

NCAA State of College Sports

Jan. 18, 2018

BUD PETERSON: Thank you and good afternoon. It is my great pleasure to welcome all of you to Indianapolis and to open this year's NCAA Plenary Session entitled "The State of College Sports." You'll notice that the name of this session has been adapted slightly, from the "Opening Business Session," which didn't have a lot of flair to it, to "The State of College Sports," to reflect the importance of the one thing that unites all of us in this room – our love of college sports and our commitment to preserving intercollegiate athletics as a pathway for all our student-athletes to the many opportunities in life that transcend athletics.

I'm very pleased to present the 2017 Board of Governors Report, which reflects the significant progress we've made in the past year – progress that illustrates our collective commitment to providing a pathway to opportunity for all of our student-athletes, one grounded in the primacy of academics, in mental and physical well-being, and fairness both on the field and off.

Consistent with our focus on student-athlete well-being, the Board of Governors formally ratified the Association-wide health and safety agenda in April of 2017, building on the work of the Sport Science Institute

and the Committee on Competitive Safeguards and Medical Aspects of Sports.

The Governors unanimously adopted nine fundamental areas of health and safety, including the most pressing needs of our student-athletes. Many of these issues are at the forefront of public discourse regarding the safety of these student-athletes, and include things such as concussion and cardiac health, as well as areas of increasing awareness, like mental health and doping and substance abuse; nutrition, sleep and performance issues; overuse injuries; sexual assault and interpersonal violence; athletics health care administration; and data-driven decisions.

The board's actions provided additional weight to our ongoing efforts and send a message about the seriousness of our pursuit of consistent health and safety measures for our student-athletes and sports practitioners.

On the recommendation of the Committee on Competitive Safeguards and Medical Aspects of Sports, the Board of Governors directed the three principal entities, Divisions I, II and III, to take the necessary steps to bring consistency to the concussion safety protocol review and implementation for all of our NCAA institutional members.

We also approved additional funding for the next phase of the CARE Consortium Study, the largest concussion study in history, which will be conducted in partnership with

the NCAA and Department of Defense on more than 30 NCAA member campuses across all three divisions.

With nearly 40,000 student-athletes and military academy cadets participating, we anticipate that this study will better inform public understanding and our own policymaking on head health and well-being for many years to come.

To ensure the continued health and well-being of our student-athletes and promote fairness for all participants, this year the Board of Governors established an Association-wide sexual violence policy requiring coaches, college athletes and athletics administrators to complete education and training on sexual violence prevention. This is done annually and, in addition, we've provided a guide to best practices.

As part of this, we will now require an annual report from all NCAA member institutions, which once reviewed, will be made available to the public and published on the NCAA website.

Continuing our focus on fairness, the Board of Governors has approved the charters and initial rosters for the Student-Athlete Engagement Committee and the Committee To Promote Cultural Diversity and Equity. This continues to promote the critical involvement of

student-athletes, and a little bit later on today, you'll hear Alaina Woo, who will talk about this issue.

Further, we approved the Gender Equity Task Force recommendations for consideration and implementation by the divisional governance bodies. And we approved a process that will serve as a guide for future decision-making processes related to social issues facing the Association.

On the academic front, the Graduation Success Rate reached an all-time high of 87 percent this past year. This progress is rooted in improvements across nearly all sports, and notably, a 3 percentage point gain since last year for African-American student-athletes in all sports.

Finally, the Board of Governors voted this past year to initiate an Association-wide strategic planning process, which will equip our Association with an important tool to live our values and demonstrate our commitment to athletics as an important part of higher education.

This effort will be led by Glen Jones. President Jones will provide additional information about this initiative and the processes involved a little bit later in this session.

As we gather here to further our shared commitment to intercollegiate athletics, let us pause, as is our tradition, to remember those athletics staff members and student-athletes who have passed away in 2017, and who

demonstrated their love of college sports through the lives that they led and the many individuals that they influenced.

At this time, I would ask all of you to stand as we remember the leaders and participants associated with college athletics who have passed away in 2017.

(Video played)

Thank you very much. Please be seated.

As an association powered by the work of thousands of dedicated professionals on campuses and at conference offices around the country, I'd now like to acknowledge and recognize those in our audience who plan to retire during the 2017-18 academic year. Would all of those individuals who plan to retire this academic year please stand so we can express our appreciation for your commitment, passion and service in supporting our student-athletes and the many programs we provide.

(Applause)

While your tireless efforts often go unheralded, we all want to express our deepest appreciation to each and every one of you. So thank you.

At this time, it is my great pleasure to welcome NCAA President Mark Emmert to the stage.

