



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 4w4

July 12, 2012
10 a.m. to Noon Eastern time

1. Welcome.
2. Roster. [Supplement No. 1]
3. Review March 2012 Reports to Management Council. [Supplement Nos. 2a and 2b]
4. Review 2012-15 Division III Strategic Plan draft. [Supplement No. 3]
5. 2012-13 Division III Strategic Initiatives Grant Program.
 - a. Update of new policy and procedures. [Supplement No. 4]
 - b. Proposed Audit process. [Supplement No. 5]
6. Identity Activation for 2012-13. [Supplement No. 6]
7. Division III Initiatives.
 - a. NASPA Collaboration. [Supplement No. 7]
 - b. CoSIDA Working Group. [Supplement No. 8]
 - c. NACWAA
 - d. DIII Expense Pilot (“Dashboard Indicators”)
 - e. MOAA. [Supplement No. 9]
8. Conference Conduct Foul Program.

9. Graduation-Rate Reporting.
10. Inclusion Strategic Initiatives. [Supplement No. 10]
11. Division III budget.
 - a. 2011-12 budget-to-actual. [Supplement No. 11a]
 - b. 2012-13 budget. [Supplement No. 11b]
 - c. Division III six-year budget projection. [Supplement No. 11c]
12. Other business.
13. Future meetings – teleconference in November.
14. Adjournment.



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The National Collegiate Athletic Association
May 1, 2012 DTD:dsk

**REPORT OF THE NCAA DIVISION III
STRATEGIC PLANNING AND FINANCE COMMITTEE
MARCH 9, 2012 TELECONFERENCE**

ACTION ITEMS

1. Legislative Items.

- None.

2. Nonlegislative Items.

a. 2012-15 Nonchampionships Budget Requests.

- (1) Recommendation. Approve the nonchampionship budget requests for 2012-13, totaling \$698,580, per Attachment C.
- (2) Effective date. September 1, 2012.
- (3) Rationale. The recommendations will further the objectives identified in the division's Strategic Plan.
- (4) Estimated Financial Impact. See recommendation and rationale.
- (5) Student-Athlete Impact. The budget requests will enhance the current quality of the Division III student-athlete experience.

b. 2012-15 Champs Budget Requests.

- (1) Recommendation. Approve the use of inflationary/reallocation monies totaling \$352,000 in 2012-13, 2013-14 and 2014-15; and reserve base budget adjustments for 2012-13 of \$463,220; 2013-14 of \$324,600 and 2014-15 of \$540,500, per Attachment D.
- (2) Effective Date. September 1, 2012.
- (3) Rationale. The recommendations will enhance the quality of the Division III championships program and student-athlete experience.

The committee also reviewed a proposal from the Championships Committee regarding the NCAA Men's Final Four 75th Anniversary in Atlanta, Georgia April 4-8, 2013. This proposal incorporates all three division's basketball finals in Atlanta, with Division II and III championship games held Sunday.

The projected grand total was estimated at \$721,250, with a direct cost to Division III of approximately \$180,000, which would be split between the championships and Identity Initiative budgets. Committee members discussed pros and cons related to the proposal, including scheduling and logistical challenges. The committee concluded that it supported the proposal, based on the promotional opportunity for Division III branding and the quality of the student-athlete experience.

- (4) Estimated Financial Impact. See recommendation and rationale.
- (5) Student-Athlete Impact. The budget requests will enhance the current quality of the Division III championships program.

INFORMATIONAL ITEMS

- 1. **Review January 2012 Management Council Report.** The committee reviewed the January 2012 Management Council report.
- 2. **Executive Committee Update.** The committee reviewed the January 13 report from the NCAA Executive Committee.
- 3. **Budget.**

- a. Review 2011-12 budget-to-actual. The committee reviewed the 2011-12 Division III budget-to-actual (as of January 31, 2012) noting the Division III total revenue of \$24,709,000 and the total Division III expenses of \$10,435,370. [Attachment A]

The committee noted that in football the overall budget increased to \$32,250, with an \$118,767 charter flight transportation increase and a \$39,000 decrease in per diem; and in soccer, the overall budget increased \$47,440, with ground transportation increasing over \$214,382 over the prior year.

An 18% increase in the championships travel budget for 2011-12 is anticipated. Fall championships were approximately \$250,000 over budget primarily due to an increase in ground transportation.

- b. Review 2012-15 budget timeline. The committee reviewed the triennial budget process timeline noting that the Management and Presidents Councils will review recommendations at their April meetings; with the opportunity for final budget revising during summer meetings. [Attachment B]

- c. Six-year projection. The committee reviewed the six-year budget projection. Starting with 2015-18 budget cycle projected expenses would exceed the current 80% reserve policy. Plans to address the 2015-18 budget could include adjusting the reserve policy and/or the purchase of additional financial recovery insurance. [Attachment E]

4. Faculty Athletics Representatives (FAR) Pilot Evaluation. The purpose of the comprehensive assessment of the Fellows Institute was 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 FAR as a campus and conference leader. The core objectives of the program are:

- Raise awareness of the FAR as a valuable campus and conference resource.
- Identify best practices to help empower the FAR on both the campus and conference level.
- Develop strategies to engage key campus constituencies in the role of athletics in educational process.
- Build strong faculty advocacy on behalf of the student-athletes and intercollegiate athletics on campus.
- Increase support for student-athletes by developing practical tactics and strategies for improving relationships with campus and conference SAACs.
- Increase the number of scholarship applications filed and student-athletes nominated for NCAA leadership programs.
- Enhance the leadership abilities of FARs and help develop effective campus and conference leaders.
- Raise awareness and understanding of the NCAA governance structure.
- Create positive FAR-led change at the conference level.
- 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. The committee approved an additional \$10,000 budget to enhance the program.

5. Division III Identity Initiative. The committee reviewed the Division III Strategic Positioning Activation and Planning Calendar for 2012-13 highlighting the objectives of the communication plan:

- 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.

6. Academic Reporting Pilot.

- a. Executive Summary of Division III Issues Forum. The committee reviewed the Executive Summary from the round-table discussions at the 2012 Convention Issues Forum. 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.

The division considered three questions related to its Academic Reporting Pilot.

Question 1A: Findings of the Academic Report Pilot: Telling the Division III Story.

- 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.

- 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.

- 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, providing 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.

- 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, and 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.

- 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.

- 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 2C: Benefits of Academic Reporting Pilot and Related Costs: The Role of the NCAA and/or Conferences in Managing Burden.

- 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.

- 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 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.

- 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.

- 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.

- 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.

- 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%

The committee noted that the Councils will review this summary at their April meetings; however no action would be completed before fall. If Council decided on mandating reporting, it would take a membership vote.

- b. Recommended Next Steps and Timetable. The committee reviewed two Memorandums sent to membership regarding the mandatory submission of graduation rates data and voluntary submission of student-athlete graduation rates data.

The mandatory submission of federal Graduation Rates is a process that applies to all students, including student-athletes. The memorandum outlined the process for submitting this data to the Association, noting the penalty for no submission will be to render your institution ineligible to compete in NCAA championships conducted for the 2012-13 year.

The Administrative Committee previously endorsed the continuation of the voluntary submission of student-athlete graduation-rates data for the 2012 collection cycle. Feedback from the 2012 National Convention indicated a critical mass of member schools found the campus-level report and the aggregate finding relevant and useful. In addition, the division will incur no additional cost to continue the voluntary program this year.

7. **Drug Alcohol and Other Collaboration with NASPA.** The committee reviewed the update on the NCAA/NASPA collaboration from its February 9, 2012, meeting.

Mission Statement: The NCAA Division III and NASPA Alcohol and Other Drug (AOD) 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.

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.

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. 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 stake holders 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 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 the 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 a 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.

March 9, 2012: The Content Working Group met in conjunction with the NASPA Convention in Phoenix, Arizona.

8. **Outcomes of the NCAA Inclusion Summit.** The committee reviewed issues identified as outcomes of the Inclusion Summit, noting the Management and Presidents Councils will discuss them in further detail during their April meetings.
9. **Division III Expense Reporting “Dashboard Indicators”.** The committee noted that the Division III Financial Dashboard Indicator System will be launched May of 2012, using the current indicators:
 - a. Sponsored sports: Total number of sports sponsored by the institution as reported in the annual NCAA survey.
 - b. Proportion student-athletes of student-body: Proportion of unduplicated student-athletes of the total undergraduate enrollees reported as a percentage.
 - c. Student-Body Graduation Rate: The four-year federal graduation rate for the student-body overall reported as a percentage.
 - d. Total expenditures: Total athletics expenditures in dollars.
 - e. Proportion athletics expenditures of institutional expenditures: Athletics expenditures as a proportion of total institutional expenditures reported as a percentage.
 - f. Increase Gap: A comparison of the athletics expenditures rate of change with the university expenditures rate of change reported as a percentage.

- g. Expense per Student-Athlete: Total operating expenses divided by the total unduplicated student-athletes reported in dollars.
- h. 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.
- i. 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.
- j. 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.
- k. 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.

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.

10. Division III Student-Athlete Affairs Program Evaluation Status.

- a. Division III Student-Athlete Affairs Program Evaluation Status. The committee reviewed the NCAA Division III Grants Analysis noting that 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 One. 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 Two. 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 Three. 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.

11. Adjournment. The teleconference adjourned at 12:15 p.m.

Committee Chair: Jack Ohle, president, Gustavus Adolphus College

Staff Liaisons: Dan Dutcher, Division III Governance

Eric Hartung, Research

Louise McCleary, Division III Governance

Jeff Myers, Academic and Membership Affairs

Andrea Worlock, Accounting

March 9, 2012	
Attendees	Absentees
Kurt Beron, University of Texas at Dallas	Marjorie Hass, Austin College
Thomas Chema, Hiram College	Lisa Marsh Ryerson, Wells College
Jack Copeland, NCAA Contractor	Lou Stark, Coe College
Dan Dutcher, NCAA	
Tucker Glass, Plattsburgh State University of New York	
Eric Hartung, NCAA	
Debbie Kresge, NCAA	
Brian Levin-Stankevich, University of Wisconsin, Eau Claire	
Chris Martin, College Conference of Illinois & Wisconsin	
Jeff Martinez, University of Redlands	
Louise McCleary, NCAA	
Lisa Melendy, Williams College	
Jeff Myers, NCAA	
Dave Neilson, Michigan Intercollegiate Athletic Association	
Jack Ohle, Gustavus Adolphus College	
Stuart Robinson, State University College at New Paltz	
Terry Rupert, Wilmington College (Ohio)	
Andrea Worlock, NCAA	

<u>The National Collegiate Athletic Association</u>				
<u>2011-12 Division III Budget-to-Actual (as of January 31, 2012)</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	(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		\$426,000.00		
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

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 Projected Revenue Increase	26,024,010 7.4%	24,709,000 -5.1%	25,364,000 2.7%	26,296,000 3.7%	27,071,000 2.9%	27,941,000 3.2%	28,727,000 2.8%	29,525,000 2.8%
Expenses: Championships Base Budget (Note 1) Championships Initiatives Division III Insurance Programs Base Budget Programs Initiatives	17,189,319 - 150,000 5,825,671 -	18,296,890 388,000 200,000 6,271,800 100,000	19,057,660 815,220 200,000 6,416,800 698,580	20,262,880 676,600 200,000 7,115,380 -	21,350,810 892,500 200,000 7,161,380 -	22,679,940 - 200,000 7,161,380 -	23,125,300 200,000 7,209,980 -	23,579,570 200,000 7,209,980 -
Total Division III Expenses Net Change in Fund Balance Projected Expense Increase	23,164,990 2,859,020 10.7%	25,256,690 (547,690) 9.0%	27,188,260 (1,824,260) 7.6%	28,254,860 (1,958,860) 3.9%	29,604,690 (2,533,690) 4.8%	30,041,320 (2,100,320) 1.5%	30,535,280 (1,808,280) 1.6%	30,989,550 (1,464,550) 1.5%
Beginning Fund Balance (Projected Reserve and Unallocated Funds) Less: Net Change in Fund Balance Ending Fund Balance (Projected Reserve and Unallocated Funds) Percent of Additional Reserve Funding Required	\$ 17,461,945 2,859,020 \$ 20,320,965 188%	\$ 20,320,965 (547,690) \$ 19,773,275 202%	\$ 19,773,275 (1,824,260) \$ 17,949,015 174%	\$ 17,949,015 (1,958,860) \$ 15,990,155 145%	\$ 15,990,155 (2,533,690) \$ 13,456,465 115%	\$ 13,456,465 (2,100,320) \$ 11,356,145 92%	\$ 11,356,145 (1,808,280) \$ 9,547,865 74%	\$ 9,547,865 (1,464,550) \$ 8,083,315 59%
Mandated Reserve (Note 2) Financial Recovery Insurance Policy Additional Reserve Funding Required Including the following contingencies: Championship Contingency (Note 3)	\$20,819,208 \$10,000,000 \$10,819,208 500,000	\$19,767,200 \$10,000,000 \$9,767,200 500,000	\$20,291,200 \$10,000,000 \$10,291,200 500,000	\$21,036,800 \$10,000,000 \$11,036,800 500,000	\$21,656,800 \$10,000,000 \$11,656,800 500,000	\$22,352,800 \$10,000,000 \$12,352,800 500,000	\$22,981,600 \$10,000,000 \$12,981,600 500,000	\$23,620,000 \$10,000,000 \$13,620,000 500,000
<u>Note 1:</u> <u>Note 2:</u> <u>Note 3:</u>	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. 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. 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.							

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)	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)		

**REPORT OF THE NCAA DIVISION III
STRATEGIC PLANNING AND FINANCE COMMITTEE
MARCH 29, 2012 TELECONFERENCE**

ACTION ITEMS

1. Legislative Item.

- None.

2. Nonlegislative Items.

a. Committee on Women's Athletics (CWA) Recommendation Regarding Grant Funding for Coaches.

- (1) Recommendation. Deny the request from CWA by the Alliance for Woman Coaches and the NCAA Women Coaches Academy Directors to modify the Conference Grant to permit coaches, in addition to administrators, to be awarded professional development funds through Tier One; direct them to use professional development funds as specified in Tier Three.
- (2) Effective Date. September 1, 2012.
- (3) Rationale. The Management Council referred a recommendation at their January meeting that the Division III Strategic Initiatives Conference Grant be modified to permit coaches, in addition to administrators, to be awarded professional development funds. As part of their 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.

The request was to allow the expenses of female coaches attending the NCAA Women Academies to be covered by the grants. CWA wants to clarify that it is not opposed to the division opening its 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.

The committee concluded that they did not want to use Tier 1 funds for coaching professional development purposes as Tier 1 is specifically earmarked for the professional development of administrators. Further, the committee had some hesitation granting a request that would only allow funding for female coaches. The CWA's clarification specifically noted

attendance at the NCAA Coaches Academies. Since there are numerous professional development coaching academies with some focusing only on leadership skills while others have a combination of game techniques and strategies with leadership development, it would be difficult to distinguish the differences and appropriately distribute the funds. Lastly, the committee noted that professional development funds could be used from Tier III for this type of request.

- (4) Budget Impact. None
- (5) Student-Athlete Impact. None.

b. Elimination of Requirement for Integration/Identity “Institutes/Symposia” in Tier Two and replace with Integration/Identity “Activities”.

- (1) Recommendation. Approve the recommendation to eliminate the requirement for Integration/Identity “Institute/Symposium” in Tier Two and to replace it with Integration/Identity “Activities”.
- (2) Effective Date. September 1, 2012.
- (3) Rationale. The current requirement to conduct Integration/Identity „Institute/Symposium” is viewed as impractical and of marginal value for a majority of the conferences [See Attachment A for current model program]. Replacing this requirement with Integration/Identity “Activities” keeps the purpose of the requirement intact and creates more creativity and flexibility in accomplishing program goals. The program’s intended goal is to bring key conference members together to discuss how each member institution and conference can best support the division’s unique philosophy, identity and Strategic Positioning Platform.

While several conferences have hosted various integration institutes with positive results, numerous commissioners have expressed strong concerns about the value of being required to host such events as “institutes” per se. For many conferences, these types of gatherings are hosted on an annual basis (such as annual meetings between presidents, athletics direct reports, athletics directors, senior woman administrators, coaches and student-athletes) which requires the staff and Strategic Planning and Finance Committee (SPFC) to make an unnecessary judgment call on whether such meetings are consistent with the intent of the requirement. By simply changing the working to “activities” (versus “institutes/symposiums”) involving identity and integration, such events could be automatically approved while remaining consistent with the intent of the program. Further, the broadening of the

opportunity to conduct such events allows for the continued operation of such gatherings within the framework and context of the regular conference meeting schedule, an important aspect for conference administrators and representatives. This recommendation should be viewed as a means to enhance the identity and integration activities among conferences and conference members as opposed to a lessening of that requirement. The greater flexibility in this area will provide additional opportunities for conferences to further integrate our member institutions and to do so within the proper guideline of the grant program goals.

(4) Estimated Budget Impact. None.

