

# Division III Strategic Plan

2015-17 Budget Biennium **[Final Analysis]**

**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 health and safety, diversity, values, fairness, and equity, and places the highest priority on the overall educational experience of its student-athletes in the conduct of intercollegiate athletics.



## INTRODUCTION

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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. It highlights the Division III Strategic Positioning Platform to clarify the practical impact of the Division III philosophy and summarizes the division's strategic priorities by outlining what must be accomplished in the current budget biennium for the division to be successful.

The plan also serves to highlight all of the programs and services offered for the division's membership. This list 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. To achieve this end, Division III institutions:

- (a) Expect that institutional presidents and chancellors have the ultimate responsibility and final authority for the conduct of the intercollegiate 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 broad-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 complies 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.** Approximately twenty percent 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 Division III 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 athletics leadership, ability, performance or participation.
5. **Competitive athletic programs.** Student-athletes do not receive any monetary incentive (athletics 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 athletics environment for all who participate.
6. **National championship opportunities.** Division III has over 185,000 student-athletes competing annually in 28 Division III and nine national collegiate 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.

**NOTE: Blue indicates progress/completion of a new initiative during the 2015-17 biennium.**

## **DIVISION III STRATEGIC PRIORITIES FOR 2015-17 BUDGET BIENNIUM**

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### **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 youth culture, and as an accessible and fulfilling educational and athletics destination.
  - Distribute and discuss the Recruiting Working Group's resource to assist institutions make recruiting more efficient and effective. **ACCOMPLISHED**
  - Emphasize a fuller, more integrated academic experience as the primary goal and consideration in all divisional endeavors.
  - Continue to communicate the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school Admissions counselors. Enhance use of the coaches' mobile website and other Division III social media. Enhance visibility with monthly exposure in the national high school athletics administrator e-newsletter; quarterly exposure in the NCAA Eligibility Center's e-newsletter; and use of an Association-wide comparative divisional summary chart to serve as a recruiting resource for high school guidance counselors; athletics administrators; coaches; parents; and prospective student-athletes.
  - Support the Eligibility Center's transition to a free registration process for Division III prospective student-athletes. **ACCOMPLISHED**
  - Support significant participation and continued growth in membership activation of Division III Identity Initiatives, specifically including Division III week. **ACCOMPLISHED/ON-GOING**
  - Continue to grow the strategic partnership with Special Olympics. Improve the activity reporting program to better tell the partnership's story from a division-wide perspective. Maintain the Monthly Spotlight Poll that recognizes Special Olympic events on member campuses and conference offices. **ACCOMPLISHED/ON-GOING**
  - Added a part-time staff member to specifically oversee and enhance the division's communication efforts, including social media platforms and website management. **ACCOMPLISHED**
- Support integration activities that bring together key institutional and/or conference partners to discuss ways each institution (and the conference as a group) might best support the integration of athletics within the campus environment, consistent with the division's unique philosophy, identity and strategic positioning platform.
- Maintain and enhance the partnership with the College Sports Information Directors Association (CoSIDA).
  - Continue 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 provide professional development funding and opportunities for SIDs.
  - Provide grants to women and ethnic minorities to attend Division III Day in order to diversify the athletics communication profession. **ACCOMPLISHED**
  - Continue to support the Division III-specific Academic All-America program.
  - Maintain the partnership with CoSIDA in the incorporation of Division III Day, a one-day workshop in conjunction with the annual CoSIDA/NACDA Convention.