MARK EMMERT: Welcome. Good to see everyone. I am pleased to begin by celebrating the dedication,

hard work and tenacity that goes into supporting student-athletes and their success.

Tonight, we honor one of our colleagues with the second annual Pat Summitt Award. As we all know, Pat worked over 38 years to promote excellence and achievement with her students. Pat Summitt had the most career wins in NCAA basketball history. But it isn't just her record that matters. Her greater impact was what she did for student-athletes.

This award was created to recognize someone in the membership within college sports who has demonstrated a true devotion to the development of his or her student-athletes and that they've made a very positive impact on their lives over an extended period of time.

The awardee can come from any segment of our membership. That individual also gets then to donate \$10,000 to an organization of his or her choice that's dedicated to battling neurological diseases of the brain. As we know, that's what took Pat's life way too early.

I'm very pleased to honor today Julie Soriero.

(Applause)

Like Pat, Julie has dedicated her entire career as a coach and administrator to preparing college athletes, and women in particular, for success in college and throughout their lives.

Please join me in learning about Julie's success.

(Video playing)

JULIE SORIERO: I grew up at a time when girls couldn't play Little League, and I could never understand that because I could hit the ball further than most of the boys on the block. So I couldn't understand why no one wanted me on their team. I thought I could help their team in some way.

So anytime I had a chance to organize a game in the backyard, I tried to do that because it gave me an opportunity to play and compete at a young age. I played field hockey, basketball and lacrosse at Penn State, so I had a lot of great experiences with a variety of coaches, a lot of great experiences with truly terrific teammates.

As I transitioned my career into college athletics, I recognized that the opportunity that was there for my students that I was coaching and, therefore, they really needed to take that seriously, that their scholarship was really an avenue to explore academic pursuits so that their life could be changed.

I think the biggest obstacle I overcame was the year I was coaching at the University of Pennsylvania, and we had a really bad year. We found every which way to lose! But it also led to a real philosophical shift for me. It's not always about winning and losing. It's about the experience you as a leader are providing the student-athletes. It really shifted

my philosophy about coaching and probably started to shift my career into the idea that you, as a coach, need to be an educator first. You, as an administrator, need to be an educator first, and then other things will fall into place behind that. The obstacle was a real learning experience for me. I learned from that failure.

So when MIT called, I thought this will be an interesting opportunity to pursue. And I can remember calling one of my dear friends in collegiate athletics. I remember my exact words to her were, "What's the word on the street on MIT and that position?"

And her response to me was, "MIT is a sleeping giant."

That really stuck with me because I thought that would be an intriguing job. That would be challenging. That would be interesting. It would combine my philosophy of student-athlete and academics. I just thought, what a great challenge to wake up that giant!

I said, when I took this job, I said to my staff, I said to alumni, I said to practically anybody that would listen to me, we will not apologize for winning. That's not what we do here. MIT doesn't apologize for winning Nobel Prizes. We don't apologize for winning grants. So in the world of intercollegiate athletics, we are not going to apologize for winning. I think schools like MIT for a long time felt

that there was a real disconnect between athletics and academic achievement. And I think in the last 10 years or so, we have been able to bridge that. We are going to win because we are going to be exemplary of what student-athletes should be about, and the coaches seem to embrace that.

What I enjoy most about my job is seeing our athletes grow and succeed. I like the joy that comes when they win a conference title or they know they're getting an NCAA bid. That experience is about seeing it all come together, right, that confluence of teamwork, the confluence of effort, hard work, et cetera. When that happens and there is joy in what those results lead to, that's my satisfaction.

MARK EMMERT: Ladies and gentlemen, please help me in congratulating the second recipient of the Pat Summitt Award, Julie Soriero. Julie, come on up!

(Applause.)

JULIE SORIERO: Thank you. There's some people I would like to mention first before I add some additional comments. I really want to thank President Emmert for recognizing the legacy of Pat Summitt and creating this award.

I'm certainly humbled. I am certainly proud, and I am certainly honored to be receiving it today.

I also want to thank the NCAA for the honorarium. My donation is going to Bay Cove Human Services, which is a grass-roots community-based organization in Boston that treats

mental health and mental illness. And the \$10,000 honorarium will go a long way to the great work they do in the community.

I also want to thank my family, some of whom are here today. You've been with me every step of this journey with love, unwavering support, a sense of humor and at times brutal honesty.

(Laughter)

I want to thank so much of the MIT staff here today. I stand up here in recognition of this award, but we do this together. I know that every day I come to work, you inspire me to be the best that I can be. I hope I, on occasion, have done the same for you.