(5) Student-Athlete Impact. None.

c. Eliminating the Annual Requisition/Application from the Conference Grant Program.

(1) Recommendation. Streamline the application and reporting process of the Conference Grant Program by eliminating the annual Grant Requisition/Application and replace it with a simple request form.

(2) Effective Date. September 1, 2012.

(3) Rationale. While the Commissioner's Association recognizes the importance of asking for a document showing 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 their grant requisitions are similar, if not the same year-to-year, especially in Tiers 1 and 3. The commissioners believe the most important reporting is the submission of the Impact Form where they document actual dollars spent. Therefore, they requested the Requisition Form be reduced to a "request form" in which they 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 Request Form is attached. [Attachment A]

This recommendation will ease the administrative burden on conference offices, the NCAA staff and the SPFC members by reducing the work required completing the annual Requisition Form. This change would significantly increase the value of the annual Impact Form completed by conference offices and reviewed by the NCAA staff and SPFC members. The reports would more clearly illustrate the proper use of the grant funding by conference offices on annual basis and the verification of that usage as being consistent with the goals of the Conference Grant Program. The burden for

compliance with the program goals would more clearly rest with conference commissioners, a step welcomed by the commissioners, in exchange for the reduced burden in completing the requisition form. This recommendation is a simple, practical change that would benefit all of the parties involved in the administration of the Conference Grant Program.

The committee noted concern regarding inappropriate use of funds and no opportunity for prior review. Staff noted that responsibility to be in compliance with the Conference Grant Program would be with the commissioner and any monies not properly used would result in either a verbal warning or may be deducted from allocation of funds for the next year. The Best Practices Guide would be updated to help clarify the use of funds. Conference commissioners are encouraged to forward additional questions to the NCAA national office.

(4) Estimated Budget Impact. None.

(5) Student-Athlete Impact. None.

INFORMATIONAL ITEMS

1. **Tier Two Proposal from Colonial States Athletic Conference.** The committee approved the proposal from the Colonial States Athletic Conference (CSAC) to use a portion of Tier II funds to fund one (1) Ethnic Minority and Women's Internship position every year in either a member institution's athletic department or in the conference office.

Historically the Strategic Planning and Finance Committee has denied requests to fund salaries out of Tier Two; however the committee felt that the nature of this request was different. 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. The goal of the conference is to provide a substantial amount of administrative duties to the intern in order to give a quality career experience 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 internship.

This internship is 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. Many entry level positions now require two to three years of experience and this internship would give selected

students those years of experience while working to achieve each institution and the NCAA's goal of promoting diversity opportunities. The intern will be exposed to the workings of an athletics department while also meeting and networking with all of the member institutions in the CSAC. The objective of this internship is 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 will provide interactions and working relationships with the membership in order to advance the individuals administrative and interpersonal skills and shape their future experiences under the guidance of either an athletics department or conference office.

2. **NACWAA Leadership Enhancement Institute (LEI).** The committee approved the recommendation from NACWAA to use Conference Grant funds to support the NACWAA Leadership Enhancement Institute (LEI).

The 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 fall forum or NCAA Convention, NCAA Equity and Inclusion 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, LEI, to Division III conferences. 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.

NACWAA currently sponsors three leadership forums; the Fall Forum, Institute for Administrative Advancement and LEI and the committee felt that by allowing funds to support this recommendation would give women additional opportunities; as well as flexibility for those with dual administrative duties.

3. **Adjournment.** The teleconference adjourned at 11:36 a.m.

Committee Chair: Jack Ohle, president, Gustavus Adolphus College

Staff Liaisons: Dan Dutcher, Division III Governance

Eric Hartung, Research

Louise McCleary, Division III Governance

Jeff Myers, Academic and Membership Affairs

Andrea Worlock, Accounting

March 29, 2012	
Attendees	Absentees
Kurt Beron, University of Texas at Dallas	Thomas Chema, Hiram College
Eric Hartung, NCAA	Jack Copeland, NCAA, Contractor
Marjorie Hass, Austin College	Dan Dutcher, NCAA
Debbie Kresge, NCAA	Tucker Glass, Plattsburgh State University of New York
Brian Levin-Stankevich, University of Wisconsin, Eau Claire	Andrea Worlock, NCAA
Lisa Marsh Ryerson, Wells College	
Chris Martin, College Conference of Illinois & Wisconsin	
Jeff Martinez, University of Redlands	
Louise McCleary, NCAA	
Lisa Melendy, Williams College	
Jeff Myers, NCAA	
Dave Neilson, Michigan Intercollegiate Athletic Association	
Jack Ohle, Gustavus Adolphus College	
Stuart Robinson, State University College at New Paltz	
Terry Rupert, Wilmington College (Ohio)	
Lou Stark, Coe College	

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.

Grant Request 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: _____

Division III Strategic Plan

2012-15 Budget Triennium

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



INTRODUCTION

The Division III strategic plan serves many purposes. It begins with the Division III Philosophy Statement to establish the framework from which the division's programs, resource allocations, and regulatory decisions are made by. It highlights the Division III Strategic Positioning Platform to clarify the practical impact of the Division III philosophy and outlines the division's strategic priorities by outlining what must be accomplished in the current budget triennium for the division to be successful.

The plan also serves to highlight all of the programs and services offered for the division. This catalog of offerings is arranged in a way that demonstrates the connection of each Division III program to the NCAA Strategic Plan, and explains when a program or initiative is funded from Division III dollars or a different Association budget. To bring further transparency to the division's operations, the plan justifies every line of the Division III budget against the philosophy statement or NCAA Constitution. Finally, the plan includes a note on its history, which tracks the evolution of the division's entire strategic initiatives program.

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DIVISION III PHILOSOPHY STATEMENT

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

- (a) Expect that institutional presidents and chancellors have the ultimate responsibility and final authority for the conduct of the intercollegiate athletics program at the institutional, conference and national governance levels;
- (b) Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs;
- (c) Shall not award financial aid to any student on the basis of athletics leadership, ability, participation or performance;
- (d) Primarily focus on intercollegiate athletics as a four-year, undergraduate experience;
- (e) Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators;

- (f) Encourage participation by maximizing the number and variety of sport offerings for their students through based-based athletics programs;
- (g) Assure that the actions of coaches and administrators exhibit fairness, openness and honesty in their relationships with student-athletes;
- (h) Assure that athletics participants are not treated differently from other members of the student body;
- (i) Assure that student-athletes are supported in their efforts to meaningfully participate in nonathletic pursuits to enhance their overall educational experience;
- (j) Assure that athletics programs support the institution's educational mission by financing, staffing and controlling the programs through the same general procedures as other departments of the institution. Further, the administration of an institution's athletics program (e.g., hiring, compensation, professional development, certification of coaches) should be integrated into the campus culture and educational mission;
- (k) Assure that athletics recruitment compiles with established institutional policies and procedures applicable to the admission process;
- (l) Exercise institutional and/or conference autonomy in the establishment of initial and continuing eligibility standards for student-athletes;

- (m) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body;
- (n) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body.
- (o) Provide equitable athletics opportunities for males and females and give equal emphasis to men's and women's sports;
- (p) Support ethnic and gender diversity for all constituents;
- (q) Give primary emphasis to regional in-season competition and conference championships; and
- (r) Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities.

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

Division III Positioning Statement

Follow your passions and discover your potential. The college experience is a time of learning and growth – a chance to follow passions and develop potential. For student-athletes in Division III, all of this happens most importantly in the classroom and through earning an academic degree. The Division III experience provides for passionate participation in a competitive athletic environment, where student-athletes push themselves to excellence and build upon their academic success with new challenges and life skills. And student-athletes are encouraged to pursue the full spectrum of opportunities available during their time in college. In this way, Division III provides an integrated environment for student-athletes to take responsibility for their own paths, follow their passions and find their potential through a comprehensive educational experience.

Division III Attributes

Proportion: Appropriate relation of academics with opportunities to pursue athletics & other passions.

Comprehensive Learning: Opportunity for broad-based education and success.

Passion: Playing for the love of the game, competition, fun and self-improvement.

Responsibility: Development of accountability through personal commitment and choices.

Sportsmanship: Fair and respectful conduct toward all participants and supporters.

Citizenship: Dedication to developing responsible leaders and citizens in our communities.

Reasons to Believe

1. **Comprehensive educational experience.** Division III institutions develop student-athlete potential through a holistic educational approach that includes rigorous academics, competitive athletics and opportunity to pursue other interests and passions.
2. **Integrated campus environment.** About one-quarter of all students at Division III institutions participate in athletics. Those participating in athletics are integrated into the campus culture and educational missions of their colleges or universities.
3. **Academic focus.** Student-athletes most often attend a college or university in Division III because of the excellent academic programs, creating a primary focus on learning and achievement of their degree.
4. **Available financial aid.** Three-quarters of all student-athletes in DIII receive some form of grant or non-athletic scholarship. Student-athletes have equal opportunity and access to financial aid as the general student body – but are not awarded aid based on athletic leadership, ability, performance or participation.
5. **Competitive athletic programs.** Student-athletes do not receive any monetary incentive (athletic scholarship) to play sports in college. They play for the love and passion of the game and to push themselves to be their best, creating an intense, competitive athletic environment for all who participate.
6. **National championship opportunities.** Division III has over 170,000 student-athletes competing annually in 37 national championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletic potential.
7. **Commitment to athletics participation.** Division III institutions are committed to a broad-based program of athletics because of the educational value of participation for the student-athlete. The division has a higher number and wider variety of athletic opportunities on average than any other division in the NCAA, emphasizing both competitive men's and women's sports.

1. Clarify the Values of Division III athletics.

- Communicate the distinct Division III philosophy as articulated in the Strategic Positioning Platform.
 - Clarify the role and purpose of Division III as a conscious alternative to the sport-specialization culture, and as an accessible and fulfilling educational and athletics destination.
 - Emphasize a fuller, more integrated academic experience as the primary goal and consideration in all divisional endeavors.
 - Support significant participation and continued growth in membership activation of Division III Identity Initiatives, including Division III week.
 - Continue to grow the strategic partnership with Special Olympics.
- Support integration activities as part of the Strategic Initiatives Conference Grant Program. The activities should bring together key conference partners to discuss ways 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.
- Build a partnership with the College Sports Information Directors Association (CoSIDA).
 - Engage a membership working group to identify new ways to support the growth of sports information directors (SIDs) as strategic communicators, advance the messages of the Division III platform, and communicate the story of Division III at the local level.
 - Continue to support the Division III-specific Academic All-America program.
 - Continue to provide professional development funding for SIDs and fund the creation of new or enhanced SID positions through the Strategic Alliance Matching Grant and Internship Program.
- Strengthen the advocacy of Division III faculty for the values of the athletics experience.
 - Formally launch the Faculty Athletic Representative (FAR) Fellows Institute to offer professional development training to FARs that provide FARs with tools to communicate the Division III story to their campus peers and enhance the level of engagement of FARs across the division.
- Emphasize the values of Division III to effectively manage its growth and partner with Divisions I and II to accomplish this on behalf of the entire Association.
- Create and implement active member compliance educational opportunities that are more regionalized for Division III institutions and conferences.

2. Appropriately Leverage Presidential Leadership in the Division III Governance Structure.

- Continue to selectively forward issues of presidential import to the division's presidents. Pursue full conference participation in the Presidents Advisory Group and significant Convention attendance.
- Improve communication between the NCAA and the individual overseeing athletics on campus.
 - Streamline communications with DIII chancellors and presidents.

- Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents.
- Effectively engage and educate the athletics direct report and leverage the membership of these individuals serving in the governance structure.

3. Ensure the Division is Effectively Managing Equity and Inclusion Issues.

- Incorporate the policy focus of the Association’s Office of Inclusion.
- Partner with the Office of Inclusion and Student-Athlete Affairs staff to review the objectives and establish meaningful goals for the division's programs supporting equity and inclusion.
- Partner with Division III conferences and institutions to support innovative programs that promote inclusion.
- Establish strategies to increase and diversify the pool of candidates for Division III committee service.

4. Enhance the Well-Being of Prospects, Student-Athletes and Staff.

- Pilot and launch the NCAA Division III – NASPA Alcohol and Other Drug Collaborative Resource. This shall take the form of a tool for NCAA Division III and NASPA small college member campuses to reduce consequences of alcohol use that is web-based, evidence-informed, and free.
- Establish a sickle cell trait status policy that best protects student-athlete well-being.
- Examine the current recruiting landscape and legislation and its impact on prospects and coaches.

5. Promote the Division III Philosophical Principle that Student-Athletes should have Academic Performance Consistent with the General Student Body.

- Sponsor a regular and representative academic reporting program to compare the academic success of student-athletes and nonstudent-athletes.

6. Enhance Formal Accountability of the Governance Structure.

- Monitor a performance scorecard for regular accountability of key Division III programs.
- Monitor the formal performance metrics for the governance structure staff liaisons.
- Conduct a membership survey in advance of the next budget triennium to assess satisfaction with existing Division III programs and services and help prioritize future policy initiatives.

Appendix A

NCAA Goals and Related

Division III Programs and Objectives

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

Objectives

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

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
Strategic Initiatives Conference Grant Program: Tier Two Integration activities.	All institutions will access strategic initiative conference grant dollars over a four year period, and all conferences will optimally use the full allocation of funds each year. The integration activities should bring together key conference partners to discuss ways 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.	\$208,570
Communication Initiatives: Inform membership of policy issues, governance updates and hot topics	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
Annual Division III Commissioners meeting	All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics.	\$10,000
Student-athlete leadership forums and campus based leadership programming	At least 80 percent of eligible institutions will participate annually in DIII Student-Athlete Leadership forums, and the participating coaches and administrators will become stronger advocates for the values of Division III intercollegiate athletics.	\$436,000
Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives	All institutions will access strategic initiative conference grant dollars over a four year period, and all conferences will optimally use the full allocation of funds each year.	\$769,150
National SAAC Outreach	Celebrate successful campus SAAC community outreach each quarter, engage in community outreach at each National SAAC meeting, and annually educate student-athletes about National Student-Athlete Day and other community initiatives.	Association-wide funding
Academic Reporting Program	Sponsor a regular and representative academic reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.	Overhead
Faculty Athletics Representative (FAR) Fellows Institute	Conduct an FAR Fellows institute to offer professional development training to and provide FARs with tools to communicate the Division III story to their campus peers and enhance the level of engagement of FARs across the division.	\$85,000

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

Objectives

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

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Women and Minority Internship Program	The division will assess the original goals of this program to understand its legacy and to formulate future, long terms goals related to diversity of the athletics administrative and governance structures.	\$820,000
Strategic Alliance Matching Grant	The division will assess the original goals of this program to understand its legacy and to formulate future, long term goals related to diversity of the athletics administrative and governance structures.	\$670,000
Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives	All conferences and at least 50% of institutions will engage in programming related to diversity, gender equity and sportsmanship initiatives within each four-year grant cycle.	\$417,140
The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
Get in the Game Web site; AMA online	The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.	Association-wide funding; Provisional/Reclassifying Membership fees
Committees will exercise fair and flexible decision making when making waiver and interpretive decisions	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
Regional Rules Seminars	Education sessions on Division III rules and regulations will be offered annually. The membership committee will continue to assess the 2012 conference-hosted pilot and strives to provide more regionalized active member compliance educational opportunities.	\$15,000
Rules Test	The Membership Committee shall annually make available a clear and fair rules test that all members can access on line to comply with the condition and obligation of membership to administer the rules test.	Overhead
Conduct quality championships with fair selection processes and appropriate access	The Championships Committee will continually assess the appropriateness of bracket sizes and selection processes.	\$19,858,510
NCAA/NACWAA Institute for Administrative Advancement	The division will fund these professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$20,000
Division III National office and Conference Commissioner Association Sportsmanship Partnership: Be Loud, Be Proud, Be Positive Campaign and Conduct Foul Program	At least 75 percent of DIII member conferences will actively engage in monitoring and recognizing a commitment to sportsmanship annually. Emphasis shall be placed on the development of campus and conference policies for game and event management and increasing promotion of positive actions by coaches, student-athletes and fans.	\$15,000

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Division III Programs and Initiatives</u>
Examine demographic trends and consider whether Division III or Association-wide programming is appropriate to affect change in the division's student-athlete demographic profile	The percentage of minority individuals in the student-athlete population should be consistent with the percentage of minority individuals in the general student-body.	Association-wide funding
Conference and Institutional Inclusion partnership	Partner with Division III conferences and institutions to support innovative programs that promote inclusion. (e.g., 2012-13 the North Coast Conference Pilot.)	\$50,000
Officiating Improvement	Provide optional funding to conference offices through the Conference Grant Program and encourage support of officiating improvement.	\$150,000