- Re-introduce a recognition award (three times per year) for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story. **ACCOMPLISHED/ON-GOING**
- Update the Sports Information Director resource and best practices guide for all Division III institutions and conferences. **NOT ACCOMPLISHED** [Note: will be a priority in the 2017-19 strategic plan]
- Strengthen the advocacy of Division III faculty for the values of the athletics experience.
  - Enhance the Faculty Athletic Representative (FAR) Fellows Institute by offering professional development training to FARs. **ON-GOING**
  - Further provide tools to communicate the Division III story to campus and conference peers and enhance the level of engagement of FARs across the division.
  - Provide professional development and networking opportunities for FARs at the annual NCAA Convention.
  - Re-engage FARs by conducting a membership survey, creating a working group, collaborating with conference commissioners and producing a best practices resource. **ON-GOING**
- Emphasize the values of Division III in order to effectively manage its membership growth. Partner with Divisions I and II to accomplish this membership growth management on behalf of the entire Association.
- Create and implement in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division. **ACCOMPLISHED/ON-GOING**

## 2. **Appropriately Leverage Presidential and Athletics Direct Reports Leadership in the Division III Governance Structure.**

- Continue to selectively forward issues of presidential importance to the division’s presidents. Improve and pursue full conference participation in the Presidents Advisory Group and significant NCAA Convention attendance. Enhance Division III specific presidential programming at the NCAA Convention. **ON-GOING**
- Promote the Chancellors and Presidents Outreach Program to educate and engage all Division III chancellors and presidents. **ON-GOING**
- Enhance communication between the NCAA and the individual overseeing athletics (Athletics Direct Reports) on campus.
  - Effectively engage and educate the athletics direct report and leverage the membership of these individuals serving in the governance structure.
  - Enhance communications with athletic direct reports. Distribute and discuss the working group’s best practices resource - “8 Tips to Improve Effectiveness”. **ACCOMPLISHED**
  - Continue to plan and implement the ADR Institute, a day and half professional development opportunity held in conjunction with the annual NCAA Convention. **ACCOMPLISHED/ON-GOING**
  - Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents.
  - Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential - commissioner communication at the conference level. **ACCOMPLISHED**

### 3. Ensure the Division is Effectively Managing Diversity and Inclusion Issues.

- Partner with the Office of Inclusion, Student-Athlete Leadership staff and the Minority Opportunities Athletic Association (MOAA) to review the objectives and establish meaningful goals for the division's programs supporting equity and inclusion.
  - Continue the Institute for Administrative Advancement, which provides programming for mid-level administrators of color.
  - Partner with Division III conferences and institutions to support innovative programs that promote inclusion. Maintain the monthly Diversity Spotlight that recognizes an institution or conference office's diversity program or initiative each month.
  - Partner with the High School Federation to create a system to track the diversity of high school student-athletes. **NOT ACCOMPLISHED** [Note: once the High School Federation develops a tracking system, Division III will develop a partnership]
  - Collaborate with the Office of Inclusion to develop programming for LGBTQ students. **ON-GOING**
- Establish strategies to increase and diversify the pool of candidates for Division III committee service and membership job searches.
  - In coordination with the Office of Inclusion and Student-Athlete Leadership, maintain the division's database of all women and ethnic minorities that have participated in an NCAA program (e.g. women and ethnic minority internship; strategic matching alliance; Institute for Administrative Advancement). The database is shared with Presidents and Athletics Directors who are looking to diversify their applicant pools.
  - Continue to send out a quarterly Diversity and Inclusion newsletter.
  - Continue to promote committee service to women and ethnic minorities within the division.
  - Develop a partnership with the recently created Advocates for Athletic Equity (AAE), formerly known as the Black Coaches Association. **NOT ACCOMPLISHED** [note: AAE folded and no longer exists]
- Maintain an existing working group to evaluate the current diversity and inclusion landscape within Division III, evaluate current initiatives and propose the following next steps: develop a hiring best practices, develop a Senior Woman Administrator professional development program, maintain a program for ethnic minority students to attend the annual NCAA Convention, and provide additional grant funding, upon request, to conference offices that provide programming or internships for women and ethnic minorities. **ACCOMPLISHED**

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

- Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource, for Division III and NASPA small college institutions. **ON-GOING**
- Continue to partner with the Sport Science Institute (SSI) regarding priority health and safety issues. Provide Division III representatives for on-going sport specific summits (e.g. basketball, lacrosse). Provide constant and consistent communication with the membership regarding new SSI inter-association guidelines and best practices. **ON-GOING**