About six weeks ago, I got an email asking if I would take a call with President Emmert. So I had two thoughts that went through my mind, as many of you would have.

(Laughter)

One, "Another committee, great!"

(Laughter)

The other one was, "What the hell did we do wrong?"

(Laughter)

When I was named to receive this honor, I was taken aback. I coached for over 21 years the sport of women's basketball. I admired and respected Pat Summitt so much, as I know many of you and the women I know who have been in basketball careers and transitioned into administration did.

We all tried to emulate her. She was what we wanted our program to be and the coach we wanted to be. She set the bar high for anyone affiliated with her program. She had the courage of her convictions. She was one of the leaders to move women's basketball to the forefront as a preeminent sport for women. She was a talented, iconic coach, but more impressively, she was a remarkable transformative leader.

All of us in the enterprise of collegiate athletics have the power, privilege and opportunity to influence and transform lives. We, too, need to set the bar high. We, too, need to have the courage to make the right decisions, decisions that are fair, equitable and in the best interest of our student-athletes. Then we need to have the courage to stand behind those decisions with convictions.

These are challenges, responsibilities, and most importantly, opportunities we are presented with every day. They should not be treated lightly, nor should they be taken for granted. And as we saw so sadly with Pat Summitt, someone who was taken from us far too early, life holds no promises. These are opportunities we need to cherish, each and every day.

Thank you.

(Applause)

MARK EMMERT: Thank you, Julie. What a wonderful tribute.

Obviously when we created this award, we wanted to be able to hold up people that really represent all of the good things that are in intercollegiate athletics, and you fill the bill perfectly. So congratulations and thanks for letting us take a minute to honor you.

You know, this year's discussion on the State of College Sports is going to be a little bit different. Bud mentioned we changed the title of it because it's not in the beginning of a business session right now, but you know I think it's fitting that it's different because, candidly, the world is a different place right now than it was a year ago. But it's certainly a really different place than it was five years ago or even 10 years ago.

Some of those things are bad, and some of them are challenging. But one of the things that I think we would all recognize about the world around us right now is that we've got higher levels of doubt and cynicism and anxiety in our society about pretty much everything than I remember in my lifetime, and I'm one of the older people in the room.

You know, when we look at poll data about how people feel about their confidence levels in any institution, any organization – the church, the business community, the banks, the medical community, Congress, the media – they're all at record lows. By the way, that includes higher education. At a time when the world needs an education more than ever before,

never in our lives have people needed a college degree more than they need right now, simultaneously, people are asking lots and lots of hard, sometimes cynical questions about higher education and certainly about college sports. And nobody escapes the scrutiny, not sometimes painful scrutiny, let's be honest. Not big schools, not small schools, all divisions represented here, the national office, everybody! Everybody right now is under a spotlight in ways that are fundamentally different and fundamentally questioning who we are and what we do and what we stand for.

Now, I know that everybody here, everyone in this room knows the impact and the value of higher education. Of the impact and value of participating in college sports. You, we, see it every day. We see people like Julie, you know, we see people like those wonderful young men and women we honored at the Honors Celebration last night. Every time we go through the celebration, everybody says, I so wish the media would report on this. Because you look at these kids, and you just think, "Oh my gosh, how wonderful is this?"

We get to see this every day, it's normal. But the broader world doesn't always see that. In fact, they don't see it anywhere near enough. I know you try on your campuses and your conferences. We try in the national office to get those stories out, but that's typically not what the world talks about and wants to see.

And the dilemma for us here, as we try to deal with the challenges and issues of college sport today, are that we tend to – at least a lot of us do, I know I do – we tend to feel like we're being picked on, like people are taking shots at us. Or we tend to say, "You know, it's not us. It's not me. It's that other school. They do some things over there that people pick on. Or that other division over there, another sport, our sport doesn't have those problems. That sport does."

But the fact is that's a little too convenient for all of us. It's a little too easy, and we kind of shrug it off sometimes as just that's just life today. But the reality is some of the criticism, not all of it, of course, some of the criticism is justified. Some of the criticism has a kernel of truth to it even when it doesn't feel good.

We at these meetings here and as we go forward throughout 2018, we gotta look those problems straight in the eye, be honest with ourselves. We owe that to our students so we can make sure that wonderful activity continues going forward.

Now, when we see as we saw last fall, the damning charges of the U.S. attorney and the FBI come forward across all our headlines, those scream way louder than any good story we can put out there, because they have that kernel of truth underneath them. Scandals that call in question our commitment

to academic integrity make whatever praise we have of our highest graduation rates ring pretty hollow, and we have to recognize we can't dance around those things. We can't make excuses for it. We can't say our process is slow.