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

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

Objectives

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

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategically engage presidents in the Division III governance structure	Continue to promote greater strategic focus and more selective legislative engagement by presidents in the Division III governance structure, led by the Presidents Council in consultation with the Presidents and Chancellors Advisory Group (PAG).	Association-wide funding
Quarterly Presidential Communication	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
Division III Governance Outreach to Affiliates	Governance structure representatives will engage with affiliates on an issue-specific basis (e.g., higher education association meetings, annual sports chairs and championships committee meeting, FARA annual meeting and symposium, National Association of Student Financial Aid Administrators Seminar, etc).	Overhead
Presidential Programming at the NCAA Convention	Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.	Association-wide funding
Institutional and Conference Self-Studies	All institutions and conferences will conduct regular reviews with active participation of campus/conference presidents. Presidential involvement shall promote an understanding of institutional control and the primary compliance role of presidents. Institutional reviews shall assess standards on recruiting, admissions, academic eligibility, student services, student-athlete profiles, personnel and a commitment to Division III philosophical priorities (e.g., equitable athletics opportunities for males and females.) Conference reviews shall include an assessment of conference alignments, values and priorities to support increased partnerships between conference members.	Overhead
Sports sponsorship and Institutional Self-Study audits	The Membership Committee shall annually review member compliance with sports sponsorship requirements and completed Institutional Self-Study instruments to assess compliance with membership criteria and assess educational needs of the membership. Members placed on probation shall be required to complete an athletics program assessment.	Provisional/Reclassifying membership fees
Financial Aid Reporting Process	All institutions will participate in the data-driven reporting process. Greater availability of historical data shall enable increased emphasis on institutional accountability (i.e., enforcement and penalties).	Overhead
Drug Education and Testing.	Continue to engage in drug testing at national championships. Make available a tool for NCAA Division III and NASPA small college member campuses to reduce consequences of alcohol use that is web-based, evidence-informed, and free.	Association-Wide funding (drug testing) and \$600,000 (resource)
Continually monitor Division III membership size and related access to championship and other services	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead

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

Objectives

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

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Implement use of available technology to regularly deliver NCAA messages and rules education	The governance structure will continually assess common needs and available technologies to increase the timeliness, clarity, conciseness and effectiveness of membership communication.	Overhead
Partnership with National Association of Division III Athletics Administrators	The governance structure will provide financial support to the NADIII AA. National office staff will support this membership-led organization in its professional development offerings.	\$51,000
Educate the membership on the role of the NCAA national office	Increase membership understanding of the role of the national office by including this information in governance presentations made at Leadership Conferences, Regional Seminars, conference meetings, and other appropriate venues.	Overhead
Conference Contact program	Continue to service all conferences and ensure new conferences are accommodated according to program guidelines (e.g., verbal interpretations; consistent NCAA staff contact).	Overhead
Strategic Initiative Conference Grant Program: Tier Three - Technology Grants	Provide funding to conferences offices to upgrade or maintain technical capabilities to access technical platforms used by the NCAA.	\$574,420

ASSOCIATION-WIDE GOAL 5: Perceptions of the Association and Intercollegiate Athletics.
The public will gain a greater understanding of and confidence in the integrity of intercollegiate athletics and will more readily support its values.

Objectives

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

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity	Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.	\$265,020
Bi-Annual Sports Information Directors Meeting	Increased participation and communication with the media will be reflected by at least 80 percent of DIII conference sports information directors (SIDs) participating in a bi-annual meeting.	\$5,000
Division III Identity Initiative	Clarify and promote the unique Division III philosophy as articulated in the Division's Strategic Positioning Platform. Enable conferences and institutions to better tell the Division III story to a variety of target audiences. Support the following identity activation initiatives: Division III week, mobile web site for coaches, national and customizable videos, 75 th Anniversary Celebration of the NCAA men's basketball tournament, 40 th Anniversary Celebration of the founding of Division III.	\$600,500
Special Olympics Partnership	Continue to grow the strategic partnership with Special Olympics. Maintain Special Olympics events as a signature element of the Division III championships program and continue to encourage campus and conference engagement with local Special Olympics chapters.	\$50,000
Academic All America Partnership with CoSIDA	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
Professional development support for SIDs	Engage a membership working group to identify new ways to support the growth of SIDs as strategic communicators, advance the messages of the Division III platform, and communicate the story of Division III at the local level. Offer professional development support through the Conference Grant Program, and position support through the Strategic Alliance Matching Grant and Internship Program.	\$50,000 for working group. Professional development funding is accounted for in NCAA Goal 1. Funding for the Strategic Alliance Matching Grant and Internship Program are reflected with those programs in NCAA Goal 2.

Appendix B

Division III Budget Justification

Projected NCAA Division III 2012-13 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Revenue:		<i>Division III Institutions....</i>
Division III 3.18% Revenue Allocation	\$25,364,000	
Expenses:		
Total Championships Expense	\$19,858,510	Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities. (Bylaw 20.11-(n))
Strategic Initiative Conference Grant Program	\$2,384,300	Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs; (Bylaw 20.11-(a))
NAD3AA Partnership	\$51,000	The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)
Conference Commissioners/SID Meeting	\$15,000	The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)
Regional Seminar Planning	\$15,000	The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance. (Constitution 2.8.2)
SWA Enhancement Grant Program (NACWAA/HERS)	\$20,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))
Division-wide Sportsmanship Initiative	\$15,000	Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(c))
Strategic Alliance Matching Grant	\$670,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))
Women & Minority Intern Program	\$820,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))
Student-Athlete Leadership Forum	\$356,000	Seek to establish and maintain an environment in which a student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and in which coaches play a significant role as educators. (Bylaw 20.11)
Campus Based Student-Athlete Leadership Programming	\$80,000	Seek to establish and maintain an environment in which a student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and in which coaches play a significant role as educators. (Bylaw 20.11)
Drug and Alcohol Education/Drug Education and Testing	\$600,000	Intercollegiate athletics programs shall be conducted in a manner designed to protect and enhance the physical and educational well-being of student-athletes. (Constitution 2.2)
FAR Fellows Institute	\$85,000	Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which a student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience (preamble to philosophy statement)

Projected NCAA Division III 2012-13 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Expenses, continued:		
Division III Academic All-America (CoSIDA)	\$44,000	Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic program (preamble to philosophy statement).
CoSIDA Partnership	\$50,000	This initiative exists to enhance SIDs professional development opportunities and promote the values in the Division III philosophy statement (Bylaw 20.11).
Identity Initiatives	\$600,500	This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).
Special Olympics Partnership	\$50,000	Institutions 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 (preamble to philosophy statement).
Inclusion Partnership- North Coast Conference	\$50,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(I))
Division III Financial Recovery Insurance	\$200,000	Intercollegiate athletics programs shall be administered in keeping with prudent management and fiscal practices to assure the financial stability necessary for providing student-athletes with adequate opportunities for athletics competition as an integral part of a quality educational experience. (Constitution 2.16)
Other Division III Initiatives	\$90,000	This includes contracting costs, as well as money earmarked to support future initiatives.
Overhead Allocation (including National Office staffing)	\$1,116,000	N/A
Total Division III Expenses	\$27,170,310	

Note: The \$1,116,000 overhead fee covers time and miscellaneous expenses related to Division III staff and programs. The \$200,000 Financial Recovery Insurance protects the budget in case of a catastrophic event that would reduce or eliminate the division's share of association wide revenue. Further, reserve funds will be used towards the championships program in this biennium.

Appendix C

History of the

Division III Strategic Plan

History

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

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

In 2009-10, the plan was updated to highlight the division's near-term strategic priorities. Most 2009-10 priorities resulted from a series of presidentially authored white papers on membership growth published in September 2008. For 2010-12, the plan was updated based on the Division's release of a Strategic Positioning Platform, and clearly defined the near- and medium-term goals the division needed to accomplish to be successful in embodying the platform. Finally, for 2012-15, the plan was updated to reflect the Association's move to a three-year budget cycle.

NCAA Division III Strategic Initiatives Conference Grant Program 2012-13 Policies

The NCAA Division III Strategic Initiatives Conference Grant Program allocates funds to all NCAA Division III voting conferences and the Association of Division III Independents to encourage collaboration, involvement and accountability among all Division III constituent groups in support of the priorities espoused in the Division III strategic plan. The program offers Division III conferences and the Association of Independents the opportunity to advance Division III priorities in ways most meaningful at the local level. Presidential oversight and accountability with the process and budget allocations, consistent with the legislated leadership role of presidents within conference governance, is paramount.

Goals of the Grant Program:

- Make efficient use of national resources to serve local needs and realize Division III strategic priorities.
- Encourage broad-based strategic initiative participation and collaboration between conference constituents.

The program consists of three tiers and an administrative stipend:

Tier One – Professional Development, Education and Communication. Conferences are provided funding to support the attendance of designated constituents at specific professional development events. There is a list of preapproved constituents and events for this tier, the focus of which is to support administrative advancement for the following constituent groups or events: Student-Athlete Advisory Committee, Compliance and Rules Seminar Education, Faculty Athletic Representative Enhancement, Senior Woman Administrator Enhancement, Sports Information Director Enhancement, AD Direct Reports (vice presidents) Education, Commissioners Meeting and Ethnic Minority/Diversity Enhancement. Conferences are expected to support most of these constituent groups on an annual basis; exceptions are described on the Tier One policy section of this document. Conferences may request approval to send designated constituents to events beyond the pre-approved list, and, while this tier does not cover coaching related events, coaching-related professional development may be funded in Tier Three.

Tier Two – Social Responsibility and Integration. This tier operates on a four-year cycle and includes four core values or initiatives:

- a. Student-Athlete Well-Being/Community Service,
- b. Sportsmanship,
- c. Equity and Inclusion, and
- d. Identity and Integration Activities.

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.

Tier Three – Quality of the Participation Experience. This tier includes a series of optional strategic enhancements (technology, officiating improvement, athletic training/sports medicine

and nutrition, promotions and marketing/Division III Identity, championships enhancements and professional development). Conferences may also use Tier Three funds on any other initiative that can be justified by the Division III strategic plan.

Administrative Stipend (Tier Four).

Conferences are provided with an administrative stipend to offset the costs of grant program administration. Conferences may choose to contract out the grant administration or manage the program with existing staff. Sample grant administrator duties may be accessed at the following URL:

<http://www.ncaa.org/wps/wcm/myconnect/2b2694804b07668a8d1bddd0ae33e5ab/Sample+Grant+Administrator+Duties+final.pdf?MOD=AJPERES&CACHEID=2b2694804b07668a8d1bddd0ae33e5ab>

General Grant Program Policies:

- This program was formally approved by the governance structure and endorsed by the Division III Commissioner's Association in 2005 and launched in 2006-07. Grant allocations and policies are reviewed annually by the NCAA Division III Strategic Planning and Finance Committee, which includes representation from the Division III Commissioner's Association.
- 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 (i.e., an audit) at any time.
- For 2012-13, the total program budget is \$2,429,300. Conferences will be allocated \$34,700 - \$85,500 based on number of members.
- To receive funding, conferences must complete an annual request form and agree to abide by the grant program policies included in this document. Conferences must also complete an annual impact form describing fund use and its impact on the conference. Conferences should initiate broad-based, conference-wide dialogue to establish the policies governing the distribution of funds and the selection of grant recipients. To acknowledge this broad-based dialogue, the impact form must be signed by the following conference constituents: conference executive, a president or chancellor, athletic director, Faculty Athletics Representative, Senior Woman Administrator, and Student-Athlete Advisory Committee Representative.
- If a conference allocates or an institution uses funds in a manner inconsistent with grant program policy, the Strategic Planning and Finance Committee will take one of four actions, depending on the nature of the fund use:
 1. Issue a warning that such fund use shall not be permitted in the future.
 2. Deduct the misused funds from the conference's next annual grant allocation.

3. Require the conference to reimburse the NCAA in an amount equal to the misused funds. The conference is responsible for this reimbursement; however, it may require the institution to submit funds to the conference.
4. Audit fund use and take other steps as deemed necessary by the staff or committee.

If a conference has a question about application of grant program policy or permissible use of funds, those questions may be forwarded to the grant program administrator (Leah Kareti at lkareti@ncaa.org) who will apply program precedent or submit to the Strategic Planning and Finance Committee or Management Council representatives for review.

- The deadline for completion of the request form and impact form (including required signatures) is July 15. For 2012-13, forms may be accessed here: <http://diicg.ncaa.org/>.
- Conferences will be provided a two-day grace period for both of the forms before being penalized a late fee of \$500 per week. The fine will be removed from the administrative portion of the grant. For the 2012-13 grant year, funds will be distributed by September 14.
- Resource Allocations.
 - Provisional members are not taken into account in the determination of the allocation of funds to each conference; however, conferences that have provisional members may choose to share grant resources with those members.
 - Conferences with members in two conferences will receive allocations for "half-members" (.5). With the adoption of NCAA Division III Proposal No. 2012-2, there shall not be any new conferences entering into such an arrangement, but relationships existing on or before August 1, 2012, will be honored.
 - The Association of Division III Independents will support its current members as well as independent institutions that are not members of that association.
 - Tier One and Tier Two allocations are based on the number of active member institutions in a conference. Tier Three allocations include an equal base allocation for all conferences, plus an additional allocation per member. All conferences shall receive an equal allocation to support the administrative expense of managing this program (Tier Four).
 - Because Tier Three is the flex tier, those funds may be spent as described in the Tier Three policies, which include any initiative acceptable in Tiers One or Two since these tiers are based on the Division III strategic plan. Use of Tier One and Tier Two funds are limited to the specific parameters described for those tiers.
 - Allocations will vary each year based on fluctuating membership numbers and overall grant program budget adjustments.
- **Unused Funds.** Unused funds must be returned to the NCAA with two exceptions:

- Exception 1 - A conference may retain unused funds totaling \$1,000 or less (across all three tiers combined), provided the conference submits its justification and plans for the future use of the excess funds to the Strategic Planning and Finance Committee in the impact form.
- Exception 2 - A conference may retain unused funds in excess of \$1,000 (across all three tiers combined), provided that the conference submits a detailed plan regarding how the excess funds will be used and the Strategic Planning and Finance Committee approves the plan. Conferences may preemptively request authorization to pool funds across years of the grant program, as long as the funds are to be allocated within the four-year grant cycle (e.g., 2010-2014).

Tier One Policies

Tier One - Professional Development, Education and Communication.

The conference must support at least one individual in the following constituent groups according to the specifications outlined below. If specific member institutions are funding constituent professional development and no other interest in the grant exists within the conference, then reallocation to another constituent group within Tier One is permitted. Tier One funds are to support administrative professional development. While coaches are eligible for Tier One funds in some cases, these funds may not be used to support coaching-specific events.

Student-Athlete Advisory Committee (SAAC).	<p>Annual requirement.</p> <p>Conferences shall spend at least \$200 per member in support of the conference SAAC.</p> <p>Permissible uses of SAAC funds include:</p> <ul style="list-style-type: none">• Conference SAAC meeting and communication expenses (e.g., travel and meals for student-athletes and advisors).• Guest speakers for conference SAAC meetings.• Conference SAAC t-shirts.• Conference SAAC leadership banquet or retreat.• Expenses related to conference SAAC directed community service projects.• Conference SAAC Web site creation and maintenance (including blogs and polling devices).• Promotions of conference SAAC initiatives (e.g., sportsmanship giveaways, posters, marketing of National Student-Athlete Day).• Conference SAAC logo development.• Increasing committee size.• Conference SAAC Scholar-Athlete of the Month program.
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Compliance and Rules Seminar Education.	Annual requirement. Pre-approved events include the NCAA Regional Rules Seminars.
Faculty Athletic Representative	Annual requirement*. Pre-approved events include the FARA Annual Meeting and Symposium and the NCAA Convention.
Senior Woman Administrator	Annual requirement*. Pre-approved events include: <ul style="list-style-type: none"> • NACWAA or NCAA Convention. • NCAA Equity and Inclusion Forum. • NCAA Women's Leadership Symposium. • NACWAA Institutes (Administrative Advancement, Leadership Enhancement and Executive). • Title IX seminars, generally. SWA funds may <u>not</u> be used to fund a female athletics director's attendance at the NCAA Convention.
Sports Information Director	Annual requirement. In odd years (e.g., 2013, 2015), conferences shall fund conference SID attendance at the biannual summer meeting hosted by the NCAA staff in conjunction with the Division III Commissioners Association. In even years (e.g., 2014, 2016), conferences shall send either the conference SID or an SID from a member institution to professional development program. Pre-approved events include the annual CoSIDA and ECAC SIDA meetings.
AD Direct Reports (Vice Presidents)	No funding required, but annual participation is strongly encouraged. Pre-approved events include the NCAA Convention, only.
Commissioners Meeting	In odd years (e.g., 2013, 2015), conferences shall fund commissioner attendance at the biannual summer meeting hosted by the NCAA staff in conjunction with the conference sports information directors. In even years (e.g., 2014, 2016), conferences may fund commissioner attendance at the summer meeting hosted by the D3CA in conjunction with the NCAA Regional Rules Seminars or the NCAA Convention.

