JANUARY 17-18, 2018
INDIANAPOLIS
Welcome

Debbie Heida
Vice President Of Student Affairs
Berry College
Purpose

• Engage ADR in best practices to oversee athletics.
• Improve relationships on campus and with peer ADRs.
• Enhance ADR effectiveness at campus, conference and national levels.
Institute Theme

Leading and Managing: Integration of Athletics in Institutional Contexts
1. ADRs should report directly to the president.
2. Ongoing communication.
3. Presidential communication.
4. Engage at the campus level.
5. Engage faculty athletics representatives.
6. Engage at the conference level.
7. Engage at the national level.
8. Shared practices and networking.
Review Objectives and Agenda

Leah Kareti
NCAA Division III Governance Contractor
Objectives

- Empower ADRs with best practices
- Create communications triad
- Increase number of institutions that engage the ADR
- Increase involvement in conference business
- Enhance role at multiple levels to support president
- Build strong faculty and staff advocacy for the DIII model
- Increase awareness of NCAA resources
- Increase self nominations for committee service
- Increase opportunities for ADR networking
- Increase ADR attendance at NCAA Convention
- ADR Institute
## Wednesday, January 17

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>2 p.m.</td>
<td>Opening Session</td>
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<tr>
<td>3 p.m.</td>
<td>Division III Philosophy</td>
</tr>
<tr>
<td>3:30 p.m.</td>
<td>Break</td>
</tr>
<tr>
<td>3:45 p.m.</td>
<td>A Day in the Life of a Division III Student-Athlete</td>
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<tr>
<td>4:35 p.m.</td>
<td>Enrollment Perspective on Athletics</td>
</tr>
<tr>
<td>5:30 p.m.</td>
<td>Reception</td>
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Note: The NCAA Honors Celebration begins at 6 p.m.
# Thursday, January 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8 a.m.</td>
<td>Welcome and Networking Activity</td>
</tr>
<tr>
<td>8:30 a.m.</td>
<td>NCAA 101: Division III Governance and Committee Service</td>
</tr>
<tr>
<td>9:00 a.m.</td>
<td>Creating Inclusive Athletics Departments</td>
</tr>
<tr>
<td>10:00 a.m.</td>
<td>Break</td>
</tr>
<tr>
<td>10:15 a.m.</td>
<td>Athletics Budgeting</td>
</tr>
<tr>
<td>11:20 a.m.</td>
<td>Break</td>
</tr>
<tr>
<td>11:45 a.m.</td>
<td>ADR Luncheon and Workshop: Conducting Meaningful Personnel Evaluations for Athletics</td>
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Thursday, January 18

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<tr>
<td>1:15 p.m.</td>
<td>Communicating Effectively Across the Athletics “Triad”</td>
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<tr>
<td>2 p.m.</td>
<td>Division III Athletics Conference 101</td>
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<td>Compliance Concepts and Division III Rules for ADRs</td>
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<tr>
<td>3:30 p.m.</td>
<td>NCAA Institutional Performance Program</td>
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<tr>
<td>3:45 p.m.</td>
<td>Address Parking Lot, Final Questions and Key Takeaways</td>
</tr>
<tr>
<td>4 p.m.</td>
<td>Institute Concludes</td>
</tr>
</tbody>
</table>
REVIEW NOTEBOOK CONTENT
MEET YOUR COLLEAGUES

Make a list of 10 things your tablemates have in common.
Three-Minute Interviews

1. What do you hope to get out of the Institute?
2. One thing you are proud of related to your role as ADR.
3. What is a funny story related to your role as ADR?

Introduce your partner to the table.
Boards in the Room

1. Collecting Good Ideas.
   – Take home idea page in notebook.
   – Leave the best ones on cards on the table.

2. Parking Lot.
DIVISION III PHILOSOPHY

President Marjorie Hass,
Rhodes College
BREAK
A DAY IN THE LIFE OF A DIVISION III STUDENT-ATHLETE
NCAA Division III Identity
How would you describe the relationship between athletics and faculty on your campus?

1. Most faculty members appreciate athletics and recognize what it brings to the campus.

2. Athletics staff and faculty seem to butt heads when it comes to missed class time and other academic issues.

3. There is a serious divide between athletics and faculty – help me fix it!
Panel Introductions

- Sean Cain, Adrian College
- Chris Deddo, SUNY Maritime College
- Ryan Grizzard, DePauw University
- Allison Lund, DePauw University
- Megan Warren, Defiance College
ENROLLMENT PERSPECTIVE ON ATHLETICS
THEMES

Changing Landscape of Enrollment in Higher Ed

Natural Tensions Around S/A Subpopulation

Demystifying the Decision to Add or Drop Sports

Managing Roster Management

Athletics and Admissions Integration

PANEL

David Ellis, Executive VP and CFO, Becker College

Mike Frantz, ADR and VP for Enrollment, Buena Vista University

Eva Chatterjee-Sutton, VP for Student Life, ADR Washington & Jefferson College

Terry Rupert, AD/VP for Athletic Administration, Wilmington College
The Changing Landscape of Enrollment in Higher Ed

• Demographics – especially in the Northeast.

