules governing the Grant and commit to the principles and best practices in implementing the appropriate programs, etc.

While the Commissioner’s Association recognizes the importance of both asking for and documenting the use of grant dollars, this process is largely a duplication of work for both the conference office and the NCAA staff. Additionally, many of our grant requisitions are similar if not the same year-to-year especially in Tiers 1 and 3. We feel the most important reporting is the submission of the Impact form where we document actual dollars spent. We are therefore requesting the requisition form be reduced to a "request form" in which we identify the total number of members and an auto-signature agreeing to stay true to the grant guidelines in the distribution of grant dollars.

A sample requisition form is included as Attachment A.

For background information, please see the following budget information, past governance structure actions and excerpts from the grant program policies. See also Attachment B for the Identity and Integration Symposium planning guide.

Budget information:

The 2012-13 Conference Grant Program budget allocation is \$2,429,300, which will include a per-conference distribution of about \$45,000 to \$80,000, based on conference size. 2012-13 represents the third year of the four-year grant cycle.

Past Governance Structure Actions:

The current Tier Two format was approved by the Presidents Council, on recommendation from the Strategic Planning and Finance Committee, in July 2009, and the committee updated the details of this policy on its November 2009 teleconference.

July 2009: Effective, September 1, 2010, minimize the prescriptive amounts that must be spent on each topical area and allow conferences to determine the amount to allocate to each of the current Tier Two priorities (sportsmanship, diversity and gender equity, and student-athlete well-being) plus a new Tier Two priority - integration institutes. The conference must include a statement about why it selected its chosen category (or categories) over the other available options and must exhibit support of each of these areas over a four-year period, even if the funding comes from a source other than the grant program.

Rationale: This recommendation holds conferences accountable to Division III strategic priorities while also allowing greater flexibility for the amount of funding to be spent in each of the strategic priority areas. The addition of integration institutes as a Tier Two priority is consistent with the overall theme of Tier Two - social responsibility and integration. It should be noted the College Sports Project has developed a "turn key" model for conducting these institutes. Finally, it will be imperative that the committee closely monitors each conference's attention to the full complement of Tier Two priorities.

November 2009: Based on feedback received from the Division III Commissioners Association the committee renamed "Integration Institutes" to "Identity/Integration Symposiums." This action was to distinguish the event from the specific model offered by the college sports project, and to more closely link the event to the Identity Initiative and strategic positioning platform. Further, the committee supplemented Tier Three with additional flex funding to compensate for the loss of the flex year in Tier Two, and amended that Tier's allocation to be based in part on conference size.

Excerpts from grant program policies:

Grant Program Overview

- Encourages broad-based participation and collaboration by making numerous menu items available directly from the conference. Conference administrators and members will have an organized way of sharing ideas and information at the local level. Involvement of conference constituent group members is required.
- Clearly defines key divisional priorities, consistent with the strategic plan, and allocates resources for each conference and the Association of Independents to establish a broad-based process for selection and participation.

- Clearly defines mandatory items and specific menu items to stimulate additional avenues of enhancement (e.g., officiating improvement, promotions and marketing, compliance and rules education and championships enhancement).
- Supports efforts for an effective administration by localizing grant selection and distribution. As the NCAA improves and expands on the services it provides to its membership, conference offices have grown significantly in order to do the same. In fact, the NCAA is relying more and more on conference offices to serve as a conduit between the national office and member institutions. This program enhances this effort in a manner consistent with Association-wide and divisional strategic goals.
- Puts grant administration in control of the membership for processing and accountability. This program permits conferences and the Association of Independents to create customized administrative frameworks and selection guidelines as appropriate.
- Greater autonomy adds flexibility to allow for different projects in different years.

Grant Program General Policies

- Each conference and the Association of Independents must submit a requisition form to the NCAA national office prior to each academic year and a detailed impact form at the end of each year to ensure accountability. All forms must be submitted electronically. To ensure broad-based involvement, an electronic signature from the conference executive, a chancellor or president from the conference institution, director of athletics, senior woman administrator, faculty athletics representative and SAAC member is required for both forms.
- Conferences will be provided a two-day grace period for both the requisition and impact forms before being penalized \$500 per week until form submission. The fine will be removed from the administrative portion of the grant (Tier Four - \$2,600).
- Conferences and the Association of Independents should initiate broad-based, conference-wide dialogue to establish the policies governing the distribution of funds and the selection of grant recipients.
- The Strategic Planning and Finance Committee oversees the grant program. NCAA staff reviews all forms and issues checks to conferences. The committee recommends changes regarding program components, budget allocation, unused funds and individual conference commitment to the program, as appropriate.
- The Strategic Planning and Finance Committee and NCAA staff reserve the right to request further details and information on the allocation and use of funds at any time.