- Support the Division III Sportsmanship and Game Environment working group’s on-going examination and enhancement of the Division III sportsmanship and game environment initiatives. Further, to identify best practices in this area and provide tools and resources for member institutions and conferences. **ON-GOING**
- Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate them on the Division III philosophy. **ACCOMPLISHED**

**5. Promote the Division III Philosophical Principle that Student-Athletes’ Academic Performance is, at a minimum, consistent with that of the General Student Body.**

- Continue to sponsor a regular and representative academic reporting program to compare the academic success of student-athletes and the general student body. Continue to emphasize the academic success of Division III student-athletes as compared to other students.
- Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. **NOT ACCOMPLISHED**

**6. Enhance Formal Accountability of the Governance Structure.**

- Monitor a performance governance scorecard and performance metrics for regular accountability of NCAA staff liaisons to Division III committees.
- Continue to implement through Management Council Playing and Practice Seasons Subcommittee a two-year review of the division’s playing and practice seasons with particular attention to nontraditional segments, contest exemptions and the length of playing seasons. Deliverables include proposed models to discuss and garner feedback during the 2016 Issues Forum at Convention. Possible legislative initiatives at the 2017 Convention include standardization of contest exemptions and a voluntary two-season model for baseball. **ACCOMPLISHED**
- Implement two educational videos to assist with committee service – one for committee liaisons and the other for committee members. **ACCOMPLISHED**
- Continue to monitor the enrollment and retention challenges within higher education and the unique challenges affecting the Division III membership. **ON-GOING**
- Plan and implement a Conference Rules Seminar (CRS) for the summer of 2017 in New England to provide a more regionalized compliance educational opportunity for active Division III member institutions and conferences. **ACCOMPLISHED**

**7. Maintain a Balanced Budget.**

- Develop a divisional biennium operating budget for 2015-17 and beyond that presents policy goals and program preferences that are fiscally responsible and sustainable. **ACCOMPLISHED**

- Develop legislation to increase divisional membership dues to help offset annual operating and travel championships costs. **ACCOMPLISHED**
- Develop models to address the long-term use of the budget's surplus (beyond the mandated reserve), including potential effects of the Association's new 2024-2032 broadcast agreement extension. **ACCOMPLISHED**
- Continue to monitor championships policies such as per diem; travel party sizes; and bracket size expansion. **ACCOMPLISHED**
- Annually publish the division's budget summary facts and figures to maintain the highest level of transparency with the membership. **ACCOMPLISHED**

## **Appendix A**

# **NCAA Association Wide 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>
<b>Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.</b>	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
<b>Strategic Initiatives Conference Grant Program: Tier Two Integration activities.</b>	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.	\$213,740
<b>Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.</b>	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
<b>Annual Division III Commissioners meeting.</b>	All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics. Additional funding is provided through Tier One of the Strategic Initiative Conference Grant Program to supplement a portion the conference’s travel costs.	\$20,000
<b>Student-athlete leadership forums and campus based leadership programming.</b>	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.	\$365,000
<b>Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.</b>	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.	\$764,980
<b>National SAAC Outreach.</b>	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. Support national SAAC’s creation of a short video highlighting the Division III student-athlete experience to be shown at annual campus compliance meetings.	Association-wide funding
<b>National student-athlete outreach.</b>	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.	\$20,000
<b>Graduation Rate Reporting.</b>	Sponsor a regular and representative graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.	Overhead

**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 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>
<b>Women and Minority Internship Program</b>	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.	\$1,130,000
<b>Strategic Alliance Matching Grant</b>	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.	\$708,600
<b>Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives</b>	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.	\$426,480
<b>The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.</b>	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
<b>Get in the Game Web site; Requests and Secondary Reports Online.</b>	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
<b>Committees will exercise fair decision making when making waiver and interpretive decisions.</b>	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
<b>Regional Rules Seminars (national program) and Conference Rules Seminar.</b>	Education sessions on Division III rules and regulations will be offered annually. The second Conference Rules Seminar was held in the summer of 2015 and the third will occur in 2017.	Association-wide funding
<b>Rules Test.</b>	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
<b>Conduct quality championships with fair selection processes and appropriate access.</b>	The Championships Committee will continually assess policies and NCAA legislation related to the championships program including the appropriateness of bracket sizes, regional alignment and select criteria processes.	\$21,589,109
<b>NCAA/NACWAA Institute for Administrative Advancement.</b>	The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$28,000
<b>Sportsmanship and Game Environment Initiatives.</b>	New initiatives based on recommendations from the Division III Sportsmanship and Game Environment working group, with membership endorsement.	\$50,000