• Traditional private college financial model is unsustainable.

• Colleges are going out of business and many exist with extremely low student enrollments.
The Changing Landscape of Enrollment in Higher Ed

• Discount rate (merit aid) “insanity”.

• Tension between accepting students you would not normally admit and/or discount the price at even higher levels.

• And when institutions do – what additional funds must be invested in support services – early warning systems?
The Changing Landscape of Enrollment in Higher Ed

• Addressing what could be an institutional Division III “myth” – add athletics teams and increase enrollment.

• Financial investments necessary to compete- facilities & plant.

• Students/families deposit at multiple institutions.

• Difficulty of academic majors that make it difficult to participate – Theater Arts, Culinary, Nursing…coupled with desire to graduate faster than the “usual” four years.
DISCUSSION

• Do you experience continued parental perceptions of DIII athletic scholarships?

• How does your responsibility for athletics impact resource allocation for student recruitment (new and upper-class)?
Natural Tensions Around SA Subpopulation

• They are only here to play their sport.

• The tale of the class schedule and the volleyball schedule.

• The pool. We can do that?

• Voice, but no vote on admissions and financial aid decisions.
Natural Tensions Around SA Subpopulation

• How can School X do that?
• Do your coaches have offices close to one another? How’s that working for you?
• When roster sizes grow, so do gross numbers of incidents.
• Coaches are pushy, um I mean, competitive.
Natural Tensions Around SA Subpopulation

DISCUSSION

• What cross functional tensions or tense situations have you faced and how have you successfully handled them?
Demystifying the Decision to Add/Drop Sports

• Rationale/goal for change.
• Data needed to guide decision.
• Process.
• Communication.
• Assessment.
Demystifying the Decision to Add/Drop Sports

DISCUSSION

• Adding Sports: How do you set realistic expectations for the impact of additional “bodies” that may enroll?

• Dropping Sports: How do you manage internal and external communications regarding the decision to drop a sport?
Managing Roster Management

• Who should be involved in this conversation?

• Factors for determining size of squads.

• Right size??? Wants vs. Needs

• RETENTION
Let us not forget!
The Student-Athlete Experience
Managing Roster Management

DISCUSSION

• Is your institution effectively managing its teams’ rosters?

• What’s working?
Athletics and Admissions Integration

• Recruiting Interns.

• Incentives and Disincentives for various roster sizes.

• Joint positions between admissions and athletics.
Athletics and Admissions Integration

DISCUSSION

• Give an example where you have effectively built bridges between athletics and admissions that have enhanced enrollments and roster sizes and one example where you have work to do.
TAKE HOME IDEAS
PAGE, CARD, BOARD
RECEPTION
WHITE RIVER BALLROOM G-H
WELCOME BACK!
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Division III Governance and Committee Service                     |
| 9 a.m.  | Creating Inclusive Athletics Departments                             |
| 10 a.m. | Break                                                                |
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Let’s Get Real!

- What is your greatest challenge as ADR?
- Write it on the index card.
- Stand up and pass card around; Give the card away and get another and continue.
- When I say stop, find a partner. Review cards.
- Distribute 7 points between the 2 cards.
- Write the value on the back of the card.
- Repeat the process.
NCAA 101
GOVERNANCE AND COMMITTEE SERVICE

LOUISE MCCLEARY,
NCAA MANAGING DIRECTOR OF DIVISION III
Session Objectives

• Gain an understanding of intercollegiate athletics at the national level – composition, governance structure and resources. (ADR Institute Objective #1)

• Learn about NCAA committee service.
Agenda

• Composition of the NCAA.
• Governance Structure.
• NCAA Engagement and Committee Service.
• Communication Resources.
• Questions and Comments.
Composition of Division III

- Total members: 451 (443 active)
- Student-athletes: 194,000+
- Conferences: 43
DIII Organizational Structure

FIGURE 4-1
Division III Organizational Structure

Division III Presidents Council
(18)

Division III Administrative Committee
(5)

Division III Management Council
(21)

Division III Championships Committee
* (9)
Division III Financial Aid Committee
(12)
Division III Committee on Infractions
(5)
Division III Infractions Appeals Committee
$ (5)
Division III Interpretations and Legislation Committee
(8)
Division III Membership Committee
(10)
Division III Nominating Committee
(8)
Division III Strategic Planning and Finance Committee
(13)
Division III Student-Athlete Advisory Committee
**
Division III Committee on Student-Athlete Reinstatement
(6)

() Represents the number of individuals who will serve on this committee.
* All Division III sports committees report to the Division III Championships Committee. The following are common committees with playing rules and championships administration responsibilities — Women’s Bowling, Men’s and Women’s Rifle, Men’s and Women’s Skiing, Men’s and Women’s Swimming and Diving, Men’s and Women’s Track and Field, Men’s and Women’s Water Polo and Wrestling.
** The size of the committee depends on the number of Division III conferences (see Bylaw 21.9.5.10).
$ The Division III Infractions Appeals Committee shall hear and act on an institution’s appeal of the findings of major violations by the Division III Committee on Infractions.