Tier Two - Social Responsibility and Integration.

This Tier focuses on the core values of Division III. Each conference may determine the amount it allocates to each of four areas: 1) Student-Athlete Well-Being/Community Service, 2) Sportsmanship, 3) Diversity and Gender Equity, and 4) Identity and Integration Symposiums. A conference must demonstrate financial support of each of the four Tier Two areas over a four-year period, though this financial support may come from a source other than the Strategic Initiatives Conference Grant Program. Funds may be used for conference-wide programming or provided directly to institutions.

Requisition Form

NCAA Strategic Initiatives Grant Program

<Conference Name> — <Fiscal Year>

The <Conference Name> is eligible for the following funding for <Fiscal Year> under the NCAA Division III Strategic Initiatives Conference Grant Program.

Tier One — Professional Development, Education, and Communication:\$ ##,###.00

Tier Two — Social Responsibility and Integration:\$ ##,###.00

Tier Three — Quality of the Participation Experience\$ ##,###.00

Administration:\$ ##,###.00

TOTAL FUNDING AVAILABLE:\$ ##,###.00

The <Conference Name> requests the following funding amounts for <Fiscal Year>.

Tier One — Professional Development, Education, and Communication:\$ _____

Tier Two — Social Responsibility and Integration:\$ _____

Tier Three — Quality of the Participation Experience\$ _____

Administration:\$ _____

TOTAL FUNDING REQUESTED:\$ _____

On behalf of the <Conference Name> I affirm that we will adhere to the policies and guidelines of the Division III Strategic Initiatives Conference Grant Program in the expenditure of these funds and will properly account for such use at the close of the <Fiscal Year> funding period as per the aforementioned policies and guidelines.

NAME: _____

SIGNATURE: _____

DATE: _____

TITLE: _____

PLANNING A CONFERENCE IDENTITY AND INTEGRATION SYMPOSIUM

Integration is a central tenet of the NCAA Division III Philosophy. Division III member schools and conferences, 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 ..."

The NCAA Division III Presidents Council has approved a NCAA Division III Strategic Positioning Platform to help the division's internal and external constituents better understand and articulate the division's unique philosophy and identity. The platform was released at the 2010 NCAA Convention, with implementation and activation efforts anticipated through 2010-12 and beyond.

Conference Integration Symposiums (CIS) would be primarily intended to bring conference key partners together in an effort to discuss ways in which each school (and the conference as a group) might best support the integration concept, consistent with the division's unique philosophy, identity and strategic positioning platform.

Planning Team

The symposium planning team might best consist of the conference commissioner and at least two athletic administrators. The planning team is responsible for all symposium activities and logistics (see planning checklist below). In terms of individual campus communication, it may be prudent for the athletic director to take the lead.

Participants

Each school is encouraged to bring a "team" of participants to ideally include president, athletics "direct report", athletic director, senior woman administrator (SWA) or associate/assistant athletic director, faculty athletic representative (FAR), male coach, female coach. Conference members are also encouraged to include student-athlete leadership.

Recommended Length of Program

Approximately one and a half days. A dinner to include some sort of keynote address/"institute charge" to be followed by a day-long (8:00 a.m. – 3:30 p.m.) program.

Sample Schedule

Evening Program

5:00 p.m. Reception.

6:00 p.m. Welcome/dinner.

Keynote address (e.g., Division III Philosophy, Identity and Strategic Positioning Platform).

Full Day Program

7:15 a.m.	Continental breakfast.
8:00 a.m.	Session I (e.g., Understanding and Communicating the Division III Model—Internal and External). Speaker I (e.g., president, dean or athletics faculty representative). Speaker II (e.g., athletic administrator or coach). *Presentations limited to 25 minutes each.
9:00 a.m.	Breakout by institutional pairs. *Assign/train two facilitators per breakout in advance.
9:45 a.m.	Break.
10:00 a.m.	Session II (e.g., hiring and evaluation practices). Speaker I (e.g., president or dean). Speaker II (e.g., athletic administrator). *Presentations limited to 25 minutes each.
11:00 a.m.	Breakout by positions. *Assign/train one facilitator per breakout in advance.
Noon	Lunch. Research related presentation.
1:00 p.m.	Break.
1:30 p.m.	Session III (e.g., athletic department/faculty integration). Speaker I (e.g., faculty athletic representative). Speaker II (e.g., athletic administrator or coach).
2:30 p.m.	Breakout by Institutional Pairs. *Assign/train two facilitators per breakout in advance.
3:15 p.m.	Closing remarks (focus – ongoing follow-up).