Ethnic Minority	<p>This is a biannual requirement.</p> <p>Pre-approved events include general administrative professional development opportunities offered by the affiliate groups of the BCA, MOAA, NACDA, NACWAA, NADIIAA, or the NCAA.</p> <p>If a conference does not have a racial or ethnic minority administrator available to attend one of the pre-approved events, they may also send a coach to an event other than a coaching convention or send a student-athlete to the NCAA Convention. In the latter case, the student-athlete must have an interest in pursuing a career in athletics, and the conference must commit to making the Convention a meaningful experience for the student-athlete.</p> <p>If all options for racial or ethnic minority candidates have been exhausted, conferences may provide funding for any administrator to attend an event specifically designed to increase campus or conference diversity or to help campuses or conferences develop strategies to generate diverse candidate pools.</p>
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*If a conference does not satisfy the requirement to support an FAR and/or SWA's professional development for two consecutive years, it shall be penalized \$500 from its administrative grant. To avoid being subject to this penalty, a conference may opt out of a required category. A conference that opts out of a required category will lose funding for that category, but will not be subject to additional penalty. Forfeited funds will be redistributed to conferences that have historically satisfied all required categories and have unmet needs in Tier One.

Tier Two Policies

Tier Two – Social Responsibility and Integration.

The conference must support each of the following areas within the four-year grant cycle (2010-2014):

- a. Student-Athlete Well Being/Community Service.
- b. Equity and Inclusion.
- c. Sportsmanship.
- d. Identity and Integration Activities.

Conferences may spend the entire Tier Two allotment in one area in a given year, or may divide it between areas. 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 sources other than the Strategic Initiatives Conference Grant Program.

Permissible fund use includes the following:

Student-Athlete Well Being/Community Service

- Academic banquet and awards.
- Adversity training.
- Alcohol abuse prevention programs or speakers.
- Anger management programs.
- Career planning seminars for student-athletes*.
- Community outreach.
- Etiquette training*.
- Social media education.
- Gambling education.
- Hazing education.
- Healthy relationships/sexual health and abuse education or programming.
- Concussions education (e.g., Impact Program).
- Leadership development speakers or materials*.
- Life planning programming*.
- Life skills programming*.
- Media training for student-athletes.
- Mental discipline/performance psychology training*.
- Motivational speaker for student-athletes*.
- Nutritional/diet information (handbook, access to nutritionist).
- Purchase of AEDs.
- Rest/recovery education.
- Safe competition techniques.
- Special Olympics initiatives. See web site for programming ideas:
<http://www.ncaa.org/wps/wcm/myconnect/public/ncaa/shortcuts/D3SpecialOlympics>
- Sports massage and relaxation techniques.
- Time management skills training*.
- Training for student-athlete mentors (SAM program).
- Treatments by sports psychologist to address issues including stress management, anxiety, burnout and life balance.
- Sports Wagering Prevention (this is a sub-topic of student-athlete well-being):
 - Funding for awareness around National Problem Gambling Awareness week. This can be a campus-wide event with a sport wagering focus. Awareness week is strategically placed in March soon after Super Bowl and before March Madness.
 - Giveaways for students during National Problem Gambling Awareness week for participation in organized prevention events.
 - Advertising about awareness week or other gambling prevention on campus (television scrolls, campus newspaper; local newspaper, mass e-mails).
 - Posters/postcards to promote prevention events or to disseminate information about gambling (i.e., sports betting/office pools).
 - Campus speaker about gambling.
 - Distribution of problem gambling brochure to student-athletes and parents.

- Employ the Step Up program, a prosocial behavior/bystander intervention program. Annual letters to local media.
- Gambling Websites blocked in computer labs.
- Conduct a Wellness Assessment Survey.
- Props for tabling events to attract students (green felt, card shuffler, display board).
- Funding for a campus task force lead by athletics using the National Center for Responsible Gaming report to help guide policy and prevention. See report and recommendations at http://www.ncrg.org/public_education/taskforce-college-gambling-policies.cfm.

See NCAA Sports Wagering Webpage for further information:
http://www.ncaa.org/wps/myportal/ncaahome?WCM_GLOBAL_CONTEXT=/ncaa/ncaa/legislation+and+governance/eligibility+and+recruiting/sports+wagering

*Per NCAA Division III extra benefit regulations, similar programming must be open to the general student body for these services to be provided to student-athletes.

Impermissible fund use includes the following:

- Televisions or entertainment equipment for locker rooms or other common spaces.

Equity and Inclusion

The Commissioners Association Diversity and Well-Being Subcommittee constructed an inventory of equity and inclusion programs that have enhanced the educational experiences of student-athletes on Division III campuses and created opportunities for increasing understanding and appreciation for diversity by all campus constituents. That list is available at the link below, and includes program titles, descriptions and costs, where possible.
<http://www.ncaa.org/wps/wcm/myconnect/73dc88804b0768ea8d51ddd0ae33e5ab/Equity+and+Inclusion+program+samples+final.pdf?MOD=AJPERES&CACHEID=73dc88804b0768ea8d51ddd0ae33e5ab>

Permissible fund use includes the following:

- Attendance by student-athletes, coaches or administrators at equity or inclusion focused education or professional development events.
- Campus or community equity or inclusion workshops.
- Creative presentations to raise awareness of equity or inclusion issues (e.g. plays, spoken word performance, art exhibits or other artistic expressions.).
- Cultural Competency Coaching.
- Efforts to support the recruitment and retention of ethnic minority student-athletes.
- Employment Issues: events or speakers supporting equity and inclusion in the workplace, recruitment and retention of women and ethnic minority staff.
- Events to encourage women and ethnic minorities to pursue careers in athletics (e.g., Winning Careers in Athletics, women's coaching symposiums, student-athlete attendance at the NCAA Convention).

- Guest Speakers on equity or inclusion topics.
- Panel Discussions on equity or inclusion topics.
- Service or mentoring activities with a focus on equity or inclusion awareness.
- Sponsor an internship program for female or ethnic minority students with an interest in pursuing a career in athletics.
- Student or SAAC-led initiatives to raise awareness of equity or inclusion issues.
- Student-Athlete Retreat focusing on equity and inclusion issues.

Sportsmanship

- Activation of the Be Loud, Be Proud, Be Positive Campaign.
- All-conference sportsmanship teams or other conference-based awards.
- Banners and signage.
- Banquet.
- Community clinics.
- Educational materials, including, but not limited to, mailings to parents and program inserts.
- Establishment of good sportsmanship student body pep group or pep rally.
- Guest speakers.
- Halftime events.
- In-game announcements.
- Newspaper ads promoting sportsmanship.
- Partnering with SAAC for workshops and seminars.
- Play with Respect . . . Live Respectfully - Program includes five seminars on positive sports behavior, appropriate decision-making and core life values for student-athletes, coaches and athletics staff.
- Positive spectator engagement.
- Promotional items, including, but not limited to, awareness bracelets and t-shirts.
- Sportsmanship day.
- Sportsmanship summit including supervisor of officials, student-athletes, coaches and athletics directors.

The Sportsmanship and Ethical Conduct Committee has developed an online toolkit that contains links to resources and materials that institutions and conference offices can use to assist in the promotion and development of on-campus sportsmanship initiatives. This information can be found at the URL below:

<http://www.ncaa.org/wps/wcm/connect/ncaa/ncaa/legislation+and+governance/eligibility+and+recruiting/sportsmanship/2009/best+practices+tool+kit>

Identity and Integration Activities

For 2012-13, the Strategic Planning and Finance Committee has expanded this segment of Tier Two to include activities beyond symposiums that emphasize the Division III identity and the integration of intercollegiate athletics in the campus and conference context.

Conference Identity and Integration Symposiums are primarily intended to bring key conference 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 Division III's unique philosophy, identity and strategic positioning platform. To assist in the planning and conduct of an Identity and Integration symposiums, please see the available model planning guide at the following URL:

<http://www.ncaa.org/wps/wcm/myconnect/e8533b0041f3d30689fbdf45c5a4c055/DIII+identity+and+integration+symposia.pdf?MOD=AJPERES>

Other permissible activities include:

- Support of faculty mentor programs designed to promote a better understanding of the student-athlete experience.
- Campus based identity/integration discussions: Provide various campus constituencies (e.g., faculty, academic staff, administration) with the opportunity to learn about the role of athletics, the Division III philosophy, how athletics is integrated within the university as a whole and how athletics contributes to the overall mission of the institution and conference.
- Host a faculty forum on intercollegiate athletics.
- Recognize National Student-Athlete Day incorporating various campus departments.
- Collaborate with admissions office to conduct an annual recruiting seminar.
- Partner with development office and devise a specific fundraising project that would aid both athletics and development.
- SAAC-led identity and integration presentations to institutional constituents such as boards of trustees, faculty, and alumni, and facilitate other campus discussions.
- Student-athlete integration discussions: engage student-athletes in discussions about the Division III philosophy, how athletics is integrated within the university as a whole and how athletics contributes to the overall mission of the institution.
- Programs focused on establishing and assisting students in achieving essential learning outcomes through the identification and integration of learning outcomes taught both on and off-the-field.

Conferences may use tier two funds on promotional materials (including video) supporting the Division III Identity, but such spending does not satisfy the once-in-four-years requirement to address Identity and Integration activities, where the focus is on conducting an actual activity.

Tier Three Policies

Tier Three- Quality of the Participation Experience

Tier Three funds may be used on any initiative justified by the Division III strategic plan.

Permissible fund use includes the following:

Technology

- Color printing equipment and supplies.

- Communication hardware and software.
- Computers: desktops, laptops and tablets.
- Conference Webmaster. (contract work)
- Game film exchange.
- Internet and cellular service.
- Wind gauge (automatically feeds wind speeds into track results program).
- Statistical software packages and updates.
- Webcasting (Web production and equipment).
- Web enhancements including a conference scoreboard.

Officiating Improvement

- Assignment software (e.g., ArbiterSports).
- Funding pre-season officiating meetings.
- Hiring officials observers who evaluate, educate and recruit officials.
- Officials' enhancement education, including attendance at the annual July NASO (National Association of Sports Officials) Annual Sports Officiating Summit.
- Officials training (could include subsidizing registration with ArbiterSports).
- Officiating crew manuals.

Athletic Training/Medicine/Nutrition

- Athletic training equipment.
- Creation of a conference-wide athletic training standards manual.
- Eating to Win program.
- Funding for planning team to implement heat protocol (including communication initiatives and educational materials).
- Health and safety posters.
- Lightning detectors.
- Nutrition lectures.
- Portable AED units.
- Professional development session for certified athletic trainers.
- Renew site licenses for IMPACT Concussion Management software.
- Session for staff or student-athletes: identify signs or symptoms of depression.
- Sports Medicine Educational Symposium (review new trends in sports medicine).

Promotions/Marketing/Identity

- Division III Identity activation.
- Conference banners.
- Conference directory.
- Logo development.
- Schedule cards.
- Travelling conference trophies.

Championships Enhancements

- Championship t-shirts for participants.
- Conference awards (participant, MVP, other).
- Conference-wide championships program.
- Employment of a professional timing company for swimming and/or cross country championships.
- Increased signage.
- Reimbursing expenses for sportsmanship chaperones.

Administration/Coaching Education Enhancement

- Professional Development activities for coaches, other campus athletics staff, conference interns, or any of the constituents included in Tier One. Events include the pre-approved list from Tier One or other events the conference determines to be effective professional development programming.
- Conference SAAC leadership retreat.
- Host a Professional Development day for entire conference.
- Host session on professional ethics in coaching.
- Host speaker on catastrophe management.
- Attendance at Intercollegiate Athletics Forum.
- New coaches seminar (compliance review, general).
- Support attendance at the NCAA Coaches Academy.

The conference may also fund other items to enhance the quality of the participation experience that the conference can justify with the Division III strategic plan.

Impermissible fund use includes the following:

- Salary or benefits for campus or conference FTEs.
- Standard operating expenses beyond technology expenses.
- Property plant and equipment that cannot be linked directly to enhancing the participation experiences (e.g., replacing standard athletics equipment or facility maintenance).

Proposed Audit Policy for Division III Conference Grant Program

The Division III Strategic Planning and Finance Committee (SPFC), Management and Presidents Councils have discussed the potential need for periodic audits of the Conference Grant program due to the significant dollar value being allocated as well as the recent change that eliminated the detailed requisition form. When reviewing the cost benefit of an audit, staff believes it would be more efficient to utilize the NCAA national office internal audit and accounting staffs, and other staff, as necessary, to perform the audits versus contracting with an external entity to perform the audit functions. Staff is recommending a targeted audit of six (6) conferences annually, with every conference being audited, at a minimum, once every ten (10) years. The estimated annual cost is minimal, as the audits will be done remotely, and we do not anticipate traveling to the conference offices unless further inquiry is needed as a result of the audit.

Scope of Work

Similar to the current format, staff would annually conduct a comprehensive review of the submitted Division III Conference Grant Impact Forms. Submitted impact forms, along with other criteria (e.g. time since last audit, materials, etc.) will be used as the basis of audit selections. Example audit procedures include gaining an understanding of the grant expectations, tracing expenses to supporting detail (e.g., receipts, invoices, and other records) and verifying general ledger cash transactions to the bank statements for accuracy and completeness of the filed reports. The information would be viewed for reasonableness and discussions would take place with conference staff to obtain history and intent of the expensed funds.

Timeline

- July 15 Conference Impact Forms due.
- August 15 Audit notification by NCAA.
- October 15 Conference audit materials due to NCAA.
- November Report to SPFC – conferences being audited.
- January 15 Audit completed and results given to conference.
- February Report to SPFC – audit results.

Outcome

Following the audits, a report will be presented to the DIII SPFC to outline any findings and outstanding questions that may have resulted from the audit. The audit process is intended to provide reassurance to SPFC that Division III funds are being accurately reported and spent in accordance with the grant program as well as aligning with the Division III Strategic Plan. The audit approach provides an opportunity for conferences to ask specific questions and allows the committee to give constructive feedback to benefit conference development. If the audit shows that funds have been used in a manner inconsistent with the grant program policy, SPFC will take one of four actions as outlined in the Conference Grant Policies and Procedures. [See pages 2-3 of Supplement No. 4]

Implementation

With this year's request form and check distribution (July 2012), conferences will be informed that the audit process will begin in July 2013, pending approval of the policy by the SPFC, Management and Presidents Councils. Conferences will be reminded to retain conference grant receipts for a four-year period.

DIVISION III IDENTITY INITIATIVE

Following is a status report on activation of the Division III Identity Initiative.

Division III Week.

At least 160 Division III institutions and 21 multisport conferences actively participated in the first celebration of Division III Week April 9-15. Conference and institutional Student-Athlete Advisory Committees and sports information directors were a driving force behind many of the activities and promotions scheduled during the week. Activities included faculty-recognition events, ceremonies to honor student-athlete academic achievement, community-service projects, and outreach to fellow students at participating institutions, as well as clinics and other programming to activate the Division III/Special Olympics partnership. Promotional efforts ranged from use of a communications kit, posters and signage provided by Division III, to the use of institutional athletics websites to promote the week using splash pages, feature stories and videos. The NCAA national office participated by making a contribution to Special Olympics, based on a promotion that resulted in 1,976 new fans for the Division III Facebook page and also based on fund-raising activity within the office. Those activities resulted in a donation of \$5,062 to Division III's partner organization. Division III followed up on the celebration by soliciting feedback about Division III Week from conferences and institutions. Approximately 90 individuals responded to an emailed solicitation to complete an online feedback survey, and more than 300 additional surveys were submitted by attendees at Division III Regional Rules Seminars and the late-June meeting of the College Sports Information Directors of America. While results still are being analyzed, they generally support continuation of the event in the future. Nearly half of respondents expressed a preference for again scheduling the event during early to mid-April (such scheduling would not conflict with Easter weekend during 2013, as it did this year), but approximately a quarter of respondents expressed a preference for scheduling the event near the beginning of the academic year, in late September or early October. One factor supporting scheduling of the next event during fall 2013 (rather than spring 2013) is the 40th anniversary of Division III, which was created in August 1973, resulting in the first Division III championships being contested in fall 1973. (The anniversary was not mentioned in the survey.) The identity initiative consultant is committed to determining dates for the next Division III Week celebration before the beginning of the 2012-13 academic year, to enable institutions to include the event in planning for the year.

Division III Purchasing Website.

As of late June, approximately 75 percent of Division III institutions and 85 percent of multisport conferences had submitted orders for products offered for 2011-12. The identity initiative contractor communicated in early June with directors of athletics and sports information directors at institutions that had not yet ordered from the site, to encourage use of this year's \$500 credit. During 2012-13, Division III expects to again offer a credit for website purchases and is exploring adding a number of new co-branded and Division III branded products, including additional apparel and practical-use items. However, significant changes in administration of the program also are under consideration, including 1) establishing a new online platform for the program capable of offering products from and handling orders for products provided by a variety of vendors, 2) providing the next credit opportunity beginning in

January 2013, in conjunction with the debut of a new online platform, and 3) providing a separate credit specifically for use by conferences and institutions in activating the Division III/Special Olympics partnership.

Promotional activities.