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Session Objective and Takeaways

ADR Best Practice #7:

- **Engage** at the national level.
- Stay informed with national and athletics issues.
- Attend the NCAA Convention. (ADR Institute Objective #10)
NCAA Engagement

- Communication.
- Committees.
- Convention.
- Events.
Communication Resources (ADR Institute Objective #7)

ELECTRONIC
- Division III Monthly Update
- Governance Summary of Actions

FACE-TO-FACE
- NCAA Convention

VIDEO
- Division III Monthly Update

WEB
- NCAA.org

SOCIAL MEDIA
- Division III Facebook
- Division III Twitter
- Division III YouTube Channel

PRINT
- NCAA Champion Magazine

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**NCAA Resources** *(ADR Institute Objective #7)*

**Student-Athlete**
- Career in Sports Forum
- Student Immersion Program and Career Next Steps (DIII)
- Student-Athlete Leadership Forum
- Kaplan Test Prep Services

**Interns and Graduate Assistants**
- NCAA Postgraduate Internship Program
- NCAA Emerging Leaders Seminar
- DIII Ethnic Minority and Women’s Internship Grant Program
NCAA Resources (ADR Institute Objective #7)

Administrators and Coaches.
- New Athletics Director Orientation.
- Life Skills Symposium.
- NCAA Leadership Institute & Symposium.
- Senior Woman Administrator Program (DIII).
- NCAA Pathway Program.
- Institute for Administrative Advancement (DIII).
- Coaches Academies.
Committee Service (ADR Institute Objective #9)

• Self-nominate or be nominated.

• Four-year term limits.
  o Management Council (2 guaranteed positions).
  o Strategic Planning and Finance.
  o Membership Committee.
  o Working Groups.
Questions
CREATING INCLUSIVE ATHLETICS DEPARTMENTS
DIVISION III DIVERSITY AND INCLUSION
SNAPSHOT OF ATHLETICS CONSTITUENTS

ATHLETICS DIRECTORS
7% (31) ETHNIC MINORITY
31% (142) FEMALE

COACHES
12% (3,217) ETHNIC MINORITY
28% (7,734) FEMALE

STUDENT-ATHLETES
21% (44,310) ETHNIC MINORITY
42% (80,434) FEMALE

OVERALL
20% (44,658) ETHNIC MINORITY
40% (88,310) FEMALE

Source: NCAA sports sponsorship and demographic forms
BILL KIBLER
PRESIDENT
SUL ROSS STATE UNIVERSITY
Maximizing Affiliations

- Affiliation Opportunities
  - NCAA Grant Opportunities
  - Institutional Opportunities
Lens on Self

- Utilize a Program Review to get a Climate read
  - Opportunity for Recruitment & Growth
  - Opportunity for Departmental Training & Development
  - Opportunity for Student Athlete Support

DIVISION III
#WHYD3
Connection & Reach

• Strategic Representation on Committees
  – Representation in Recruitment/Retention Committees
  – Representation in College Committees (i.e., CARE Team)
  – Student Athlete Representation on Student Gov. and Committees
DONNIE BROOKS
DIRECTOR OF ATLETICS
MILLSAPS COLLEGE
Millsaps at a Glance

- Jackson Mississippi (Capitol City)
- Conference: Southern Athletic Association
- Undergraduate Enrollment: 860
- Small Liberal Arts College w/ Accredited Business School
- 18 varsity Sports, Students-Athletes Represent 45% of the student population
Diversity and Inclusion

- Diversity of Undergraduate Population:
  - 24% Pell eligible
  - 29.2% Students of Color,
  - Largest Underrepresented Group: 13% African American
- Diversity of Jackson: 83% African American, second amongst US cities with the highest percentage of African-Americans
- Diversity of Student Athletes: 24% Underrepresented students
- Upon my arrival in Fall 2016: 0 coaches or athletics staff of color
Challenges We Are Facing

Inclusion Vs Climate

– House Bill 1523
– Presidential Election
Inclusion in Action: The Plan

– Define it, set goals and get to work?
– Diversifying and creating an inclusive department won’t be easy or perfect.
– Identifying barriers and knocking them down.
– Prepare for the costs of diversity and inclusion.
– Prepare for resistance, inclusion means change!!
– Need help facilitate the tough conversations.
– Correct it when you hear it!
Continued Support

• Coaches teaching each other.
• How does diversity and inclusion connect to your core values?
• Additional support from campus partners.
MIRIAM MERRILL
ASSOCIATE AD/SWA
HAMILTON COLLEGE
Campus Information and Overview