And we're going to get to that. We gotta stand up and recognize that nobody can stand by the side here. We're all in this one together. When we have issues like those, we have to stand up and say, "Yeah, that's a problem. We gotta fix that." That doesn't mean everything else is bad, but it means we gotta deal with the things that are real issues.

How do we do that? How do we respond? I think, first of all, by not retreating from it, not getting under our desks not hiding from it. By being forthright and by being true to the words that we use when we talk about college sports. We talk about it all the time. I talk about it all the time. If we say it's all about opportunity for our students, then, by golly, we ought to make sure it's all about opportunity for our students. If we say we're all about trying to make sure our students have academic success, then we gotta make sure that's what we stay focused on. If we say it's all about fairness and making sure everybody is treated the right way, then we need to deliver on that. If we say we're deeply committed to the student – our students' health and well-being – and we're going to do everything to make sure they're safe

and healthy and strong, then we gotta step up to the line and deliver on those things.

Now, those are easy things to say, but we need to talk in this convention a little bit tonight and throughout this convention about just how we get on with that. One of the ways that we do it isn't by just talking to ourselves. It's also by listening, especially listening to those who matter most. And those are our students.

I'm really pleased with what I've seen in my seven years now and the changes that have been made in each of our three divisions and across the Board of Governors to incorporate the voices of our students into the deliberations and the discussions and the decisions that are made, not just their voices but also their votes, so they now have stronger voices today than ever before.

Divisions II and III were a little bit ahead of Division I. Division I is now catching up. And last year the Board of Governors created a Student-Athlete Engagement Committee that's been making great strides in understanding what's on our students' minds.

I'm going to ask somebody to talk about that with me, and that's the inaugural chair of the Student-Athlete Engagement Committee and that's Alaina Woo.

Alaina, please come on up.

(Applause)

MARK EMMERT: Welcome. Thanks for joining us.

ALAINA WOO: Thanks for having me.

MARK EMMERT: Tell us what you're doing these days.

ALAINA WOO: I'm living in Boston. I graduated from Pomona College in Southern California. So I'm coaching basketball at Tufts. I studied public policy in college, so studying public policy and staying around basketball.

MARK EMMERT: How is your team doing?

ALAINA WOO: We're doing OK. We picked up a couple of recent losses.

MARK EMMERT: Bad coaching?

ALAINA WOO: I think it's the new assistant that they have.

(Laughter)

MARK EMMERT: We talk all the time about trying to stay connected to students, and I would like to hear, how do you see that issue? How are we doing on that front?

ALAINA WOO: I think, when we think about staying connected, we have to think about our identity as a student-athlete, and especially the student-athletes that are here at Convention. I think I speak for most of the people in the room when I say that our identity as student-athletes and our experiences are incredibly important to us. So I think feeling like administrators and professors and the NCAA

understands, that is really important. And I think that's really the intent of the Student-Athlete Engagement Committee.

And I don't know if everyone in here knows, but there are student-athletes from Division I, Division II and Division III, so I think it's an Association-wide committee. So I think it's a rare opportunity for student-athletes to have that direct line to the Board of Governors. And like I said, I was a public policy major, and I'm surprised by how often people craft policies or make changes without engaging the people that they're making the policies for. So I think it's so important that we engage student-athletes, as the NCAA moves forward doing things that are going to directly impact student-athletes.

MARK EMMERT: Yeah, you do know that was my field when I was a professor?

ALAINA WOO: Yes, I do.

MARK EMMERT: We will do a little quiz later.

One of the things that I always found challenging on campuses, and I'm sure everybody here does and we do inside the NCAA, is trying to have one group, big or small, represent the whole cross-section of college sports.

There's half a million students that come from every kind of background, that play every kind of sport. How do you make that work? What in your background do you think allows you to do that?

ALAINA WOO: Right. I think that's something that's really important, and I think we experience this as student-athletes, but we especially experience this as students. I think, you go off to college, and the idea is that it's going to be a dynamic, diverse experience where you're exposed to new perspectives.

So I think even standing up here, it's hard for me to speak on behalf of all student-athletes or even on behalf of the Student-Athlete Engagement Committee because everyone's experience is really different. I think we have found that despite having Division I, Division II and Division III athletes on this committee, that we have been able to find some common ground and some consensus. I think that really the job of a Student-Athlete Engagement Committee is to look at all the issues and to look at the diversity of experiences and decide what should our priorities be.