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Division III Programs and Initiatives</u>
<b>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.</b>	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
<b>Conference and Institutional Inclusion and Diversity programming.</b>	Partner with Division III conferences and institutions to support innovative programs that promote inclusion and diversity. (e.g., the NCAA's Institute for Administrative Advancement, ethnic minority student program at NCAA Convention, SWA professional development and the North Coast Conference's Branch Rickey Program). In collaboration with the Office of Inclusion, develop programming for LGBTQ students.	\$231,000
<b>Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.</b>	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>
<b>Strategically engage presidents and athletics direct reports in the Division III governance structure</b>	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
<b>Quarterly Presidential Communication.</b>	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
<b>Division III Governance Outreach to Affiliates.</b>	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, and FARA annual meeting, etc...).	Overhead
<b>Presidential Programming at the NCAA Convention.</b>	Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.	\$20,000
<b>Best Practices for Presidential-Commissioner Leadership.</b>	Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.	Overhead
<b>Institutional and Conference Self-Studies (CSSG).</b>	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. Conference reviews shall include an assessment of conference alignments, values and priorities to support partnerships between conference members.	Overhead
<b>Sports sponsorship and Institutional Self-Study (ISSG) audits.</b>	The Membership Committee’s annual review of member compliance with sports sponsorship requirements and completed Institutional Self-Study instruments to assess compliance with membership criteria and educational needs of the membership. Members placed on probation required to complete an athletics program assessment.	Provisional/Reclassifying membership fees
<b>Playing and Practices Seasons Comprehensive Review.</b>	Continue to implement through Management Council Playing and Practice Seasons Subcommittee a two-year review of the division’s playing and practice seasons with particular attention to nontraditional segments, contest exemptions and the length of playing seasons. Deliverables include proposed models to discuss and garner feedback during the 2016 Issues Forum. Legislative initiatives at the 2017 Convention included standardization of contest exemptions.	Overhead
<b>360 Proof.</b>	Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource for NCAA Division III and NASPA small college member campuses to reduce consequences of alcohol use.	\$200,000

<b>Continually monitor Division III membership size and related access to championship and other services.</b>	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead
<b>Athletics Direct Report (ADR) Institute.</b>	Conduct an annual ADR Institute in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.	\$90,000
<b>Financial Aid Reporting Process.</b>	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
<b>Faculty Athletics Representative (FAR) Fellows Institute.</b>	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. Re-engage FARs by conducting a membership survey, creating a working group, collaborating with conference commissioners and producing a best practices resource.	\$80,000
<b>Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.</b>	Continue to provide assistance for conference offices to provide documentation of a third-party external review of grant fund usage to the national office annually.	\$16,800
<b>Programming at the NCAA Convention.</b>	Continue to create specific programming for delegates attending the annual Convention (e.g. educational sessions, Issues Forum, and technology to support all sessions) to help better engage and educate the membership.	\$30,000

**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>
<b>Implement use of available technology to regularly deliver NCAA messages and rules education.</b>	The governance structure will continually assess common needs and available technologies to increase the timeliness, clarity, conciseness and effectiveness of membership communication.	Overhead
<b>Partnership with National Association of Division III Athletics Administrators.</b>	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.	\$52,000
<b>Educate the membership on the role of the NCAA national office.</b>	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
<b>Conference Contact program.</b>	Continue to service all conferences and ensure new conferences are accommodated according to program guidelines.	Overhead
<b>Strategic Initiative Conference Grant Program: Tier Three - Technology Grants.</b>	Provide funding to conferences offices to upgrade or maintain technical capabilities to access technical platforms used by the NCAA.	\$542,500
<b>New orientation programs to support athletics directors and commissioners.</b>	Create in-person, orientation programs for new athletics directors and commissioners to assist with the knowledge, resources and philosophy of the division.	\$60,000