- Hamilton College
  - Central New York (50 minutes east of Syracuse)
  - FT Enrollment: 1850
  - Conference: New England Small College Athletic Conference (NESCAC)
Campus Information and Overview

- Hamilton College
  - Institutional profile: Hamilton College is committed to providing a place for students to study what they love and be who they are.
    - Open Curriculum
    - Need-Blind Admissions Decisions
Ways to Create an Inclusive Environment

• Manage Bias.
• Challenge organizational structures that may inhibit progress for people with marginalized identity.
• Diversify Networks.
Manage Bias

• IAT Test
• Conversation with search committee
Challenge Organizational Structures

• Post both men’s and women’s coach postings on gender-specific websites.
Challenge Organizational Structures

• Understand the distinct needs of coaches with marginalized identities.
  – Gender, person of color, ability, sexuality, etc.

• Be willing to support those identities.
Challenge Organizational Structures

- Evaluate hiring process to reduce homologous reproduction.
Diversify Networks

• Minority Opportunities Athletic Association (MOAA)
  – Symposium: June 27-28 (Washington, D.C.)

• Women Leaders in College Sports
  – National Convention: Oct. 14-16 (Atlanta, GA)

• NCAA DIII Diversity Database

• Mentor
Q&A Discussion
BREAK
IS THE ATHLETICS BUDGET A UNICORN?

Stevie Baker-Watson
Associate Vice President for Campus Wellness and Theodore Katula Director of Athletics and Recreational Sports
DePauw University

Tim Millerick
Vice President for Student Affairs & Athletics
Austin College

DIVISION III
#WHYD3
Systems to Hold Us Accountable

• How did we spend our money in the past? 4 year rolling average
• How do we want to spend our money in the future? Guiding Financial Philosophies
• Who and where will we compete? Coach Worksheet
• How are we spending our money now? Zero Based Budget Tool
• Where can we consolidate resources? Values Matrix
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</thead>
<tbody>
<tr>
<td>Athlete Director</td>
<td>$200,000</td>
<td>$167,950</td>
<td>$254,010</td>
<td>$174,315</td>
<td>$202,953</td>
<td>$200,000</td>
<td>Increase due to increase in full scholarship ($1K to $15K), conference dues and telephone charges.</td>
</tr>
<tr>
<td>Athletic Director/NCAC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>To be used for costs of participating in the NCAC conference tournaments.</td>
</tr>
<tr>
<td>Athletic Training (Sports Med)</td>
<td>$94,000</td>
<td>$20,000</td>
<td>$23,452</td>
<td></td>
<td>$30,000</td>
<td>$30,000</td>
<td>Approximately 20% increase in products that contain hydrocortisone. Beginning FY 2012, had received a $30,000 allocation from LAX to cover increased costs due to new LAX teams.</td>
</tr>
<tr>
<td>Baseball</td>
<td>$50,000</td>
<td>$60,000</td>
<td>$63,000</td>
<td>$80,000</td>
<td>$85,000</td>
<td></td>
<td>Had been utilizing $45K for meals. 2012-2013 budget did not include travel to NCAC tournament. Does play a limited JV schedule.</td>
</tr>
<tr>
<td>Men's Basketball</td>
<td>$60,000</td>
<td>$63,000</td>
<td>$63,000</td>
<td>$63,000</td>
<td>$65,000</td>
<td></td>
<td>Opened up $4K recruiting. Provides $200 meal on the road. Has 100% travel during fall break and winter break. 2012-2013 budget did not include travel to NCAC tournament.</td>
</tr>
<tr>
<td>Women's Basketball</td>
<td>$70,000</td>
<td>$63,000</td>
<td>$63,000</td>
<td>$65,000</td>
<td></td>
<td></td>
<td>Uniforms are 5-7 years old. Must travel more to play adequate competition. Has to pay for meals during fall break and winter break. 2012-2013 budget did not include travel to NCAC tournament.</td>
</tr>
<tr>
<td>Men's Cross Country</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$15,000</td>
<td>$17,000</td>
<td>$17,000</td>
<td>Increase in forecasting.</td>
</tr>
<tr>
<td>Women's Cross Country</td>
<td>$11,000</td>
<td>$11,000</td>
<td>$11,000</td>
<td>$11,000</td>
<td>$11,000</td>
<td></td>
<td>Increase in forecasting.</td>
</tr>
<tr>
<td>Field Hockey</td>
<td>$42,000</td>
<td>$38,000</td>
<td>$38,000</td>
<td>$43,000</td>
<td>$42,000</td>
<td>$42,000</td>
<td>2012-2013 budget did not include travel to NCAC tournament. Needs to travel nationally because closest schools are conference opponents. Increase in recruiting.</td>
</tr>
<tr>
<td>Football</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td></td>
<td></td>
<td></td>
<td>Increase in forecasting.</td>
</tr>
<tr>
<td>Men's Golf</td>
<td>$20,000</td>
<td>$18,750</td>
<td>$21,250</td>
<td>$18,750</td>
<td>$30,000</td>
<td>$30,000</td>
<td>Travel fee for 15-18 times DaPaau and Masbash are hosting NCAC tournament.</td>
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<tr>
<td>Women's Golf</td>
<td>$18,000</td>
<td>$18,750</td>
<td>$21,250</td>
<td>$18,750</td>
<td>$30,000</td>
<td>$30,000</td>
<td>Travel fee for 15-18 times DaPaau and Masbash are hosting NCAC tournament.</td>
</tr>
<tr>
<td>Men's Lacrosse</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$60,000</td>
<td>$55,000</td>
<td></td>
<td>Increased travel to play adequate competition. Increased recruiting to develop program. Officials, as a group, average $900 per home game.</td>
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<tr>
<td>Women's Lacrosse</td>
<td>$67,000</td>
<td>$66,000</td>
<td>$66,000</td>
<td>$57,450</td>
<td></td>
<td></td>
<td>Increased travel to play adequate competition. Increased recruiting to develop program. Officials, as a group, average $900 per home game.</td>
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</table>
Guiding Financial Philosophies for Coaches