In addition to continuing maintenance of a purchasing website, Division III is planning to provide a new branded product – most likely a form of signage, banner or flag -- this fall to every conference and institution. It also will provide new signage for use with the Q-frames provided as part of the activation kit that was shipped in fall 2011 to each conference and institution. The identity initiative consultant also is planning to create a best-practices guide and an “activation newsletter” to support and encourage ongoing membership activation efforts.

Championships.

Efforts continued during the 2012 spring championships to dress venues with identity signage and to increase visibility of the Division III/Special Olympics partnership. Division III currently is evaluating activation of the partnership at championships, including the effectiveness of a \$1,000 allocation during 2011-12 at each predetermined-finals site to support Special Olympics-related activities. It also will review activation of the identity initiative at championships, following completion of current reorganizational activities under the direction of Mark Lewis, the new NCAA executive vice president of championships and alliances. (This activity includes combining oversight of Divisions I, II and III basketball championships into newly organized men’s and women’s basketball staff groups). Division III’s review will include evaluation of signage and other materials such as field stencils used at championships sites; scripts for public-service announcements used at sites; and usage of Division III’s new identity videos during championships webcasts. The Division III staff and identity initiative consultant also will closely monitor and participate in planning of Division III’s involvement in the upcoming 75th Anniversary of March Madness celebration, culminating in playing the Division III Men’s Basketball Championship final in Atlanta during the weekend of the Division I Men’s Final Four.

Special Olympics partnership.

Division III actively has been soliciting year-end reports on activation and fund-raising activities sponsored by conferences and institutions during the first year of Division III’s partnership with Special Olympics. Preliminary indications are that the membership raised more than \$118,000 to benefit the organization.

Outreach to athletics communications.

As reported during the spring, Division III is increasing outreach activities focusing on sports information directors and other conference and institutional staff members engaged in athletics communication. A Division III/College Sports Information Directors of America Strategic Communications Working Group was formed in May and met in-person June 25 in St. Louis, during the annual CoSIDA convention. The group's members are Ann King (chair) of Sage Colleges and Ira Thor of New Jersey City University, representing the Division III Sports Information Directors of America (D3SIDA); athletics directors Portia Hoeg of Allegheny College and Steve Nelson of the University of Wisconsin, Superior, representing the Division III Management Council; commissioners Patrick Summers of the New England Women's and Men's Athletic Conference and Chuck Yrigoyen of the Iowa Intercollegiate Athletic Conference; and Nafeesa Connelly of Simmons College, representing the Division III Student-Athlete Advisory Committee. The working group is studying ways in which Division III can support professional-development activities and improve participation in conference and institutional strategic planning by athletics communicators, while also supporting goals of the Division III Strategic Plan and the identity initiative. In another activity involving D3SIDA, Division III also continues to develop its program to recognize outstanding work by sports information staffs to portray Division III's model of intercollegiate athletics. The program thus far has publicly recognized work by Albion College, Denison University, the University of Mount Union and Pacific University (Oregon), and also awarded additional credits for the Division III Purchasing Website to those institutions.

Outreach to prospective student-athletes and parents.

Efforts are continuing to develop programs and tools for presenting the Division III identity to prospective student-athletes and their parents. Work continues on a website specially designed for use by coaches on mobile devices such as smartphones and tablet computers, to provide quick access to identity initiative materials such as talking points, videos and social-media feeds. The website's features are being developed after receiving feedback from approximately 950 coaches who responded to a survey regarding the Coaches Mobile Website. The new tool is scheduled to be introduced during August. Coaches will be informed of the new website's availability when they complete the online Division III rules test, and a communications plan for guiding coaches in using the website is being completed.

Update on the NCAA Division III – NASPA Alcohol and Other Drug Collaborative
June 27, 2012

In September 2011, Division III and NASPA (Student Affairs Administrators in Higher Education) established a formal partnership to promote an integrated model for on-campus collaborations among student affairs and athletics professionals and to provide resources to deliver effective alcohol and drug education for the well-being and success of all students. This effort was born of the 2007-09 Division III Drug Education and Testing Pilot and the Division III Presidents Council's ultimate recommendation to continue to conduct drug testing at championships, but not devote resources to support drug-testing models at individual institutions and conferences. Instead, the Presidents Council determined that the division should focus on an education and intervention program and on effectively partnering with the student-affairs community, recognizing and leveraging the key role coaches play in influencing behavior of student-athletes and prioritizing alcohol abuse education within the new framework.

The first task of the collaborative was to gather national experts in the field of alcohol misuse prevention and intervention (Content) and to gather campus practitioners that could advise the collaborative about how to make the resource most useful to a campus (Delivery).

The Content group includes: Beth DeRicco Consulting; Jason Kilmer, Ph.D., Research Assistant Professor, Psychiatry, University of Washington; Matt Martens, Ph.D., Associate Professor, Department of Educational, School, and Counseling Psychology, University of Missouri; Thomas A Workman, Ph. D., Principal Communication Researcher and Evaluator American Institutes for Research; David L. Wyrick, Ph. D., Associate Professor, Department of Public Health Education, UNC Greensboro; and Byron Zamboanga, Ph. D., Associate Professor, Department of Psychology, Smith College.

The Delivery group includes: Nafeesa Connolly, Volleyball Student-Athlete and NCAA Division III National Student-Athlete Advisory Committee (SAAC) Member, Simmons College; Bob Dean, Head Women's Soccer Coach, Hiram College; Brian Dietz, Assistant Dean of Students, Kalamazoo College; Kari Eckheart, Assistant Athletic Director for Student Athlete Services, Gustavus Adolphus College; Melinda Larson, Head Athletic Trainer and Associate Professor, Whitworth University; Tim Millerick, Vice President for Student Affairs and Athletics, Austin College; Cheryl Rockwood, Head Athletic Trainer/Student-Athlete Program Director, Union College; Mike Vetter, Vice President for Student Life and Dean of Students, Transylvania University; Gary Williams, Associate Director of Athletics, Carthage College, and Suzanne Yoder, NCAA Associate Director of Community Engagement.

The project also includes a steering committee of leadership from the NCAA and NASPA. Members of the steering committee include: Stephanie Gordon, Vice President for Professional Development, NASPA; 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 NCAA staff Dan Dutcher, Vice President for Division III; Eric Hartung, Associate Director of Research for Division III; Leah Kareti, Contractor for Division III Governance; Cari Klecka, Director of Educational

Programs; Louise McCleary, Director of Division III; and Mary Wilfert, Associate Director of Health and Safety.

The vision established by the Steering Committee articulated that the resource must:

- Be based on empirically proven strategies and practices.
- Encourage the existence of campus relationships and promote cross campus collaboration.
- Target alcohol in the first year and provide a platform for expansion to other substances in future (including the NCAA banned substance list).
- Be compatible with the environmental model.
- Be available via open access (free to NCAA Division III and NASPA Small College members).
- Be flexible and provide a range of levels of direction (must be able to serve local needs and accommodate institutional autonomy.)
- Be applicable to the general campus while also addressing specific needs of DIII student-athletes.
- Have a design process that captures the voice of diverse populations (e.g. coaches, student-athletes, students, student affairs, presidents) and considered the unique role of Be simple, easily accessible and user friendly
- Have metrics to measure success of the initiative over time.
- Be able to be expanded to address the specific needs of Division I or II student-athletes.

The Steering Committee also established that the overall goals of the project are:

1. To reduce the consequences of alcohol use and enhance student success,
2. Achieve campus collaboration and integration, and
3. Build a model that can be expanded to other well being issues and other institutions.

After six months of discussion and development, the resource has begun to take shape. It will include three main elements, offered via a web portal, and accompanied by a training and implementation program and a branding and promotional effort.

The three main elements of the program include:

1. A Personalized Feedback Intervention, which is an on-line survey instrument that provides feedback to students about their behavior and that of their peers. Immediately after completing a survey that includes questions about reasons for drinking, perceived norms, and drinking behavior, students receive feedback detailing their own drinking behavior, their perceptions of typical student drinking, and actual typical student drinking. This mechanism has been empirically shown to reduce the negative consequences of alcohol use by college students.

2. A campus assessment, which is a self-study instrument designed to help institutions assess where improvements can be made in the areas of policy, enforcement, education and prevention/intervention programs.
3. A best practices tool, which will include information from the National Institute on Alcohol Abuse and Alcoholism about the empirically proven levels of effectiveness of different intervention strategies.

The three elements are connected by a conceptual framework which is focused on the belief that any one thing a campus does is a piece of an overall puzzle. Using student-athletes as an example, if a campus works very hard with one student-athlete, that individual still goes back to their team (or fraternity, group of friends, other student group) and is impacted by those traditions, norms, and what those students have heard. If a campus works very hard with one team, those team members are still, first and foremost, students on the campus, and are impacted by policies and other student behaviors. Ultimately, campuses should consider what to offer to individual students, teams, and the entire campus in the creation of a strategic plan. And, plans should include four elements:

1. Policies – The policies a campus enacts impact the larger campus-community and the student body as a whole.
2. Enforcement – Consistent enforcement of existing policies is critical.
3. Education – This can include education about policies, as well as education about alcohol and related consequences as a component of other prevention and intervention activities.
4. Prevention/Intervention programs – These can be done with teams, small groups, or individuals.

The collaborative will offer a training and implementation program to help campuses establish the infrastructure necessary to effectively use and sustain this resource over time and will also engage in a promotional effort to communicate the value of the resource to different campuses audiences, ranging from presidents and faculty to the practitioners in student-affairs and athletics.

The Personalized Feedback Intervention will be piloted in 2012-13, and the remaining program elements will be piloted in 2013-14. The full program will launch for the fall of 2014. Please contact Leah Kareti, contractor for Division III governance, with any questions about this initiative. (lkareti@ncaa.org)

CoSIDA Working Group Update

As reported during the spring, Division III is increasing outreach activities focusing on sports information directors and other conference and institutional staff members engaged in athletics communication. A Division III/College Sports Information Directors of America Strategic Communications Working Group was formed in May and met in-person June 25 in St. Louis, during the annual CoSIDA convention.

The group's members are Ann King (chair) of Sage Colleges and Ira Thor of New Jersey City University, representing the Division III Sports Information Directors of America (D3SIDA); athletics directors Portia Hoeg of Allegheny College and Steve Nelson of the University of Wisconsin, Superior, representing the Division III Management Council; commissioners Patrick Summers of the New England Women's and Men's Athletic Conference and Chuck Yrigoyen of the Iowa Intercollegiate Athletic Conference; and Nafeesa Connelly of Simmons College, representing the Division III Student-Athlete Advisory Committee.

The working group is studying ways in which Division III can support professional-development activities and improve participation in conference and institutional strategic planning by athletics communicators, while also supporting goals of the Division III Strategic Plan and the Identity Initiative.

During its in-person meeting, the group discussed the Division II Communications Plan; defined strategic communication; outlined athletic communication director's responsibilities and their colleagues and constituents' perceptions and expectations.

Goals of Working Group:

The working group discussed an initial list of outcomes that will continue to develop over the next several months.

- Best-practices document.
- Certification of athletics communication directors (also known as sports information directors) perhaps in partnership with CoSIDA.
- Further education of administrators regarding athletics communications.
- Flexible models for strategic athletics communications, taking into account geography, size and type of school, types of communication, needs of communicators, etc.
- Additional survey data.
- Regional events for athletics communication directors.
- Funding for communicators' participation in professional meetings.
- Funding for targeted professional-development activities (training in video, design, etc.).
- Funding for additional staffing via grants and internships.

May 17, 2012

Stan Johnson
Minority Opportunities Athletic Association, Inc.
Executive Director
24651 Detroit Road
Westlake, Ohio 44145

Dear Stan:

Thank you for your April 9 letter, which indicated the decision of the Minority Opportunities Athletic Association, Inc. (MOAA) board to not collaborate directly on student-athlete focused programming designed to develop the pipeline of minority athletics administrators in Division III, but reiterated the board's interest in assisting with the hiring and professional development of new and existing administrators.

As we have discussed, the Division III Strategic Planning and Finance Committee has endorsed an initial focus during the upcoming budget triennium (2012-15), with a corresponding allocation of resources, on addressing pipeline issue (i.e., adding more female and minority administrators into the field of Division III athletics administration).

The professional development of existing administrators remains an important goal within the division, however. For example, the division will continue to allocate significant funding, through its annual Conference Grant Program, to support the professional development of minority administrators (Tier One) as well as the expectation of regular conference programming related to diversity and inclusion (Tier Two).

In this regard, I believe your letter contains several very positive suggestions. The stated willingness of MOAA's board to support conference-based diversity and inclusion activities is laudable, and much appreciated. I will share that opportunity with Division III conference leadership. Also noteworthy is MOAA's willingness to help facilitate workshops for senior Division III leadership in order to more directly and effectively create an inclusive environment, and enhance the hiring process.

As you know the NCAA's Office of Inclusion has assumed the responsibility for the overall coordination of the NCAA's various Association-wide and division-specific diversity and inclusion efforts. In this regard, I have shared your recommendations with Bernard Franklin, who indicated a willingness to consider these concepts as part of his office's broader, on-going efforts in this area.

I am grateful for the significant time and attention you and the other members of the MOAA board committed during our recent conversations focused on achieving greater diversity and inclusion in Division III athletics administration. I continue to value our partnership and friendship in that regard and remain committed to achieving success in this important area.

Sincerely,

Daniel T. Dutcher
Vice President for Division III

DTD:dsk

cc: Bernard Franklin

April 9, 2012

Dan Dutcher
Vice President for Division III
NCAA
PO Box 6222
Indianapolis, IN 46206

Dear Dan,

This is to provide a follow-up from our February 14 meeting regarding MOAA's Strategic Initiative Conference Grant Program Proposal for Division III. The Board of Directors (the Board) has reviewed your request that we modify the proposal. Your desire was that the initial phase focus on the development of a student-athlete pipeline to enhance candidate pools, rather than the professional development of current administrators. Please be advised that MOAA does not agree with this approach and respectfully declines the proposed resources available from the NCAA.

MOAA's mission is to advocate for increased participation and administrative opportunities for minorities in athletics. With that mission in mind, the Board believes our primary focus should be the professional development of our membership. While we are and will continue to be advocates for minority student-athletes, developing professional programming for them does not fall within the scope of our mission. Placing the future professional welfare of student-athletes before that of seasoned professionals in our Association would not be in the best interest of our membership or for those whom we are advocates.

MOAA wishes to restate our position that the best avenue to pursue professional development for student-athletes would be at the conference level. Their direct access to administrators and coaches provides a better environment for successful identification of students with the potential and/or desire, to pursue serious careers in athletics. This relationship would provide for the ongoing development of student-athletes and opportunities for continued exposure, networking and education. To that end, we welcome the opportunity to collaborate with the NCAA and provide minority speakers, facilitators and mentors who are knowledgeable and dynamic within each subject. We feel exposure to senior minority leadership in Division III, will allow student-athletes of color a personal and visual connectedness to minority role models within the division.

MOAA's proposal and approach (Phase One) is to assist the visibility and development of minority administrators within Division III and the NCAA at large. We strongly believe that both the NCAA and NACDA Conventions can be valuable assets to the professional development of athletics administrators. The opportunity to network, attend meaningful development sessions

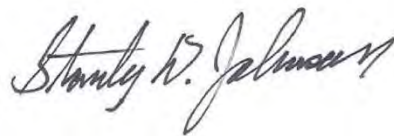
and have access to seasoned professionals at every level is priceless for both entry-level administrators and aspiring administrators alike. Therefore, providing ways to assist minority attendance at these events is vital. More importantly, this type of programing has proven to foster confidence regarding each attendee's experience and qualifications for future leadership positions.

In Phase Two, we are advocating the facilitation of a specialized one-day workshop for senior athletics leadership from Division III institutions. This education will be geared to individuals who make hiring and employment decisions at their respective institutions. The goal of this programming would be to educate Division III administrators on ways they can better advocate for an environment that encourages diversity, fairness and equity. If we are to change the numbers in Division III, then the leadership must become advocates who foster inclusive environments. It is in Phase Two that we feel appropriate to support student-athlete involvement through professional programming.

As stated in our proposal, MOAA is aware of the various challenges that Division III faces with regard to minority participation, specifically at the administrator level. It is MOAA's intention to fully support the goals and objectives of Division III, while offering to collaborate on various projects and educational components relative to diversity. We hope Division III stands ready to support MOAA's mission through either the new NCAA Division III Strategic Initiative Conference Grant Program as proposed or via other appropriate avenues.

MOAA is ready to assist and partner with the Division III leadership for advancements in professional development that enhance the credentials of minority applicants and strengthen areas of inclusion for all who participate in athletics.

Sincerely,

A handwritten signature in black ink, reading "Stanley W. Johnson". The signature is written in a cursive, flowing style with a large, stylized "S" at the beginning and a long, sweeping underline.