MARK EMMERT: Yeah. You know, related to that, again, I know from my own experiences here and on campus, especially right now, we all tend to – in the world of social media and communication bubbles – we all sort of live in our own self-referential communication bubble, I'm afraid to say.

It's hard to know what's really going on in the life of student-athletes. We can read this or read that, but trying to know what you guys care about and what's important is hard.

Do you think you guys are getting at that and being able to communicate it?

ALAINA WOO: Yeah, I think we're getting there. And I think you're touching on something we have talked a little bit about as a committee, I think. There is so much information, it's easy to ignore, but I think the intention and the priority of the Student-Athlete Engagement Committee is to look at all that and, again, to decide what is real and how is it being framed.

Sometimes you read about something and the content is incredibly important, but it's also who is involved in this conversation and who is being left out of this conversation. So I think there is a lot of important questions we ask, and I think, moving forward, we have to think critically about all the information and the news cycle and social media and everything that's out there. I think that's a real priority and a responsibility of the committee moving forward.

MARK EMMERT: Good. So you're rotating off. This is your last hurrah. What are your hopes? The committee has one year under its belt. What are your hopes for where this committee can go and what would you like to see when you come back with your national championship trophy?

ALAINA WOO: Right. I think there is a wonderful group of student-athletes who will continue to be on the

committee. So there are a couple of us rolling off, so I think they will want to stay engaged with the Board of Governors.

We've been working on a lot of the sexual violence stuff, and we were tasked with that from the Board of Governors. But I do think, moving forward, there is a lot of enthusiasm from the student-athletes to propose topics and issues and things that are affecting them in their daily lives. So I think it's going to be a two-way street, and I sense a genuine enthusiasm from the Board of Governors to suggest things they want feedback about from student-athletes, but also student-athletes taking the lead and taking the charge and suggesting to the Board of Governors, "Hey, these sorts of issues will really impact me, and I want to talk about them."

So I think there is genuine enthusiasm on both ends, and I'm really excited to see the committee capitalize on that.

MARK EMMERT: Good. Thanks for your hard work, and we appreciate you being with us tonight.

ALAINA WOO: Thanks for having me.

(Applause)

MARK EMMERT: So obviously one of the things that's critical for all of us is staying close to our students, understanding their needs, their concerns, things they're happy about, unhappy about and what their aspirations are.

When we see in the news or elsewhere, you know, that some group of students has, you know, expressed sometimes in a very loud voice something they're unhappy about and someone didn't know about it in advance, you didn't realize that this was an issue, that's a failure on our part. We gotta make sure we know what's happening on our campuses and our conferences and across the national scene.

And Alaina, what you guys are doing is a big help in the right direction, but we gotta stay on top of it.

I think the other pieces that we've gotta stay on top of that's closely related that's, again, something I say a lot, is to constantly remind ourselves that we're ultimately in the human development business. People know us by our big sporting events. But we're in the human development business. That's what universities and colleges do, and we do sports as a part of that activity inside that context. Remembering that and reminding ourselves of that and making it happen often is really, really hard. It's hard, I think, because in college sports – sports in general, but college sports in particular – there's enormous pressures that are sometimes, not always, but sometimes contrary to what we're trying to do and some of the espoused beliefs that we talk about. So we are all under pressure to win a game, win a season, win a championship. Alaina's already got it booked.

We're constantly under pressure to please alumni, donors, people that are supporting our school. As managers, we're always under pressure to balance a budget, figure out how to deploy scarce resources, how to generate resources. We're always under pressure to recruit more students or better students or a more diverse student body. And how do we do that while we're supporting our sports programs? Occasionally challenged by pressure to keep a kid on a field that maybe isn't feeling quite as good as she might want to feel.

Those pressures just don't always line up with all of our professed values, and that's kinda hard because then what happens is slowly, incrementally, we can drift away from those professed values. A little bit here, a little bit there, it's rarely that we take some big juncture over here and jump; it's usually incremental stuff that gets us over in the wrong place. It's one thing – and we all know this: It's one thing to make a decision here at a convention in a committee meeting room or any other room in this building. It's an entirely other thing to make it stick on game day when there is pressure on you. We have to fight against that drift because the core values of college sports are worth protecting. It's what allows half a million students to have the experience that they have.

And holding tight to those values doesn't mean being out of touch, doesn't mean being rigid, doesn't mean clinging

to some out-of-date concept. We've got to always keep current, but we can't abandoned our values while doing it. I get frustrated about hearing, well, you keep talking about values, and gee that value is outdated. I don't think that's true at all. But some of the ways we execute on those values could be outdated.