- Scheduling Opponents
- Uniforms/Participant Costs
- Personal Protective Equipment and Sport Tools

- Travel
- Extended Travel
- Awards
- Officials
- General Costs Related to Home Competition
<table>
<thead>
<tr>
<th>Date (mm/dd/yy)</th>
<th>Location (H or A)</th>
<th>Opponent (full name)</th>
<th>Time of Contest</th>
<th>If away...</th>
<th>expected departure</th>
<th>If home...</th>
<th>Cost of officials</th>
</tr>
</thead>
<tbody>
<tr>
<td>02/21 &amp; 02/22/15</td>
<td>A</td>
<td>At Washington University- St. Louis; Opponents TBD- 4 game tournament</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>08/07 &amp; 08/08/15</td>
<td>A</td>
<td>At Emory University; Opponents TBD-4 game tournament</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>02/14/15</td>
<td>H</td>
<td>Trine University</td>
<td>1:00pm; 3:00pm</td>
<td></td>
<td>02/19/15</td>
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<tr>
<td>02/22/15</td>
<td>A</td>
<td>Salisbury University</td>
<td>1:00pm; 3:00pm</td>
<td>02/21/15</td>
<td>02/22/15</td>
<td></td>
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<tr>
<td>02/24/15</td>
<td>A</td>
<td>Christopher Newport University</td>
<td>2:00pm; 4:00pm</td>
<td></td>
<td>02/21/15</td>
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<tr>
<td>03/26/15</td>
<td>A</td>
<td>Lynchburg College</td>
<td>1:00pm; 3:00pm</td>
<td></td>
<td>03/21/15</td>
<td></td>
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</tr>
<tr>
<td>03/28/15</td>
<td>A</td>
<td>Kenyon College</td>
<td>1:00pm; 3:00pm</td>
<td></td>
<td>03/27/15</td>
<td></td>
<td>310</td>
</tr>
<tr>
<td>03/31/15</td>
<td>H</td>
<td>Denison University</td>
<td>3:30pm; 5:30pm</td>
<td></td>
<td>04/01/15</td>
<td></td>
<td>310</td>
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<tr>
<td>04/04/15</td>
<td>A</td>
<td>Hirom College</td>
<td>1:00pm; 3:00pm</td>
<td></td>
<td>04/03/15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>04/08/15</td>
<td>A</td>
<td>Ohio Wesleyan University</td>
<td>3:30pm; 5:30pm</td>
<td></td>
<td>04/08/15</td>
<td></td>
<td></td>
</tr>
<tr>
<td>04/11/15</td>
<td>H</td>
<td>Oberlin College</td>
<td>1:00pm; 3:00pm</td>
<td></td>
<td>04/11/15</td>
<td></td>
<td>310</td>
</tr>
<tr>
<td>04/18/15</td>
<td>H</td>
<td>Allegheny College</td>
<td>1:00pm; 3:00pm</td>
<td></td>
<td>04/17/15</td>
<td></td>
<td>310</td>
</tr>
<tr>
<td>04/22/15</td>
<td>A</td>
<td>Wittenberg University</td>
<td>3:30pm; 5:30pm</td>
<td></td>
<td>04/22/15</td>
<td></td>
<td>310</td>
</tr>
<tr>
<td>04/25/15</td>
<td>H</td>
<td>College of Wooster</td>
<td>1:00pm; 3:00pm</td>
<td></td>
<td>04/24/15</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Zero Based Budget Worksheet