Stan Johnson
Executive Director

SJ:kn



Inclusion Strategic Initiatives





“My definition of inclusion is about truly engaging our differences to make us and our decisions better. Diversity is about securing differences; inclusion is about engaging them. We must understand the difference between seeking out contrasting points of view and perspectives on the one hand and attempting on the other hand to force all differences into one perspective. The former is inclusion; the latter is assimilation. Our goal with inclusion is to engage.”

Dr. Mark Emmert, *President, NCAA*

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Introduction — Inclusion Strategic Initiatives

The NCAA has a long history of supporting fair representation in its governance system for diverse administrators, coaches, faculty and student-athletes. The Association has also committed significant resources to educational programming, the professional development of women and minorities, as well as postgraduate scholarship support for former student-athletes pursuing careers in athletics.

The NCAA has restructured and refocused its diversity and inclusion effort under the leadership of President Mark Emmert. While maintaining a commitment to education and development, priorities of the inclusion effort have shifted to include strategies to develop a culture that recognizes and values diversity as a means to organizational excellence and to providing better service to the ever-more-diverse and complex higher education community and our student-athletes. The Inclusion Initiative at the NCAA emphasizes that an inclusive culture is the best approach to achieving diversity. It represents a shift from embracing diversity as a metric to encouraging inclusion as a value in leadership and decision-making processes.

The NCAA Executive Committee in 2010 adopted a framework for inclusion to guide the Association's efforts:

As a core value, the NCAA believes in and is committed to diversity, inclusion and gender equity among its student-athletes, coaches and administrators. We seek to establish and maintain an inclusive culture that fosters equitable participation for student-athletes and career opportunities for coaches and administrators from diverse backgrounds. Diversity and inclusion improve the learning environment for all student-athletes and enhance excellence within the Association.

The Office of Inclusion 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, national origin, creed, educational background, disability, gender expression, geographical location, income, marital status, parental status, sexual orientation and work experiences.

Inclusion means change; it means challenge; it means discomfort at times, but it also means tremendous creativity and visioning. Inclusion equates to a stronger workforce. A diverse workforce and inclusive climate enables employers to tap into a varied knowledge base and make full use of contributions from all employees.

Inclusion in intercollegiate athletics, as in all areas of the campus, starts with the president. Presidents and chancellors must set an unwavering tone acknowledging the value of diversity and equally importantly, the practice of inclusion. The mission of higher education includes creating and fostering a diverse community where male and female students from all backgrounds, races, ethnicities, national origin, with differing experiences, who look at life through dissimilar lenses converge to learn and grow from each other. This commitment should resonate throughout the athletics department and will then be demonstrated by our student-athletes. In many cases, athletics has led the institution in seeking a more diverse student-athlete population. The doors to many higher education opportunities throughout the nation were opened to students of color in part because they already were open to student-athletes of color. This initiative seeks to further that leadership.

The enterprise represents a shift in primary focus from development and delivery of programmatic elements to advocacy for best practices and policy decisions that strengthen the Association's commitment to seeking out diverse viewpoints.

Four priorities have emerged through two years of dialogue with the NCAA membership and affiliate organizations:

- Increased engagement of university presidential leadership;
- Increased partnership and dialogue with affiliate organizations that support inclusive efforts in higher education;
- Exploration of policy initiatives that advance an inclusive culture in intercollegiate athletics; and
- A national office system that can model an inclusive business environment.

The NCAA has restructured its internal inclusion team, elevating the groups work to a reporting line with the executive vice president/chief inclusion officer, organized its international affairs efforts under a director, and articulated inclusion as one of the five national office beliefs. Cultural sensitivity to inclusion has been built into performance metrics for the national office and is being promoted and recommended as best practices for athletics programs. The NCAA is expanding its Equity & Inclusion Forum to provide educational programming and discussion of best practices across these broader inclusion topics beginning with the 2012 event. The Association has also restructured its governance system, by

- Placing a president or chancellor from each division on the Committee on Women's Athletics (CWA) and one from each division on the Minority Opportunities and Interests Committee (MOIC), and conducting joint sessions of these two committees, twice per year;
- Balancing representation on those committees equally amongst divisions; and
- Identifying three new joint subcommittees to address broader inclusion topics: Disabilities; Minority Women and Lesbian, Gay, Bisexual and Transgender (LGBT) experiences.

The fall 2011 NCAA Inclusion Summit brought university presidents and chancellors, faculty, coaches, administrators and student-athletes, as well as affiliate organizations together to discuss inclusion effort priorities, best practices and strategic objectives. More than 400 individuals attended the event, in person and via the largest webcast in NCAA history. This document represents the strategic initiatives garnering the greatest discussion and support for the NCAA's inclusion efforts in the next three years.

"At the heart of the NCAA's initiative is creation of a culture that recognizes differences as being every bit as profound and essential to problem solving as the gathering and analysis of data or the exercise of good judgment. In the past the national office has focused primarily on professional development programming to increase the diversity of the pipeline for leadership positions and preparing individuals from diverse backgrounds to assume leadership roles within intercollegiate athletics. This focus will continue but the overall approach will include an increased focus on working with the membership and our higher education affiliates on growing an inclusive climate, supported by presidential leadership and institutional and association policy. Our over-arching goal with these initiatives is to improve the culture of athletics and help people realize that diversity in decision-making processes results in better decisions and more successful organizations. Our educational communities are ever-more diverse...intercollegiate athletics can and should continue to lead the way to an inclusive learning environment for our student-athletes."



Bernard Franklin, executive vice president, chief inclusion officer

Student-Athletes with Disabilities in Intercollegiate Athletics

Background and Current Landscape:

As one of its core values, the NCAA believes in and is committed to an inclusive culture that fosters equitable participation for student-athletes and career opportunities for coaches and administrators from diverse backgrounds.

A long time policy of inclusion in relation to student-athletes from various ethnic minority groups and the adoption of a strong position in women's sports are tangible indicators of the Association's commitment. In further recognizing and acting upon this value, the NCAA is increasing efforts to provide opportunities to student-athletes with education-impacting and physical disabilities.

According to 2007-08 National Center for Education Statistics, 11 percent of undergraduate students reported having a disability. Students with disabilities are defined as those that have one or more of the following conditions: a specific learning disability, a visual impairment, hard of hearing, deafness, a speech disability, an orthopedic impairment, or health impairment.

Fewer than 10 state high school athletics associations and less than 15 colleges and universities offer adaptive interscholastic or intercollegiate sports programs for students with disabilities and none are under the auspices of the NCAA or compete for an NCAA championship. As a result, students with disabilities have disproportionately fewer opportunities to participate in scholastic and/or intercollegiate varsity sports, whether it be an opportunity to compete on a currently established team or in an adaptive sport (e.g., wheelchair basketball, sled hockey, etc.). The primary athletics competition opportunities that exist for disabled students currently exist at select schools that offer participation opportunities through intercollegiate club sports or other options most commonly overseen by an institution's recreation department.

In specifically addressing those disabilities that impact learning, the NCAA adopted provisions in 2008 in its divisional by-laws to provide accommodation to students with education-impacting disabilities. The NCAA has defined an education-impacting disability as a current impairment that has a substantial educational impact on a student's academic performance and requires accommodation.

The larger inclusion movement in society has had a profound effect on access to college for students with some form of learning disabilities. Federal law has required that students with disabilities be educated in the least restrictive environment, resulting in a growing percentage of students with disabilities enrolled at NCAA member institutions.

There are a number of key barriers that have prevented more opportunities for participation in sport and physical activity for students with disabilities, particularly those with physical disabilities. They include:

- 1) Lack of policies detailing a program or educational institution's obligations to provide physical activity and sport opportunities for individuals with disabilities at all levels, including intercollegiate. Unlike Title IX, which has clear and specific regulations and policy guidelines detailing schools' obligations to provide equitable athletic opportunities and resources to female athletes, specific regu-



lations or guidelines detailing schools' obligations to provide equitable athletic opportunities and resources to athletes with disabilities do not exist under the Rehabilitation Act or the Americans with Disabilities Act.

- 2) Lack of information and resources to guide expansion of athletics opportunities at the intercollegiate athletics level for administrators and coaches to provide inclusive environments for individuals with disabilities.
- 3) Already strained economic resources that are necessary to establish adaptive sports programs.
- 4) Lack of awareness by parents and youth with disabilities as to their rights to access and participate in physical activity and sport programs.
- 5) Lack of persistent advocacy and communication with lawmakers.

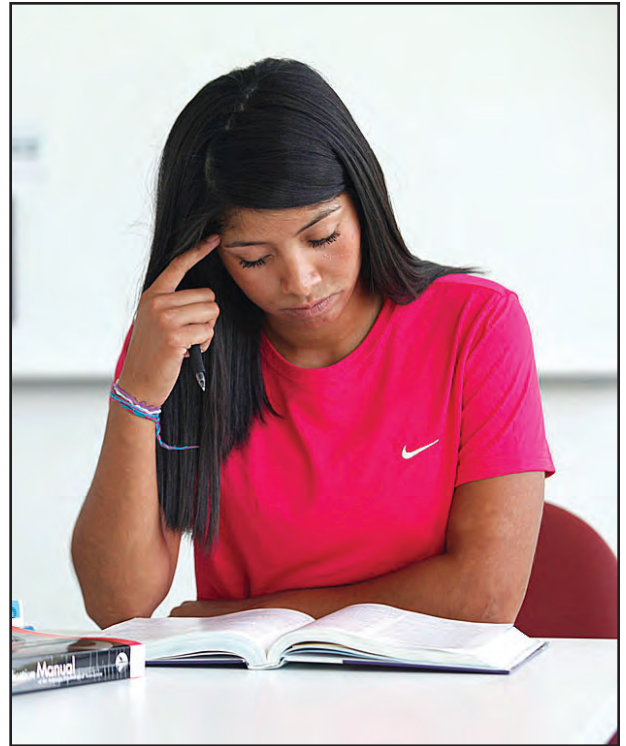
STRATEGIC INITIATIVE	TARGET POPULATION	MEASURABLE OUTCOMES/TIMELINE
Reinforce the NCAA's commitment to inclusion in relation to all student-athletes in traditionally underrepresented groups by linking to and raising awareness towards a goal for increased athletics opportunities for student-athletes with disabilities.		
<ul style="list-style-type: none"> Utilize growth in female athletics opportunities since Title IX passage as an example of the possibilities for increasing athletics opportunities for student-athletes with disabilities. 	Presidents/chancellors, diversity/inclusion officers, athletics administrators, faculty, coaches and student-athletes.	Increased number of advocates within membership established to champion growth of athletics opportunities for student-athletes with disabilities — On-going
<ul style="list-style-type: none"> Address institutional expectations toward issues relating to student-athletes with disabilities within NCAA Institutional Performance Program (pending upcoming federal guidelines). 	Athletics administrators and coaches.	Appropriate attention given towards institutional responsibilities toward student-athletes with disabilities within the NCAA Institutional Performance Program — On-going.
<ul style="list-style-type: none"> Include the student-athletes with disabilities population consistently in communications from the national office (e.g., web, conventions/forums, and print media) that pertain to dimensions of inclusive cultures. 	Presidents/chancellors, athletics administrators, faculty, coaches, student-athletes.	Acknowledgement of student-athletes with disabilities as a recognized diversity dimension in the same frequency as LGBT, women, and minority issues in 2012 and on-going.
Develop legislative infrastructure necessary for growth of sports targeted for student-athletes with disabilities.		
<ul style="list-style-type: none"> Identify and select individuals to comprise student-athletes with disability subcommittee. 	Presidents/chancellors, athletics administrators, student-athletes, faculty and subject matter experts.	Student-athletes with disability subcommittee convened by Fall, 2012.
<ul style="list-style-type: none"> Establish student-athletes with disabilities subcommittee focus and strategic direction. 	CWA/MOIC joint student-athletes with disabilities subcommittee	Subcommittee objectives established to support the integration of student-athletes with disabilities within the NCAA championship structure by Summer, 2013.

STRATEGIC INITIATIVE	TARGET POPULATION	MEASURABLE OUTCOMES/TIMELINE
<ul style="list-style-type: none"> • Exploration of emerging sport process for adaptive sports serving student-athletes with disabilities. 	NCAA membership.	Viability of emerging sports process for adaptive sports serving student-athletes with disabilities determined by end of 2014.
Share best practices pertaining to the support of student-athletes with disabilities.		
<ul style="list-style-type: none"> • Expose membership to a vision of increased athletics opportunities for student-athletes with disabilities. 	Presidents/chancellors, diversity/inclusion officers, faculty, athletics administrators, coaches and student-athletes.	Host presenters/speakers from within the student-athlete with disability community at NCAA sponsored events from 2012-2014.
<ul style="list-style-type: none"> • Seek partnerships and collaborations with external entities to collectively communicate challenges and solutions regarding opportunities for student-athletes with disabilities in higher education athletics programs. 	Civil rights, sports, health and fitness, education, and advocacy communities.	Consistent growth realized in number/quality of collaborations built with individuals and organizations with similar goals beginning in 2012 through 2014.
<ul style="list-style-type: none"> • Develop best practices for inclusion into a comprehensive inclusion best practices document to create awareness to issues, resources for information, and guidance. 	Presidents/chancellors, diversity/inclusion officers, faculty, athletics administrators, coaches and student-athletes.	Best practices publication delivered to each athletics department within membership in 2013.
<ul style="list-style-type: none"> • Communicate success stories related to student-athletes with disabilities via NCAA communication mediums. 	Presidents/chancellors, diversity/inclusion officers, faculty, athletics administrators, coaches, student-athletes and general public.	Heightened awareness in membership and society as to the benefits of athletics participation for individuals with disabilities and their athletic accomplishments beginning in 2012 and on-going.

Racial and Ethnic Minorities in Intercollegiate Athletics

Background and Current Landscape:

During the last 10 to 15 years there has been an increased awareness and sensitivity to the issues and challenges of racial/ethnic minorities across the landscape of intercollegiate athletics as it relates to the engagement, hiring, and inclusion within both the administrative and coaching ranks. The NCAA Office of Inclusion has within its restructuring efforts sought to bring a heightened awareness of these stated issues and challenges to college and university presidents by engaging them as decision makers. The picture painted regarding the current landscape as it relates to administration and coaching is bleak.



Although there have been some successes in the realms of administration and coaching there have also some setbacks. At the highest level of leadership within intercollegiate athletics about 84 percent of the presidents and chancellors are males. Approximately 34 percent of the presidents are reported as racial/ethnic minorities.

In the position of director of athletics only 11.7 percent racial/ethnic minority males and females are reported at this position for Divisions I, II and III, 80.6 percent of all directors of athletics were male. In the base year of 1995-96, 8.7 percent of all directors of athletics were racial/ethnic minorities, 84 percent were male. When looking at all leadership positions (director of athletics, associate director of athletics and assistant director of athletics, the number of racial/ethnic minorities has increased from 229 in 1995-96 to 680 in 2010-11).

There has been an increase in the number of racial/ethnic minorities in the position of head coach in the past 15 years. In 1995-96 there were 736 racial/ethnic minority head coaches of women's teams (10.3 percent) and in 2010-11 there were 1,457 racial/ethnic minority head coaches of women's teams (14.5 percent). In 1995-96 there were 721 racial/ethnic minority head coaches of men's teams (9.8 percent) and in 2010-11 there were 1,214 racial/ethnic minority head coaches of men's teams (13.8 percent). For the sport of football there are currently 12.6 percent racial/ethnic minority head coaches in all three divisions.

STRATEGIC INITIATIVES	TARGET POPULATION	MEASURABLE OUTCOMES/TIMELINE
<ul style="list-style-type: none"> Develop an NCAA-sponsored Search Firm Summit. 	Identified search firms and advocacy group representatives.	Determine needs of search firms when seeking to identify candidates, obtain better understanding of role search firms play in hiring process, share inclusion best practices for hiring and develop relationship to better assist in diversifying candidate pools by Summer 2012.
<ul style="list-style-type: none"> Effectively tell the accurate story of the diversity of the national office leadership through media outlets. Identify awards and initiatives that can be used as platforms to celebrate successes. Use Champion Magazine, NCAA.org, National Convention, Divisional conference newsletters and other communication pieces as additional outlets. Development of resource materials and enhancement of online resources, and visibility within the membership to share information and increase awareness of available professional development programming. 	Public and membership of NCAA.	Increased awareness by the public and NCAA membership regarding diversity of the senior staff, and national office inclusion initiative. Use available communication tools to tell story – Ongoing.
<ul style="list-style-type: none"> NCAA/MOAA Award for Diversity and Inclusion. 	NCAA membership – institutions and conference offices, and MOAA membership.	Identification and celebration of best practices and celebration of institutions that foster an inclusive climate on their respective campuses or conference offices. January 2013 inaugural award to be awarded at NCAA Convention and to be awarded annually in the future. Promotion regarding the award will start in January at the 2012 NCAA Convention.
<ul style="list-style-type: none"> Development of hiring best practices resources. 	NCAA membership and affiliate advocacy groups.	Development of a resource tool to assist the membership when hiring. This will serve as an inclusion best practices resource tool that will be used to share best practices for building inclusive cultures by fall 2012.