**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>
<b>Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.</b>	Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.	\$272,300
<b>Division III Identity Initiative.</b>	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, and mobile web site for coaches, national and customizable videos. Re-introduce a quarterly recognition award for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story.	\$360,000
<b>Special Olympics Partnership.</b>	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.	\$35,000
<b>Academic All-America Partnership with CoSIDA.</b>	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
<b>Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).</b>	Continue 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.	\$42,000

## **Appendix B**

### **Division III Budget Justification**

Projected NCAA Division III 2016-17 Budget Breakdown	Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
<b>Revenue:</b> Division III 3.18% Revenue Allocation                      \$30,389,760	<i>Division III Institutions....</i>
<b>Expenses:</b>	
Total Championships Expense (excluding overhead)                      \$21,589,109	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. (Division III Philosophy Statement – section r))
Strategic Initiative Conference Grant Program                      \$2,541,000	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-(b))
NAD3AA Partnership                      \$52,000	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                      \$20,000	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 Rules Seminar                      Association-wide	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)
NACWAA Enhancement Grants                      \$28,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Division-wide Sportsmanship Initiative                      \$50,000	Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))
Strategic Alliance Matching Grant                      \$708,600	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Women & Minority Intern Program                      \$1,130,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Student-Athlete Leadership Forum                      \$365,000	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) Funding may be used for professional development workshops for staff and administrators; SAAC retreats, meetings and workshops; student-athlete leadership academies; and teambuilding workshops for athletic teams and staffs.
360 Proof                      \$200,000	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                      \$80,000	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 2016-17 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
<b>Expenses, continued:</b>		
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).
Other Working Groups/Task Forces	\$16,000	This initiative exists to provide opportunities for working groups/tasks forces in the future.
Identity Initiatives	\$360,000	This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).
Special Olympics Partnership	\$35,000	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 and Diversity Partnership	\$231,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(I))
Division III Financial Recovery Insurance (event cancellation coverage) *	\$41,000	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)
Voluntary Grad Rate Reporting Stipend	\$25,000	Honorarium for institutions that submit data for the voluntary graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.
Convention Programming including specific student-athlete programs	\$70,000	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.
Athletics Direct Report (ADR) Institute	\$90,000	Conduct an inaugural ADR Institute in 2016 in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.
New Athletics Director Orientation	\$50,000	Create in-person, orientation programs for new athletics directors to assist with the knowledge, resources and philosophy of the division.
New Commissioner Orientation	\$10,000	Create in-person, orientation programs for new commissioners to assist with the knowledge, resources and philosophy of the division.
Additional SAAC in-person meeting	\$15,000	A planning meeting for the Division III national SAAC committee. At this meeting, SAAC provides an orientation for new members and sets its goals and objectives for the year.
NADIII AA and D3CA leadership meeting	\$10,000	The executive leadership groups from NADIII AA and D3CA come to Indianapolis in Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year.
Other Division III Initiatives	\$4,000	This includes contracting costs, as well as money earmarked to support future initiatives.
Overhead Allocation (including National Office staffing) **	\$1,412,000	N/A
<b>Total Division III Expenses</b>	<b>\$29,256,709</b>	

\* The \$5 million event cancellation insurance protects the budget in case of a catastrophic event that would reduce or eliminate, for one year, the division's share of Association-wide revenue.

\*\*The \$1,412,000 overhead fee covers time and miscellaneous expenses related to Division III staff and programs.

**Appendix C**  
**History of the**  
**Division III Strategic Plan**

## History

The original Division III strategic 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](http://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.

For 2012-15, the plan was updated to reflect the Association's move to a three-year budget cycle.

With the 2015-17 budget, the plan returns to a two-year budget cycle and emphasizes budget accountability and management to address recent championships budget overages.