We can't run away from change. It's everywhere. It's swirling faster than ever before. Instead, we need to embrace it. We need to talk to our students, know what's changing in their lives, watch what's changing in technology, see what's going on with demographics with our student bodies in the future. We need to be the leaders in change, not getting whipsawed by it. That's our responsibility. But we have to do that by reminding ourselves that fundamentally this is about providing opportunities for our students to succeed.

We have to shape, you know, today's decisions, the one you're making this week while staying true to those aspirations and those values, but we also have to think about where we're going downstream as the world is changing around us. In the midst of, you know, that swirl, we've gotta plan, we've gotta look forward, we've gotta project.

Now, predicting what we can, in terms of what we do know and begin to consider how we might get ready for that change is a very difficult thing. But, you know, we know we can do this. If you look back, I don't know, 15 years ago,

this association came forward with a strategic plan, and it said, you know, we gotta look into the future. What are the things that are most important to us? And the consensus was we've got to increase our graduation rates across all three divisions. We've got to be more effective at getting students into school and graduating at the other end, not just keeping them eligible.

If you go back and track from when that process began to where we are today, it is a very steep line of graduation rates. That planning process wasn't some abstract, arcane activity. It was very real, and it guided us for an extended period of time.

Now, we know today there's a lot going on – big demographic changes. The students in five or 10 years will not look like the students today. We know that cultures change and society is changing and technology is changing. And some of those things are predictable; some of them aren't. We need to ask ourselves how is college sports going to fit into that environment in five years? That's sort of knowable. Ten years, getting kind of iffy out there. Beyond that, it gets pretty hard to project.

The bottom line is: We gotta ask how do we continue to guarantee opportunities to those half million students, and how do we plan for it now? Not a bureaucratic exercise. So the Board of Governors has begun an effort just this year, and

we've been talking about it in some of the meetings today to start planning for the future by having another strategic planning process.

That's going to be led by President Glen Jones, and I would like to ask Dr. Jones to join me on the stage right now. So join me in welcoming President Glen Jones from Henderson State University.

(Applause)

MARK EMMERT: First of all, tell everybody about your academic background because you're perfectly suited to this task.

GLEN JONES: I don't know about that, but I spent many years as professor of accounting. I got my first start in administration as the assistant to the president for diversity initiative, so I got promoted along the way, ended up being provost prior to my coming to Henderson State University, which is my alma mater. So I've had a chance to be there for six years now, leading my campus.

MARK EMMERT: So why should we be doing this? Most people are kind of scratching their head saying, strategic planning, that's a yawner. Why do we do this, and what's it going to do for us?

GLEN JONES: Think about the last plan done, 14 years ago. If you were to look at the Fortune 500 list, you would find within the top 50, Kmart was No. 32 that year, J.C.

Penney was No. 43, and there was a company struggling to regain its footing called Apple computers.

You fast forward to this year's list, J.C. Penny's is gone, Sears is nowhere near No. 32, and Apple has always been in the top 3 in the past decade, has always been the most profitable company in the world. If you look at 2004, the iPhone had not been invented, Facebook had not been founded, Instagram did not exist, YouTube did not exist.

MARK EMMERT: You're saying that like it's a bad thing.

GLEN JONES: Well, my point is, social media has changed everything. Android did not exist. It's changed the way we communicate, and quite frankly, it's changed the way we act.

Now is a great time for us, as we look at the changes that have occurred in society, you've talked about those, we're very cynical now. We're very anti-everything. So I would like to use this process as a time to really reestablish how we think, how we feel about this thing called the NCAA, to elevate the conversation surrounding it, among ourselves, first and foremost, but also to those external parties who don't quite believe in who we are and what we do.

Also, I think if you look at the issues of the day, they didn't exist 14 years ago. We weren't talking about diversity and inclusion. We were talking about affirmative

action, but not diversity and truly the benefits thereof. We weren't taking seriously discussions surrounding sexual harassment. Online gaming and gambling did not exist. So all these things have come on the horizon, and I think they've resulted in the NCAA being on the defensive and being very reactionary.

I want to use this as a process to propel us into the role of a leader and not just in terms of what we do within the Association but really bringing people together. And whether you're rich, poor, black, white, doesn't matter, people tend to come together and root for the red team on Saturdays. They tend to come together and for those two or three hours, whatever it may be, nothing else seems to matter.

So how do we use that to elevate and think about the way people feel about the NCAA? So why now? Why not now? I think it's a great opportunity. I think society is looking for a leader, and I think that's what we do best. And I think that's what all of us here do best, and how do we channel that energy into a collective force to advance the Association to all the things we hold near and dear?