STRATEGIC INITIATIVES	TARGET POPULATION	MEASURABLE OUTCOMES/TIMELINE
<ul style="list-style-type: none"> Provide Inclusion presentations at Presidential meetings, conferences or summits. 	Presidential leadership at conference and board of directors meetings.	Increased engagement of presidents on inclusion initiatives to provide strategic direction for the initiative. Division II - April 2012, and January 2013 and attendance at spring and fall conference meetings. Division III – Summer and Fall 2012 PAG and Presidential meeting. Division I – TBD.
<ul style="list-style-type: none"> Hispanic Serving Institutions (HSIs) and Emerging HSIs presidential summit and development of NCAA HSIs and Emerging HSIs Advisory Working Group. 	NCAA membership presidents and chancellors of all HSIs and Emerging HSIs.	Increased engagement of presidential leaders to address the specific needs of the Hispanic/Latino populations of our membership by fall 2012.
<ul style="list-style-type: none"> Identification of presidential champions – schedule institutional visits, develop a video project to incorporate into resource materials. 	36 chancellors and presidents from three divisions (12 per division) to be identified.	Increased support of presidents and chancellors in all divisions to support inclusion efforts, 2012-2014.
<ul style="list-style-type: none"> Conduct focus groups to determine baseline feedback regarding institutional and conference climates – develop and conduct institutional survey to measure membership climate regarding inclusion. 	NCAA membership.	Obtain baseline data needed to conduct a full institutional survey to determine the membership climate regarding inclusion. Focus groups will take place 2013 and development and conducting of survey in 2014.
<ul style="list-style-type: none"> Development of a membership report card to measure or grade institutional and or conference offices success around creating inclusive cultures. 	NCAA membership.	Ability to score institutions and conference offices on success in hiring and development of inclusive cultures. After determining support of chancellors and presidents around initiative it will be conducted in 2014.
<ul style="list-style-type: none"> Expansion of current research grants program to support diversity and inclusion specific dissertation level research. 	NCAA membership graduate level research students.	In conjunction with NCAA research grant process, seek to fund diversity specific research efforts designed to address key areas of inclusion. Awarding of first grants will take place in 2013.

International Student-Athletes in Intercollegiate Athletics

Background and Current Landscape:

The technological revolution of the past two decades has dramatically changed American life. Barriers and borders have fallen, and instantaneous communication through a variety of interactive mediums has facilitated the free flow of information globally.



Over the past 20 years, higher education also has expanded worldwide. Colleges and universities are increasingly seeking partnerships with counterparts in other countries to enhance academic collaboration, expand curricular offerings, advance joint research, and prepare their students with the international experiences and cross-cultural tools needed in their future careers. The international student population has increased and a record number of American students are choosing to study abroad, reflecting a strong commitment to the value of an international academic experience to prepare them to live and work in a more global society.

According to the Open Doors report that is published annually by the Institute of International Education with support from the US. Department of State's Bureau of Educational and Cultural Affairs the number of international students in the United States increased by 2.9 percent to an all time high of 690,923.

China sends the highest number of students to the United States followed by India and then South Korea. Most students are matriculating at universities in California, New York and Texas, but Midwest states like Illinois, Michigan, Ohio and Indiana also are in the top 10 for hosting international students. In 2008-09 Open Doors reports that 171 US campuses each hosted more than 1,000 international students. In intercollegiate athletics, the numbers also have grown.

Ten years ago there were approximately 6,000 student-athletes identified as nonresident aliens, that number more than doubled by 2007-08, and trends indicate that the percentage is increasing. International student-athletes currently make up about six to seven percent of the student-athlete population. In the past five years prospective student-athletes from 161 countries have registered with the NCAA Eligibility Center.

The top 14 nations from which NCAA student-athletes come include Canada, the United Kingdom, France, Sweden, Germany, Australia, South Africa, Nigeria, Senegal, Turkey, Brazil, Lithuania, Mexico and Israel. While there have not been significant numbers of Asian student-athletes at this point, given the number of general students from this region, it is fair to assume that population will increase. In the next two decades, American higher education may look very different from how it does now. International collaborations will be the norm, and students and student-athletes will be globally transient.

International student-athletes add much to the learning environment within intercollegiate athletics but also face a number of issues not faced at the same level by the general student population including the international student population. For example, international student-athletes travel more often within the United States than the general international student population and may encounter discrimination associated with immigration statutes or other challenges based on their national origin. Some international student-athletes face language barriers, difficulties in adjusting to a new sports culture, acclimatization issues, and isolation.

STRATEGIC INITIATIVE	TARGET POPULATION	MEASURABLE OUTCOMES/TIMELINE
Enhance understanding of issues faced by international student-athletes.		
<ul style="list-style-type: none"> Administer institutional climate surveys to determine issues that face international student-athletes and what support is needed from the national office. 	General student-athlete population/ International student-athletes/athletics administrators/coaches.	Develop and administer survey by fall 2012. Synthesize the data by January 2013.
Develop resources and programming related to retention and climate to enhance the educational experience for international student-athletes.		
<ul style="list-style-type: none"> Develop cultural competence diversity training for athletics department staff and student-athletes that can be tailored to institutional need. 	General student-athlete population/ coaches/ administrators.	Develop cultural competence training by Spring 2013. Make training available to the membership during the 2013-14 academic year, evaluate training annually.
<ul style="list-style-type: none"> Increase opportunities for institutions to share best practices on issues impacting international student-athletes (e.g., visas, work permits, acclimatization). 	Administrators/coaches.	Create a best practices webpage on NCAA.org by fall 2013. Evaluate effectiveness of resource annually.
<ul style="list-style-type: none"> Create a communication network (e.g., Facebook/Twitter) to foster community among international student-athletes. 	International student-athletes.	Create a Facebook page (or other social networking tool) by fall 2013. Evaluate networking tool – fall 2014. Annually increase number of fans.
<ul style="list-style-type: none"> Filter policy and legislative proposals that may impact the international student-athlete population. 	International student-athletes/administrators/ coaches.	Establish a working group that will discuss and make recommendations related to policy and legislative proposals that may impact international student-athletes – fall 2012. Eliminate instances where policy or legislation that may have an adverse impact on international student-athletes is adopted without a full vetting of the issues.
<ul style="list-style-type: none"> Develop additional resources based on identified need. 	International student-athletes/ administrators/coaches/general student-athlete population.	Review survey results by fall 2013 and determine whether additional programming is needed.
Increase the availability of language specific information about the NCAA.		
<ul style="list-style-type: none"> Translate key NCAA publications into 4 primary languages (Spanish, French, German, and Portuguese). 	International student-athletes/ general public.	Translate five publications by fall 2012 and make them available electronically. Revise publications annually. Translate two additional publications (or as needed) annually beginning in 2013.

Lesbian, Gay, Bisexual and Transgender Communities in Intercollegiate Athletics

Background and Current Landscape:

The NCAA has woven the discussion of lesbian, gay, bisexual and transgender (LGBT) student-athletes and the experience of its athletics professional experience into its educational programs and governance work for several years, but the attention to LGBT equity and experience in athletics has accelerated in the last few years.

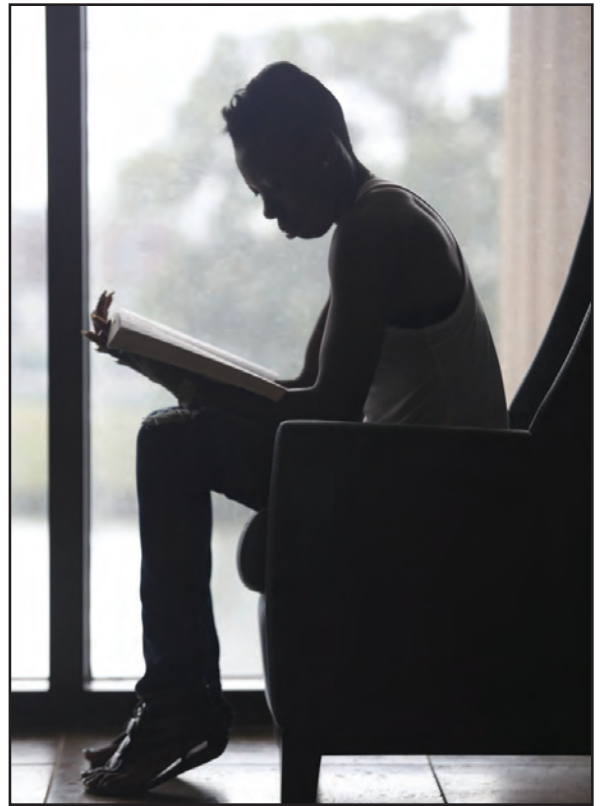
Traditionally the NCAA Association-wide Committee on Women's Athletics (CWA) has advanced projects related to the LGBT community. The NCAA Convention has included LGBT educational sessions and the NCAA Gender Equity Forum regularly includes LGBT topics.

The NCAA co-sponsored a Think Tank in 2006 with affiliates – the National Center for Lesbian Rights and the Women's Sports Foundation "It Takes a Team" project — developing best practices and discussion points related to negative recruiting and homophobia. In 2011 the NCAA's Executive Committee adopted policy and best practices related to transgender student-athlete participation as sponsored by the Committee on Women's Athletics (CWA) and Competitive Safeguards and Medical Aspects of Sports Committee (CSMAS).

The NCAA's on campus diversity education programs consistently find LGBT instruction as one of its most-often requested topics.

No NCAA-conducted research focuses specifically on LGBT student-athlete experience, but some research touches on these communities and outside research projects continue to inform about LGBT students and student-athletes in higher education.

A recent Pennsylvania State University campus climate project receiving responses from over 8,000 student-athletes nationally revealed five percent self-identified as LGB and seven total identified as transgender. The expanded inclusion governance effort approved in 2011, bringing CWA and the Minority Opportunities and Interest Committee together and adding presidential representation, has identified the LGBT community as a point of focus for future endeavors.



STRATEGIC INITIATIVE	TARGET POPULATION	MEASURABLE OUTCOMES/TIMELINE
Address the educational environment for LGBT student-athletes to ensure fairness and access.		
<ul style="list-style-type: none"> Focus research to identify issues specific to LGBT student-athletes' participation and educational opportunities. 	NCAA LGBT student-athletes in partnership with governance groups such as SAAC and the Sportsmanship Committee.	Conduct and review findings of research. fall 2012.
<ul style="list-style-type: none"> Develop and distribute comprehensive best practices. 	Presidents/chancellors; conference commissioners; athletics directors, athletics staff and coaches, student-athlete advisory committees.	Best practices developed and membership attention focused through materials and presentations on these topics. Winter 2013.
<ul style="list-style-type: none"> Develop LGBT-specific training targeting athletics staff and coaches to promote the best practice concepts. 	NCAA coaches and administrators, staff.	Trainings taken to conference meetings and membership gatherings. Fall 2013.
Address athletics environments to improve the professional experience of LGBT coaches and administrators.		
<ul style="list-style-type: none"> Best practice and training development plan for student-athletes described above can be applied to this target. 	NCAA coaches, administrators, staff.	Development and distribution of resources. Training programs incorporated into NCAA professional development programs and governance training. Throughout 2013 and 2014.
<ul style="list-style-type: none"> Build alliances with affiliates working to improve LGBT experience in higher education. 	Affiliates and NCAA staff.	Expanded contacts and mutual efforts. Ongoing.

Women in Intercollegiate Athletics

Background and Current Landscape:

Women have been participating in intercollegiate athletics and its management for a century. Since 1972 when Congress passed Title IX of the Education Amendments to the Civil Rights Act of 1964 women have experienced exponential growth in participation opportunities, but varied growth in athletics financial aid, treatment and professional opportunities. The NCAA does not enforce Title IX, but educates the membership on equity topics at its annual Forum, the NCAA Convention, Regional Rules seminars, conference and school meetings, and extensive online resources such as the Equity and Title IX Manual. The NCAA Constitution expects Association members to adhere to state and federal gender equity laws and currently requires some level of equity planning in all three divisions. The NCAA has sponsored women's championships since 1981 and currently offers championships in 20 sports to more than 26,000 female student-athletes.



Since the NCAA Gender Equity Task Force of 1992, the NCAA has tracked women's opportunities through several research reports, managed an emerging sports program that has seen four sports move to championship status, and provided significant support for professional development programs targeting women as coaches and administrators, as well as female student-athletes as potential future athletics professionals. The NCAA's Association-wide Committee on Women's Athletics, reporting to all three divisional leadership committees and indirectly to the presidential Executive Committee, continues its work to champion women's fair treatment. The designation of a senior woman administrator, the highest ranking female member of an institution or conference staff, is designed to provide women a voice and influence decision-making with the senior staff of that organization. The NCAA's governance structure also requires that committees consist of at least 35 percent women, providing another avenue for women's representation.

Women as student-athletes:

- Women have access to 43 percent of the NCAA's athletics participation opportunities: 191,131 female participants in 2010; 252,946 male participants. 9,746 women's teams participate in NCAA sports and 8,568 men's teams.
- Men's and women's participation opportunities continue to climb. Soccer and track and field have the highest number of female participants. Softball, basketball, volleyball, cross country, swimming and diving, and tennis follow in that order as the sports with the next highest number of female participants.
- In 2010-11, the sport with the highest number of women's teams added was golf with 26, followed by indoor track and field, outdoor track and field, cross country, golf and tennis. The women's sport that has been added the most since 1988-89 is soccer with 635 new programs in the NCAA.
- The 2005-06 NCAA Gender Equity report indicated that women received recruiting funds at the following levels: Division I FBS (29 percent), FCS (33 percent) and No FB (43 percent); Division II (36 percent) and Division III (35 percent). Men's athletics received a greater proportion of the total expenditures in all divisions in 2005-06. The divisions with the highest proportion of spending on women's athletics

were Division I No FB with 48 percent followed by Divisions III and II with 44 and 42 percent respectively. Division III reported the largest increase, increasing two percent to 44 percent.

Women as coaches:

- Prior to the passage of Title IX, women worked as head coaches of women's teams at a rate of approximately 90 percent of those positions. Women now composed only 39.5 percent of the head coaching positions of women's teams and less than 3 percent of the head coaching positions of men's teams.
- 49 percent of women's teams assistant coaches are women. Only 8.3 percent of those coaches are minority women.
- The percentage of racial and ethnic minority women's head coaches was 13.9 percent. Minority women composed only 5.2 percent of the head coaching positions in women's sports.

Women as Administrators:

- Women fill 30 percent of the NCAA athletic director, associate athletic director and assistant athletic director positions. Minority women comprise only 12.6 percent of the jobs in those three categories.
- In Division I, women are 9 percent of the athletic directors (2.3 percent are minority women); Division II – 16.2 percent (3.7 percent minority women); Division III – 28.8 percent (1.6 percent minority women).
- Women's highest percentage of representation in athletics positions are as administrative assistants, life skills coordinators and academic advisors.
- Women as conference commissioners increased 12.6 percent (from 7.4 to 20.0) from 1998-99 to 2009-10: Division I -18.9 percent; Division II - 26.6 percent; Division III - 4.3 percent.

STRATEGIC INITIATIVE	TARGET POPULATION	MEASURABLE OUTCOMES/TIMELINE
• Advance women's professional development and advancement.	Women administrators, coaches and students interested in intercollegiate athletics careers; hiring and athletics leaders and conference offices.	
• Raise awareness on the status of women in athletics and Title IX requirements.	All NCAA members, campus authorities, the media and the public.	Status report and awareness campaign tied to the 40th anniversary of Title IX. Summer 2012.
• Address hiring authorities and search firms regarding expanded candidate pools; work with affiliate organizations (NACWAA, Alliance of Women Coaches) to develop active databases for female professionals' resumes.	Presidents/chancellors; conference commissioners; athletics directors.	Database participation for coaches and administrators. A publication for hiring authorities. Ongoing.
• Expand NCAA governance opportunities.	Women and minority athletics professionals.	Training program developed for women and minorities available through web-cast. Participation target levels TBD. Fall 2012.
• Enhancement of the role of the SWA.	Athletics directors and conference commissioners.	Number of presentations including this topic for target audiences. Resource of best practices – Spring 2012. Discussions at gatherings of these officials through 2015.