<table>
<thead>
<tr>
<th>Item</th>
<th>2016-2017</th>
<th>Requested</th>
</tr>
</thead>
<tbody>
<tr>
<td>Misc Revenue</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Admin/Office Expense</td>
<td>$ 50.00</td>
<td>$</td>
</tr>
<tr>
<td>Equipment, Ath</td>
<td>$ 1,839.00</td>
<td>$</td>
</tr>
<tr>
<td>Uniforms</td>
<td>$ 2,472.00</td>
<td>$</td>
</tr>
<tr>
<td>Travel, Employee</td>
<td>$ 2,125.00</td>
<td>$</td>
</tr>
<tr>
<td>Recruiting</td>
<td>$ 6,250.00</td>
<td>$</td>
</tr>
<tr>
<td>Housing/Hotels</td>
<td>$ 12,000.00</td>
<td>$</td>
</tr>
<tr>
<td>Meals</td>
<td>$ 15,210.00</td>
<td>$</td>
</tr>
<tr>
<td>Transportation</td>
<td>$ 15,250.00</td>
<td>$</td>
</tr>
<tr>
<td>Equipment Rent/Lease</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Maint/Repair Equipment</td>
<td>$ 100.00</td>
<td>$</td>
</tr>
<tr>
<td>Permanent Equipment</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Outside Services</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Printing</td>
<td>$ 50.00</td>
<td>$</td>
</tr>
<tr>
<td>Copyer</td>
<td>$ 250.00</td>
<td>$</td>
</tr>
<tr>
<td>Books/Subscription</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Memberships</td>
<td>$ 180.00</td>
<td>$</td>
</tr>
<tr>
<td>Postage</td>
<td>$ 75.00</td>
<td>$</td>
</tr>
<tr>
<td>Recognition/Appreciation</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Officials</td>
<td>$ 2,170.00</td>
<td>$</td>
</tr>
<tr>
<td>Participant Costs</td>
<td>$ -</td>
<td>$ -</td>
</tr>
</tbody>
</table>

**TOTAL** $ 58,223.00

---

2018 CONVENTION | INDIANAPOLIS
### Zero Based Budget Worksheet, detail

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flight for NFCA Conference- Head Coach</td>
<td>$350.00</td>
</tr>
<tr>
<td>Flight for NFCA Conference- Asst Coach</td>
<td>$350.00</td>
</tr>
<tr>
<td>Hotel for 2 Coaches for 4 nights at NFCA Conference</td>
<td>$520.00</td>
</tr>
<tr>
<td>Baggage fee for 2 Coaches for 2 flights</td>
<td>$100.00</td>
</tr>
<tr>
<td>Taxi Fare to and from Airport</td>
<td>$40.00</td>
</tr>
<tr>
<td>Rental Car for NFCA Conference</td>
<td>$380.00</td>
</tr>
<tr>
<td>NFCA Conference Cost- Head Coach</td>
<td>$400.00</td>
</tr>
<tr>
<td>NSCA Conference Cost- Asst Coach</td>
<td>$325.00</td>
</tr>
<tr>
<td>NSCA Conference Cost- Prof Member</td>
<td>$220.00</td>
</tr>
<tr>
<td>Total</td>
<td>$2,135.00</td>
</tr>
<tr>
<td>Description</td>
<td>Cost</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Do not pay for meals for off-campus recruiting unless there is an overnight stay involved.</td>
<td>$ (10,000.00)</td>
</tr>
<tr>
<td>Decrease off-campus recruiting</td>
<td>$ (50,000.00)</td>
</tr>
<tr>
<td>Eliminate GA positions</td>
<td>$ (150,000.00)</td>
</tr>
<tr>
<td>Eliminate paid assistant positions</td>
<td>$ (50,000.00)</td>
</tr>
<tr>
<td>No expenses for volunteer coaches</td>
<td>$ (6,000.00)</td>
</tr>
<tr>
<td>No midweek overnights for competition</td>
<td>$ (4,000.00)</td>
</tr>
</tbody>
</table>
What It Looks Like Today …
Keys To Success

• Budget management must be a priority – develop a monitoring system that is pro-active and not reactive.
• Engage your staff, and be transparent, as much as possible.
• Be creative whenever possible.
• Ask for help.
Generating Revenue

- Student and University Fees.
- Institutional Aid/Assistance (operating budget).
- Fundraising.
- Facility Rentals (income).
Fundraising

• Operating budget relief or budget enhancement?
• Department wide.
• Program specific.
• How will you spend the money? Are you transparent?
• Yearly goals – ask for campaign specific items.
• Vendors, parents, activities.
Questions
TAKE HOME IDEAS
PAGE, CARD, BOARD
ADR LUNCHEON
WHITE RIVER BALLROOM E
COMMUNICATING EFFECTIVELY ACROSS THE ATHLETICS “TRIAD”
Framingham State University Panel

- Javier Cevallos, President.
- Dale Hamel, Executive VP for Administration, Finance and IT/ADR.
- Thomas Kelley, AD.
- Contributions made by Michael Harrison, Associate Professor/FAR.
CONTEXTUAL OVERVIEW
CASE STUDY
WRAP UP
DIVISION III ATHLETICS
CONFERENCE 101
Governance Structure