MARK EMMERT: Good. You and I have talked a lot about this course, and I know you don't see strategic planning as a dry, bureaucratic thing that most people do.

I know you start from what are the core values. What do we want to be? How do you breathe life into this, and how do we make it, frankly, meaningful to everybody in this room?

GLEN JONES: I've got a dear friend in the audience, Steve Dorman, who introduced me to a book a few years ago which really typifies what I truly believe. It's called "Start With Why." So what is your why? What is our why? Why do we exist? Why are we here? Why have we invested our careers in this thing called athletics?

And this why has to be so compelling that it moves people to follow us and to join us. And when that why is not compelling, I think we become victims of cynicism and all the things you talked about. So I want to start with why – not how, when, where, who, but why. What's going to be our why, and I think that why has to be so compelling that when student-athletes hear it, they say, yes. When faculty hear it, they say yes. When legislators hear it, they say, yes, that's right. That's what they're about.

And I think for us we've lost some of that why, and I want to use this process to really establish that why and also use this process to help us communicate better. Throughout the Association, with any larger organization or all the communication gaps, with the general public, I think we've lost control of our narrative, and they're driving that narrative, and we're always reacting to it.

But I also want to use this process to create a compass. So where are we going as an association? If I were to ask you that question right now, the answers would be all over the place. I want to be crystal clear this is where we're going, doesn't mean we won't make adjustments along the way, doesn't mean things won't change. But we need to be clear on why we're here and then where we're going and what we hope to do.

But also I want to use this process to be the conscience of the organization, as well. We have a lot of difficult decisions to make, and we've made a lot of difficult decisions, as well. So being mindful of that process but having not just a document but having a place where we can go where our values live. But then also restating our values, revisiting our values, agreeing to our values. Because we can say this is important, but if our actions are different, then that undermines the whole process.

So to really begin the process of becoming a values-driven association – and the fact that we have our values established and written on a sheet of paper doesn't make us a values-driven organization. It just means we're an organization with our values written down on a piece of paper. But from our Board of Governors to the Committee on Infractions and everywhere in between, we should share that

value set. Every decision we make, we should be able to point back to we made this decision because of our values.

But also our values come to light when we're willing to look great opportunities in the eye and say, no, because that's not consistent with who we are, and that's not what we believe. So it gives us that opportunity to really take a step back, push the pause button, if you will, and reassess who we are and who we want to be, and also where are we going. And then we get into the how we get there and all those wonderful attributes.

MARK EMMERT: Yeah, so we're going to go through this process, going to spend a year, two, whatever it's going to take you. Going to have to work with –

GLEN JONES: Us.

MARK EMMERT: Us. Going to have to work with lots and lots of people in this room. In your mind, how do you know you've been successful with the plan? You're looking out 10 years. You can wait 10 years and look back, but while you're in the midst of that, how do you know this is having a meaningful impact?

GLEN JONES: We will have to put in markers and follow a plan. So as we set out our vision, where do we want to be, our mission, our objectives, what are the goals we are trying to reach along the way? We have to measure those, revisit those. So if we say it's important to see our

student-athletes graduate, that's great. But within that we have to look at all subsets of students. We know there are some sports where the success isn't as high. And among certain demographics, the success is almost nonexistent. So there is a lot of opportunity for us to revisit this. But as we look back and think about what are we going to measure, and making sure we remeasure and visit those things on a frequent basis is going to be important.

But also, as we think about strategic planning itself and bringing it alive and making sure we measure success, it's making certain that we can point to specific decisions where we've said we did this based upon our core values, we did this because we said this was important to us. So let's not just – it's not just a random series of decisions we're making, but they are coordinated behind our belief system.

MARK EMMERT: Good. So, um, y'all ready to saddle up with the president and carry on with this?

GLEN JONES: Absolutely.

(Applause)

MARK EMMERT: Good. Thank you, Glen. Thanks so much.

GLEN JONES: Appreciate it.

(Applause)

MARK EMMERT: So, you know, as I said, this is going to involve a lot of work and a lot of people in this room and

we're going to need all three divisions to put serious thought and energy into this. And if we do it right, as we just heard, this can be a very, very successful outcome.

But, you know, I want to go back to where I started. All the plans in the world don't work, as Glen just said, unless we've also got the courage of our convictions to go along with it. And a lot of times that requires – this is what associations are all about – this requires the ability to overcome, you know, near-term, parochial interests and issues and act when needed for the broader good. We all know this. This is Civics 101.

It's also true that that's how representative, self-governing systems like ours are supposed to work. At the same time we know they can be really slow, ponderous systems. It is hard to get consensus across 1,100 universities and colleges about what we should do and how we should do it, especially when the stakes are high.