STRATEGIC INITIATIVE	TARGET POPULATION	MEASURABLE OUTCOMES/TIMELINE
<ul style="list-style-type: none"> Professional training programs to regional sites. 	Female coaches, administrators and student-athletes interested in careers in athletics.	Four annual regional programs for up to 100 administrator participants; 200 coach participants. Two women's leadership symposiums annually. Support of the Alliance regional programming. 2012 and beyond.
Enhanced learning and professional environment for women and minority women.		
<ul style="list-style-type: none"> Best practices and training on topics including sexual harassment and violence; and coach and fan behavior. 	All staff and coaches on campus and at conferences through their respective leadership.	Resource on best practices related to harassment and violence distributed widely to the membership. Winter 2012. Coach and fan behavior through work with the Sportsmanship Committee. Ongoing.
<ul style="list-style-type: none"> Expanded NCAA Equity & Inclusion Forum to address broader issues of inclusion. Further development of the joint CWA-MOIC committee structure to address minority women opportunities. 	Campus and athletics administrators, coaches, faculty, Title IX & Diversity officers.	Expanded program offerings and diversity of attendees. Spring 2013.
Expand women's participation opportunities and financial support for female student-athletes.		
<ul style="list-style-type: none"> Expand and support the NCAA Emerging Sports for Women program to grow new participation opportunities. Explore expanded brackets for women's championship opportunities. 	NCAA governance groups and campus and conference leaders.	Add triathlon to the emerging sport list; grow rugby and sand volleyball sponsorship. Next three years. Complete divisional bracket review for budgeting and participation. 2014.
<ul style="list-style-type: none"> Require effective equity planning by all NCAA member schools for assessment of current status and improvement action. 	NCAA governance groups and campus and conference leaders; campus Title IX coordinators.	Divisional planning requirements mandated with effective format and campus review at the presidential level. Next three years.



As a core value, the NCAA believes in and is committed to diversity, inclusion and gender equity among its student-athletes, coaches and administrators. We seek to establish and maintain an inclusive culture that fosters equitable participation for student-athletes and career opportunities for coaches and administrators from diverse backgrounds. Diversity and inclusion improve the learning environment for all student-athletes and enhance excellence within the Association.

The Office of Inclusion 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, national origin, creed, educational background, disability, gender expression, geographical location, income, marital status, parental status, sexual orientation and work experiences.

Adopted by the NCAA Executive Committee, April 2010

Primary Contacts

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The National Collegiate Athletic Association

2011-12 Division III Budget-to-Actual (as of May 31, 2012)

	2010-11	2011-12		
	Actual	Budget	Year-to-date 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	660,204	1,058,836
Basketball	780,610	805,550	966,189	(160,639)
Cross Country	545,613	555,635	439,299	116,336
Football	1,262,599	1,374,050	1,568,003	(193,953)
Golf	459,146	505,490	79,432	426,058
Ice Hockey	349,186	319,280	251,208	68,072
Lacrosse	397,894	389,620	144,160	245,460
Soccer	908,911	1,026,240	1,111,465	(85,225)
Swimming & Diving	496,033	531,180	441,096	90,084
Tennis	491,858	519,560	127,378	392,182
Indoor Track	338,679	388,320	433,526	(45,206)
Outdoor Track	615,139	674,270	29,187	645,083
Volleyball	4,431	247,800	111,037	136,763
Wrestling	249,990	287,380	288,023	(643)
Championship Webcasting	-	15,000	-	15,000
Total Men's Championships	8,538,121	9,358,415	6,650,208	2,708,207
Women's Championships				
Basketball	875,894	945,560	954,942	(9,382)
Cross Country	519,898	530,595	458,950	71,645
Field Hockey	376,701	388,050	378,660	9,390
Golf	271,706	279,110	89,064	190,046
Ice Hockey	190,750	231,430	363,070	(131,640)
Lacrosse	490,508	574,980	220,348	354,632
Rowing	370,553	413,470	11,721	401,749
Soccer	1,008,694	1,032,350	1,364,112	(331,762)
Softball	1,439,319	1,364,000	664,018	699,982
Swimming & Diving	507,219	538,020	422,445	115,575
Tennis	510,702	589,520	167,250	422,270
Indoor Track	346,480	402,760	412,021	(9,261)
Outdoor Track	616,560	711,360	33,594	677,766
Volleyball	837,116	943,720	897,867	45,853
Championship Webcasting	-	15,000	-	15,000
Total Women's Championships	8,362,098	8,959,925	6,438,062	2,521,863
Championships Expense	16,900,219	18,318,340	13,088,270	5,230,070
Overhead	289,100	366,550	183,275	183,275
Total Championships Expense	17,189,319	18,684,890	13,271,545	5,413,345

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	26,000	25,000
SWA Enhancement Grant Program (NACWAA)	16,817	20,000	-	20,000
Division-wide Sportsmanship Initiative	16,250	15,000	13,250	1,750
Strategic Alliance Matching Grant	630,064	670,000	628,321	41,679
Women & Minority Intern Program	753,783	820,000	709,106	110,894
Regional Seminar Planning	15,000	15,000	-	15,000
S-A Leadership Conference	307,209	356,000	232,150	123,850
Campus-based Student-Athlete Leadership Programming	45,000	80,000	5,974	74,026
Alcohol and Other Drug Education	-	275,000	47,989	227,011
FAR Institute	80,752	75,000	54,486	20,514
Conference Commissioners Meeting	11,602	15,000	-	15,000
Academic Reporting Stipend	50,000	-	-	-
Division III Identity Program	561,888	600,500	781,665	(181,165)
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	45,193	44,807
Overhead Allocation	856,000	861,000	645,750	215,250
Total Program Expenses	5,975,672	6,571,800	5,722,742	849,058
Total Division III Expenses	23,164,990	25,256,690	18,994,287	6,262,403
Excess Revenue over Expense	2,859,020	(547,690)	5,714,713	
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	26,035,678	
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	16,268,478	
Less: Encumbered for future year programs (Note 2)	488,000	600,000	815,220	
Total Division III Projected Unallocated Funds	9,013,756	9,406,075	15,453,258	

Note 1:	The Mandated Reserve Funds Needed equals 80% of the annual revenue allocation less the \$10 million in Division III financial recovery insurance coverage.
Note 2:	Amount of encumbered for future year programs is based on proposed budget initiatives/increases for the next budget cycle (as noted below).

Future Budget Initiatives	2012-2013	2013-2014	2014-2015
Programs Initiatives			
FAR Institute	\$ 10,000		
NCAA staff/contractor positions (3) - AMA & Governance	\$ 213,580		
Drug Education & Collaboration	\$ 325,000		
DIII CoSIDA Partnership	\$ 50,000		
DIII Special Olympics Partnership	\$ 50,000		
MOAA and DIII NCC Partnership	\$ 50,000		
	<u>\$ 698,580</u>		
Championship Initiatives			
Field Hockey (one-time expense)	\$ 5,500		
M & W Golf increase per diem days	\$ 7,600		
M & W Swimming and Diving	\$ 12,120		
Wrestling - increase in number of student-athletes	\$ 16,000		
M Basketball (DI Anniversary - one-time expense)	\$ 75,000		
Increase in per diem days paid (Ind /Team)	\$ 251,000		
Increase in travel party (various)	\$ 448,000		
	<u>\$ 815,220</u>	<u>\$ 676,600</u>	<u>\$ 873,500</u>

Budget to Actual Expense Summary

(Explanation of Budget Overages)

<u>Men's Basketball</u>	Team transportation was approximately \$98,000 higher than prior year and per diem paid increased by approximately \$30,000. Total receipts were also down \$18,000 over prior year.
<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>Men's Soccer</u>	Ground transportation increased \$214,382 over the prior year. Note: overall budget increased \$47,440
<u>Men's Indoor Track</u>	Team transportation was approximately \$65,000 higher than prior year.
<u>Women's Basketball</u>	Team transportation was approximately \$18,000 higher than prior year and per diem paid increased by approximately \$22,000.
<u>Women's Ice Hockey</u>	Charter flight transportation increased approximately \$150,000 over the prior year. Note: overall budget increased \$1,600
<u>Women's Soccer</u>	Charter flight transportation increased \$297,000 over the prior year. Per diem also increased by approximately \$51,000 from prior year. Note: overall budget increased \$56,300
<u>Women's Indoor Track</u>	Team transportation increased by \$60,000 over the prior year.
<u>DIII Identity Initiative</u>	The overage indicated for DIII Identity Initiative does NOT include approximately \$224,000 in funds available to spend that were carried over from the 2010-2011 fiscal year due to expenses for this program coming in well below budget. Applying this \$224,000 to funds available to spend for 2011-2012 fiscal year, there would be approximately \$43,000 in funds left to spend as opposed to what appears to be an overage of \$181,000 from the current year budget allocation.

The National Collegiate Athletic AssociationDivision III Projected 2012-2013 Budget Breakdown

	2011-12 <u>Budget</u>	Inflationary/ Reallocations/ New Initiatives	2012-13 <u>Budget</u>
Revenue:			
Division III 3.18% Revenue Allocation	24,709,000		25,364,000
Total Revenue	<u>24,709,000</u>		<u>25,364,000</u>
Expenses:			
Championships Expense (base budget rolled over from prior year)	17,624,840		18,288,340
2% Inflationary and Enhancement increase	353,000		352,000
Championship Webcasting	30,000		30,000
Championship New Initiatives	310,500	815,220	815,220
Championships Overhead Allocation	366,550	6,400	372,950
Total Championships Expense	<u>18,684,890</u>		<u>19,858,510</u>
Strategic Initiative Conference Grant Program	2,384,300		2,384,300
Other Division III Strategic Initiatives			
NAD3AA Partnership	51,000		51,000
Conference Commissioners Meeting	15,000		15,000
Regional Seminar Planning	15,000		15,000
SWA Enhancement Grant Program (NACWAA/HERS)	20,000		20,000
Division-wide Sportsmanship Initiative	15,000		15,000
Strategic Alliance Matching Grant	670,000		670,000
Women & Minority Intern Program	820,000		820,000
S-A Regional Leadership Conference	356,000		356,000
Campus-based Student-Athlete Leadership Programming	80,000		80,000
Drug and Alcohol Education	125,000	175,000	300,000
Drug Education and Testing	150,000	150,000	300,000
FAR Institute	75,000	10,000	85,000
Academic Reporting Stipend	-		-
Officiating	-		-
Academic All-America Team Program (CoSIDA)	44,000		44,000
CoSIDA Partnership	-	50,000	50,000
Division III Identity Program	600,500		600,500
Special Olympics Partnership	-	50,000	50,000
DIII-MOAA and DIII-North Coast Conference Partnerships	-	50,000	50,000
Division III Financial Recovery Insurance	200,000		200,000
Other Division III Initiatives	90,000		90,000
Overhead Allocation (including National Office staffing)	861,000	255,000	1,116,000
Total Program Expenses	<u>6,571,800</u>		<u>7,311,800</u>
Total Division III Expenses	<u>25,256,690</u>		<u>27,170,310</u>
Excess (Deficit) Revenue over Expense	<u>(547,690)</u>		<u>(1,806,310)</u>

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	20,180,770	21,190,560	22,497,100	22,938,800	23,389,340
Championships Initiatives	-	388,000	815,220	676,600	873,500	-	-	-
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	6,371,800	7,111,800	7,157,800	7,157,800	7,206,400	7,206,400
Programs Initiatives	-	100,000	740,000	-	-	-	-	-
Total Division III Expenses	23,164,990	25,256,690	27,184,680	28,169,170	29,421,860	29,854,900	30,345,200	30,795,740
Net Change in Fund Balance	2,859,020	(547,690)	(1,820,680)	(1,873,170)	(2,350,860)	(1,913,900)	(1,618,200)	(1,270,740)
Projected Expense Increase	10.7%	9.0%	7.6%	3.6%	4.4%	1.5%	1.6%	1.5%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 17,461,945	\$ 20,320,965	\$ 19,773,275	\$ 17,952,595	\$ 16,079,425	\$ 13,728,565	\$ 11,814,665	\$ 10,196,465
Less:								
Net Change in Fund Balance	2,859,020	(547,690)	(1,820,680)	(1,873,170)	(2,350,860)	(1,913,900)	(1,618,200)	(1,270,740)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 20,320,965	\$ 19,773,275	\$ 17,952,595	\$ 16,079,425	\$ 13,728,565	\$ 11,814,665	\$ 10,196,465	\$ 8,925,725
Percent of Additional Reserve Funding Required	188%	202%	174%	146%	118%	96%	79%	66%
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
Note 1:	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.							
Note 2:	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.							
Note 3:	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.							

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)	2013-14	\$12,600 - Baseball & Softball increase umpire fee
	\$100,000 - Drug Education Module Development		\$426,000 - Softball format change (includes overhead)
			\$75,000 - W Basketball (DI Anniversary - one time expense)
2012-13	\$10,000 - FAR Institute		\$4,200 - W Basketball official evaluators
	\$213,580 - NCAA staff/contractor positions (3)		\$3,200 - Football increase evaluators fee
	\$325,000 - Drug Education & Collaboration		\$3,600 - M & W Soccer increase number of officials
	\$50,000 - DIII CoSIDA Partnership		\$2,000 - M & W Swimming and Diving
	\$50,000 - DIII Special Olympics Partnership		\$23,000 - Officials Fees
	\$50,000 - MOAA and DIII NCC Partnership		\$127,000 - M & W Indoor Track field increase in field size
	\$5,500 - Field Hockey		
	\$7,600 - M & W Golf increase per diem days	2014-15	\$1,500 - Rowing
	\$12,120 - M & W Swimming and Diving		\$872,000 - Increase per diem days paid (Team)
	\$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)		

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	19,043,290	20,166,110	21,175,610	22,481,850	22,923,250	23,373,480
Championships Initiatives	-	388,000	815,220	676,600	873,500	-	-	-
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	6,371,800	7,111,800	7,157,800	7,157,800	7,206,400	7,206,400
Programs Initiatives	-	100,000	740,000	-	-	-	-	-
Total Division III Expenses	23,164,990	25,256,690	27,170,310	28,154,510	29,406,910	29,839,650	30,329,650	30,779,880
Net Change in Fund Balance	2,859,020	(547,690)	(1,806,310)	(1,858,510)	(2,335,910)	(1,898,650)	(1,602,650)	(1,254,880)
Projected Expense Increase	10.7%	9.0%	7.6%	3.6%	4.4%	1.5%	1.6%	1.5%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 17,461,945	\$ 20,320,965	\$ 19,773,275	\$ 17,966,965	\$ 16,108,455	\$ 13,772,545	\$ 11,873,895	\$ 10,271,245
Less:								
Net Change in Fund Balance	2,859,020	(547,690)	(1,806,310)	(1,858,510)	(2,335,910)	(1,898,650)	(1,602,650)	(1,254,880)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 20,320,965	\$ 19,773,275	\$ 17,966,965	\$ 16,108,455	\$ 13,772,545	\$ 11,873,895	\$ 10,271,245	\$ 9,016,365
Percent of Additional Reserve Funding Required	188%	202%	175%	146%	118%	96%	79%	66%
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
Note 1:	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.							
Note 2:	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.							
Note 3:	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.							

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 - Alcohol & Other Drug Collaborative
\$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/diving qualifications & judges
\$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 \$1,500 - Rowing
\$872,000 - Increase per diem days paid (Team)

2012-13 Division III Budget Requests

1. FAR Institute - additional \$10,000, funding will come from the DIII base budget allocation/reserve fund.	\$ 10,000
2. DIII-NASPA Alcohol and Other Drug Collaborative - additional \$325,000 from DIII annual revenue allocation/reserve, allocated to Alcohol and Other Drug Education 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.	\$ 105,000
7. New assistant director position in governance - funding will come from the DIII base budget allocation/reserve fund.	\$ 75,000
8. Contractual support - funding will come from the DIII base budget allocation/reserve fund.	\$ 75,000
Program Initiatives Sub-total	\$ 740,000
9. Field Hockey	\$ 5,500
10. M & W Golf increase per diem days	\$ 7,600
11. M & W Swimming and Diving/diving qualifications & judges	\$ 12,120
12. Wrestling increase in number of student-athletes	\$ 16,000
13. M Basketball (DI Anniversary - one time expense)	\$ 75,000
14. Increase per diem days paid (Ind./Team)	\$ 251,000
15. Increase in travel party (various)	\$ 448,000
Championship Initiatives Sub-total	\$ 815,220
Total Amount of 2012-13 Requests:	<u>\$ 1,555,220</u>

2013-14 Division III Budget Requests

1. Baseball & Softball increase umpire fee	\$ 12,600
2. Softball format change (includes overhead)	\$ 426,000
3. W Basketball (DI Anniversary - one time expense)	\$ 75,000
4. W Basketball official evaluators	\$ 4,200
5. Football increase evaluators fee	\$ 3,200
6. M & W Soccer increase number of officials	\$ 3,600
7. M & W Swimming and Diving	\$ 2,000
8. Officials Fees	\$ 23,000
9. M & W Indoor Track field increase in field size	\$ 127,000
Total Amount of 2013-14 Requests:	<u>\$ 676,600</u>

2014-15 Division III Budget Requests

1. Rowing	\$ 1,500
2. Increase per diem days paid (Team)	\$ 872,000
Total Amount of 2014-15 Requests:	<u>\$ 873,500</u>

[http://documentcenter.ncaa.org/msaa/gov/DIII/Committees/14 Strategic Planning and Finance Committee/2012/July teleconference/sup_11c_DIII six_year budget projection_attachment](http://documentcenter.ncaa.org/msaa/gov/DIII/Committees/14%20Strategic%20Planning%20and%20Finance%20Committee/2012/July%20teleconference/sup_11c_DIII_six_year_budget_projection_attachment) at "Committee Info." tab

Updated: 7/5/2012 at 7:06 AM

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