Presidential Group
- President/Chairperson
- Other Executive Committee

Council of Directors of Athletics
- Chairperson
- Secretary/Treasurer
- Other Executive Committee

Faculty Athletics Representatives
Senior Woman Administrators
Student-Athlete Advisory Committee

Other Groups
- Athletics Direct Reports
- Sports Information Directors
- Head Athletic Trainers
- Sport Committees

Conference Staff

Commissioner/Executive Director
Assistant/Associate Commissioner(s)

Conference Business

- Membership
- Budget
- Policy Development & Implementation
- Public Relations/Marketing
- Meeting Organization
- Contest Scheduling
- Championships
- Rules Compliance
- Committee Representation
- Grant Management
- Other Duties as Assigned

Overview of Conference Structure
Key Areas of Influence for ADRs

- **Budget**
  - Staffing Support
  - Travel/Transportation
  - Membership Dues

- **Rules Compliance**
  - Interpretive Process
  - Violation Reporting

- **Communication**
  - Understanding
  - Departmental Needs
  - “Carrying the Torch” for the Department
5 Tips for Effective Conference Engagement

• Begin on the campus level.
• Look for opportunities to engage with Commissioner & Conference Staff.
• Get to know ADR colleagues.
• Understand the Conference Membership Profiles and Regional Landscape.
• Stay informed about national issues.
Division III Athletics Conference Office 101

Q&A

OPPORTUNITIES?
FINAL BREAK
ANY MORE IDEAS TO SHARE?
COMPLIANCE CONCEPTS AND DIVISION III RULES FOR ADRS
Agenda

• Staying Compliant
• Division III Rules
• Activity
• Institutional Performance Program
Communication Across all Campus Constituencies
MOST FREQUENTLY VIOLATED RULES
DIVISION III INFRACTIONS PROCESS

Across Divisions I, II and III, there are more than 5,800 rules. Obviously, the enforcement staff encounters violations of certain rules more than others. To aid compliance efforts at Division III member colleges and universities, frequently violated rules are noted below. This information highlights areas in which schools have been most likely to encounter violations in recent years. The information may also be used as a resource for schools looking to audit areas of potential noncompliance.

TOP 5 SECONDARY VIOLATIONS IN DIVISION III

17.1.5 – Out-of-season athletically related activities
14.1.8.1 – Full-time enrollment
16.8.1.2 – Expenses provided during competition while representing the institution
13.02.11 – Electronic transmissions to prospective student-athletes
14.1.3.1 – Failure to complete the Student-Athlete Statement

[URL: ncaa.org/sites/default/files/enforcementhandouts_DIII_RulesViolated.pdf]
Preferential Treatment
Offers and Inducements

- A+ School Work
- Money
- Car
Extra Benefits
PSA or SA
( Relatives or Friends)

• Benefit?
• Who?
Financial Aid

- Institutional scholarships and grants.
- Financial aid from outside sources.
- Athletics staff involvement policies.
When was the last time your institution performed a scholarship and grant audit?
Financial Aid

• Are your student-athletes receiving financial aid based on their athletics participation?
• Are your financial aid procedures the same for all students?
• Is financial aid from outside sources reported to your institution’s financial aid office?
Student-athletes are permitted to receive financial aid from outside sources that consider athletics, provided:

– The award is made on only one occasion (but may be disbursed over multiple years);
– The donor of the aid shall not limit the recipient’s choice of institutions to a specific institution; and
– The donor of the award is not connected to the recipient’s institution.
Financial Aid – Athletics Staff Involvement

• Shall not arrange or modify the financial aid package.
• Prohibited from serving on member institution’s financial aid committee.
• Prohibited from being involved in any manner in the review of the institutional financial assistance to be awarded to a student-athlete.
Staying Compliant with NCAA Division III Financial Aid Requirements

This resource is intended to facilitate communication across all campus constituencies (e.g., director of athletics, director of financial aid, development office, admissions office and athletics compliance) with a role in the institution's financial aid awarding process. The NCAA Division III Financial Aid Committee recommends that Division III institutions engage in these conversations regularly to help ensure compliance with Bylaw 15.

Please have the following resources on hand for all discussions:
- NCAA Division III Manual – Bylaw 15: Financial Aid
- Annual Financial Aid School Profile Report
- Institutional Financial Aid Policies and Procedures
- Institutional Awards Applications and Descriptions
- NCAA Division III Financial Aid Reporting Program Policies and Procedures Worksheet

Guidelines to a Consistent Financial Aid Package:

1. Financial aid cannot be granted based on a student-athlete's athletics participation. This means institutions should not consider athletics leadership, ability or performance when formulating a financial aid package. [Bylaw 15.4.1(a)]

Discussion Questions:
- Is the financial award based on the student-athlete’s financial need?
- What criteria are used for awarding non-need based aid?
- Do we have a non-need based award policy?
- Is there an application process for non-need based awards?