Pre-Symposium Self-Study

All participating institutions are strongly encouraged to conduct a relatively informal institutional self-study as a way to prepare for the symposium. It may be particularly helpful to convene all campus partners who will be attending the symposium for a two-hour meeting where questions related to campus integration of academic, athletic, and student life dimensions are discussed. It is important that all participants are provided with self-study questions prior to the meeting, and that someone is designated as the meeting facilitator. Here is a sampling of the types of questions that participating schools may want to consider:

1. How does our institutional mission reflect and support the Division III philosophy, identity and strategic positioning platform?
2. How do we communicate, internally and externally, what our Division III membership means related to the academic, athletic, and co-curricular and extra-curricular expectations for the student-athlete experience?
3. In what ways does our athletic program complement the institution's mission? Do we have a departmental mission statement?
4. How do the following campus groups define athletic success: (a) administration; (b) faculty; (c) athletic administration; (d) coaching staff; (e) student-athletes; (f) trustees; (g) alumni/ae; (h) non-athlete students?
5. How important is the pursuit of conference and NCAA championships success to the above groups?
6. How do we communicate the ideals of competition/success and the role of athletics on campus?
7. How does athletics impact campus culture?
8. Do athletic departmental program and staff evaluation criteria match our athletics mission statement and how we define "athletic success"? The college's mission statement?
9. How do we define athletic "integration"? How do we encourage and maintain integration on campus?
10. What are the most significant challenges that stand in the way of the Division III ideal at our school and in our conference?
11. What strategies, programs, and initiatives, which further integration and the overall Division III philosophy and identity, might be shared with conference colleagues?
12. What do we hope to achieve from participating in the Integration Symposium?

Planning Checklist

- _____ Organize planning team.
- _____ Determine suggested goals and desired outcomes.
- _____ Meet with conference athletic directors.
- _____ Determine symposium dates/location.
- _____ Determine symposium facility/lodging/meals.
- _____ Identify symposium topics.
- _____ Identify/communicate with presenters/facilitators.
- _____ Distribute pre-symposium self-study.
- _____ Determine ongoing post-institute follow-up/desired outcome.

Questions and Answers

What would be the primary goals of an Identity and Integration Symposium?

The symposiums would provide an opportunity for campus partners (presidents, academic and athletic administrators, faculty, coaches, and student-athletes) to better understand and share ideas and objectives about the Division III intercollegiate athletics model that celebrates an appropriate balance and proportion between academics, athletics and co-curricular and extra-curricular activities. Some primary goals might be to:

1. Introduce or reacquaint participants with the Division III Philosophy Statement, Identity Initiative, Strategic Positioning Platform and key integration principles.
2. Examine how the Division III identity and related expectations are communicated to key internal and external constituents for each member school and the conference as a whole.
3. Engage participants in consideration of the related integration issues in various forms.
4. Develop and share integration and communication strategies (best practices).
5. Build or strengthen understanding within the conference regarding the Division III philosophy and identity.

What does the term “integration” mean in a college sports context?

The term integration might be best described as a focused and deliberate effort to encourage the academic, athletic, and student life dimensions of colleges and universities to work intentionally and collaboratively in attempting to align athletic programs with educational missions.

How might the Symposiums be different than similar “educational” programs sponsored by other organizations?

First and foremost, the Symposiums would be intended to promote the active involvement of all “educational partners” who are critical to the development and maintenance of athletic experiences that will celebrate educational goals. Secondly, symposium sponsors would be encouraged to develop a curriculum that is carefully designed so that presentations offered by presidents, faculty, and athletic administrators lead to focused breakout sessions/discussions. Carefully planned pre-symposium self-studies and post-symposium follow-up would help encourage the implementation of integration activities on individual participant campuses, and across conference membership. Finally, participants would be empowered to advocate the Division III athletics model to other internal and external constituents.

Have Division III athletic conferences or academic consortia sponsored similar types of programming aimed at promoting and developing an integration agenda?

Several conferences/consortia have participated in programming focused specifically on integration, which predated the development of the Division III Strategic Positioning Platform. These conferences include:

Associated Colleges of the Midwest
Landmark Conference
New England Small College Athletic Conference
Old Dominion Athletic Conference
Southern Collegiate Athletic Conference

How will the Symposiums be funded?

Funding will be provided through Tier II (“Social Responsibility and Integration”) of the Division III Strategic Initiative Grant Program. Symposiums have been added as a separate, fourth programming expectation in the four-year cycle for Tier Two, which previously included three other targeted priorities: diversity, sportsmanship, and student-athlete well-being/community service.

How can we get speakers and facilitators to participate in Identity and Integration Symposia?

The NCAA will help develop a list of potential speakers who have been intimately involved in discussions and deliberations surrounding the Division III philosophy, identity and various integration concepts.

Would all symposia have to follow the same format?

Absolutely not. Conferences will be encouraged to develop programs and activities that best meet their unique strengths/challenges and desired identity and integration outcomes.