But we gotta be really clear right now that there are some things we've to get on with. We've got to say, "Yep, we're going to deal with it." What we see with that FBI investigation is Exhibit A for demanding action. A coach allegedly who takes a bribe in order to steer a student, who has placed his trust in that coach, to steer that young man to a financial advisor who is going to bilk him out of money is

disgusting. It's corrupt. It's just wrong! And it feeds all the cynics.

We all saw these stories over the past few months, everybody saying, who is surprised, everybody knew this was going on. Of course they knew it was going on. It feeds into that.

We know it's not widespread like people assumed it was. We know what really goes on in the world, but that doesn't mean there aren't bad things out there in the world that we gotta deal with. And it makes everybody's job in this room harder. At present it doesn't matter what sport or what division you're in when there are things out there like that, it makes your job that much harder.

So we gotta respond to those things directly and forcefully, not nibbling around the edges, not saying, "Gosh, we'll do this, we'll do that." People don't want words. They want to see results from us. They want to see action. They want to see us do things.

With the Board of Governors and the DI board, we formed a commission to begin an investigation into what's going on here, gathering information and bring back to this group, this whole body, in April, a series of recommendations of how to address the most flagrant problems in Division I men's basketball. That commission is full of serious people. Condoleezza Rice is the real deal, and she and this whole team

of folks are working hard on these questions. Some of you are on the commission in this room.

They're going to bring a report in April, and we have to act on it. I know, again, there is no shortage of cynics. That when we formed a commission, they said, "Oh, right, that's what the NCAA does, form a commission, yadda, yadda, yadda, chat, chat, chat." We can't let that happen! We cannot let that happen! We've got to hear what they have to say. We've got to digest it, and we've got to act on it. We've got to have real, meaningful change put in place by tipoff next year.

All the decisions we make, we've got to recognize the realities of the current environment. We've got to solve today's issues, not yesterday's issues, today's issues, and we've got to do that by sticking with our values.

You just heard from two wonderful people and — three, because we heard from Julie, as well. We know what the values of this organization are, but we gotta act on them, too, even when it's hard.

And by the way, what's going on with the federal investigation isn't just a basketball problem; it's not a DI problem. It's our problem. We've got to fix it together. Nobody thinks it's going to be easy. In fact, I suspect it's going to be really hard. But we gotta get on with it.

So tonight I look forward to this coming April when we have a chance to demonstrate to the world that we're serious about what this enterprise is about. We're serious about this being about providing opportunities for young men and young women to be successful, not about all that other stuff. We've got to put our actions where our words are.

So I want to thank you in advance for the good work that you already have, I'm incredibly proud of what this group does. But we've got some more to do, and we've got to get on with it. We've got to pull up our socks and say, yep, there are changes to deal with. Let's do it. Let's get on with it. Let's show the world that we've got this. We're taking care of these young men and women, and we're going to make the opportunities for them go forward.

So thank you for your attention tonight. Thank you for your good, hard work. And let me invite Bud Peterson back up for one more word.

(Applause)

BUD PETERSON: Thanks, Mark. Great overview, appreciate your leadership all you've done. Glen, thank you. Alaina, thank you and what you've done for the student-athletes.

I'm proud of what we have been able to accomplish over the past year or two in the NCAA, some things, the full cost of attendance, the greater involvement of

student-athletes in the governance process. But I think you're right, this is a time where we have an opportunity between the recommendations that we're going to get from the Basketball Commission, the strategic planning process that Glen is going to lead for us, this is a time for us to really make some significant changes in what we do, to step back, as you've said, evaluate and assess what our core values are, make sure that the decisions that we're making, the directions that we're going and what we do here as part of the NCAA are consistent with those core values and the things that have made this such a great organization, the things that have had such a positive impact on intercollegiate athletics here in this country.

So Mark, thank you for your leadership, thanks for everything you've done. Thanks to all of you for being here and for everything that you do. You think about 1,100 institutions, 500,000 student-athletes across the country, is that -

MARK EMMERT: A little under that.

BUD PETERSON: And the impact that people in this room as coaches, as student-athletes, as academic administrators, the impact that we have on the young people in this country is just remarkable. We've got to continue to work to try to improve that as we go forward.

So thank you very much, Mark.

MARK EMMERT: Thank you.

(Applause)

BUD PETERSON: So we will post some of the highlights from this session and they will be available at ncaa.org. And immediately following the session, the delegates reception will take place at the Westin Hotel. I want to thank you for attending this convention.

And I formally declare this session adjourned.