3. The financial aid packages for student-athletes should resemble similar packages offered to non-athletes. [Bylaw 15.4.1(c)]

Discussion Questions:
- Do student-athletes appear to receive preferential financial aid packaging?
- Do specific athletics teams appear to benefit from preferential, specific institutional awards or grants?

4. The total award amount given to student-athletes compared to the total award amount given to the overall student population should be proportionate to the number of student-athletes compared to the overall student population. [Bylaw 15.4.1(d)]
CROSS THE LINE
ACTIVITY

Permissible  OR  Not Permissible

DIVISION III
#WHYD3
Situation 1

• A current SA received an institutional special interest scholarship for community engagement.
• The scholarship is for $5,000.
• The criteria for the scholarship requires above a 3.0 GPA and a demonstration of a commitment to community service.
• Athletics is not considered in this scholarship.
Situation 2

- A incoming PSA received an outside scholarship for exceptional leadership in sport.
- The scholarship is for $2,000 per year for a total of $8,000 over four years.
- The criteria for the scholarship includes a 3.0 GPA and a demonstration of exceptional leadership in the sports of basketball, lacrosse or track and field.
Situation 3

• A student-athlete received a discount on her rent because she was a student-athlete.
Situation 4

• An institution hosted a speaker series.
• One of the speakers happened to be a professional football player.
• The speaker series was open to the student body for free.
• Multiple football student-athletes attended and listened to the professional football player.
Situation 5

• The assistant athletic director/head baseball coach is a member of the institution’s financial aid committee, which is involved in the review of the institutional financial assistance to be awarded to a student-athletes.
Admissions

• Prospective student-athlete visits.
• Electronic communication.
• Advertisements.
• Transfers.
Athletics
Recruiting/Communication
Quick Reference Guide

- ncaa.org/sites/default/files/May2016DIIIAMARecruitingBroch20160523.pdf
Admissions – Electronic Communication

Welcome to Campus

- Sarah Turner
- Mike Roger
- Tiffany Smith
- Ramon James
- Phoenix Barrett

Tweet by Dunphy Tech Admissions

@thegoldenboot so happy to hear you will be coming next year. We know you will make a positive impact on our campus. #bulldognation

02:17 PM - 29 Jan 17 - Embed this Tweet
Admissions - Advertisements

• Recruiting advertisements.
  – Location
    • Event with PSAs?
    • Location specific to PSAs?

• Nonathletic institutional advertisements.
  – Who do the funds benefit?
  – Is athletics involved?
  – Does advertisement contain athletics information?
Admissions - Transfers

• Four-year college prospective student-athletes.
  – Athletics needs permission to contact.

• Eligibility.
  – Academic year of residence.
  – Transfer exceptions.
Registrar

• Good academic standing.
• Satisfactory progress requirements.
• Monitoring full-time enrollment.
Resources

• Division III Manual – ncaapublications.com
• Division III resources – ncaa.org/compliance?division=d3
• Legislative Services Database – LSDBi
• Requests/Self-Reports Online (RSRO)
• Athletics and conference staff
INSTITUTIONAL PERFORMANCE PROGRAM

DIVISION III
#WHYD3
Resources

• What is it?
• Why should I use IPP?
• Where does the data come from?
  – Sports sponsorship and demographic form.
  – Graduation rates data collection system.
  – NCAA financial reporting system.
IPP Purpose

The purpose of the NCAA Division III Institutional Performance Program is to provide member institutions and conferences with vital and significant data to assist with planning, performance and oversight of their intercollegiate athletics programs.
QUESTIONS?
PARKING LOT AND FINAL QUESTIONS
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Empower ADRs with best practices</th>
<th>Create communications triad</th>
<th>Increase number of institutions that engage the ADR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase involvement in conference business</td>
<td>Enhance role at multiple levels to support president</td>
<td>Build strong faculty and staff advocacy for the DIII model</td>
<td>Increase awareness of NCAA resources</td>
</tr>
<tr>
<td>Increase self nominations for committee service</td>
<td>Increase opportunities for ADR networking</td>
<td>Increase ADR attendance at NCAA Convention</td>
<td></td>
</tr>
</tbody>
</table>
Thanks!

Planning Team
Speakers
Staff
Participants
Where to next?
Please turn in evaluations by the door.

- **4:30 p.m.**
  - Plenary Session: State of College Sports, Convention Center, Sagamore Ballroom

- **6 p.m.**
  - Social Hour For all Convention ADR attendees, JW Marriott, Grand Ballroom 7

- **Friday at 8 a.m.**
  - DIII Issues Forum, JW Marriott, White River Ballroom

- **Saturday at 8 a.m.**
  - DIII Business Session, JW Marriott, White River Ballroom