AGENDA
The National Collegiate Athletic Association
Division III Strategic Planning and Finance Committee
USA Toll-Free: 866-434-5269
Access Code: 5128535

Teleconference
Room 236B

June 27, 2016
11:30 a.m. to 1 p.m. Eastern time

1. Welcome and review roster. [Supplement No. 1] (Jay Lemons)

2. Report from March 23, 2016, in-person meeting. [Supplement No. 2] (Lemons)

3. Proposed updates to the Division III Strategic Plan. [Supplement No. 3] (Louise McCleary)

4. Division III budgets. (Jeff O’Barr/Dan Dutcher/McCleary)
   a. 2015-16 budget-to-actual. [Supplement No. 4]
   b. 2016-17 approved budget. [Supplement No. 5]
   c. Future budget model. [Supplement No. 6]
   d. NCAA broadcast contract extension.

5. Division III Conference Grant Program. [Supplement No. 7] (Jay Jones)

6. Membership Committee request. [Supplement No. 8] (Jones)

7. Student-Athlete Advisory Committee request. [Supplement No. 9] (Jones)

8. Women’s basketball joint championship budget. [Supplement No. 10] (Liz Suscha)

   a. Ethnic Minority and Women Internship and Strategic Alliance Matching Grant. [Supplement Nos. 11a and 11b] (Sarah Sadowski)
   b. Institute for Administrative Advancement. [Supplement No. 12] (McCleary)
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10. Division III working group updates.
   a. Sportsmanship and Game Environment. [Supplement No. 13] (Jones)
   b. Diversity and Inclusion. [Supplement No. 14] (McCleary)

11. Hot Topics.
   a. Playing and Practice Seasons review. (Jeff Myers)
   c. NCAA Board of Governors updates. (Lemons/Dutcher)
      • Composition.
      • Resolution on diversity and equity.
      • Resolution on NCAA championships and event environments.

12. Other business. (Lemons)

13. Future meetings. (Lemons)
   a. November teleconference.
   b. March 2017 (in-person meeting).

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ACTION ITEMS.

1. Legislative Items.
   - None.

2. Nonlegislative.
   a. Championship Bracket Size Increases and Administrative Enhancements.
      (1) Recommendation. Approve the following changes to championships bracket sizes and administration:

<table>
<thead>
<tr>
<th>Sport</th>
<th>Change</th>
<th>Year</th>
<th>Budget Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men’s Basketball</td>
<td>Increase bracket – 62 to 64 teams</td>
<td>2016-17</td>
<td>$23,000</td>
</tr>
<tr>
<td>Men’s Golf</td>
<td>Increase bracket – 41 to 42 teams</td>
<td>2016-17</td>
<td>$8,000</td>
</tr>
<tr>
<td>Women’s Golf</td>
<td>Increase bracket – 21 to 22 teams</td>
<td>2016-17</td>
<td>$8,000</td>
</tr>
<tr>
<td>Men’s Ice Hockey</td>
<td>Increase bracket – 11 to 12 teams</td>
<td>2016-17</td>
<td>$12,000</td>
</tr>
<tr>
<td>Men’s Lacrosse</td>
<td>Increase bracket – 32 to 34 teams</td>
<td>2016-17</td>
<td>$17,000</td>
</tr>
<tr>
<td>Men’s Soccer</td>
<td>Increase bracket – 61 to 62 teams</td>
<td>2016-17</td>
<td>$36,750</td>
</tr>
<tr>
<td>Men’s Volleyball</td>
<td>Increase bracket – 10 to 12 teams</td>
<td>2016-17</td>
<td>$37,000</td>
</tr>
<tr>
<td>Baseball</td>
<td>Add super regional round</td>
<td>2017-18</td>
<td>$69,000</td>
</tr>
<tr>
<td>Field Hockey</td>
<td>Provide for a joint championship with Divisions I and II</td>
<td>2017-18</td>
<td>$11,160 (one-time only)</td>
</tr>
<tr>
<td>Wrestling</td>
<td>Increase host stipend for two-day meet in larger regions</td>
<td>2017-18</td>
<td>$18,000</td>
</tr>
<tr>
<td>Rowing</td>
<td>Select full teams for all-large positions (vs. single boats)</td>
<td>2017-18</td>
<td>$28,000</td>
</tr>
<tr>
<td>Wrestling</td>
<td>Add two committee members to match number of regions (six)</td>
<td>2017-18</td>
<td>$6,320</td>
</tr>
<tr>
<td>Football</td>
<td>Provide stipend to championship officials coordinator</td>
<td>2017-18</td>
<td>$5,000</td>
</tr>
</tbody>
</table>
(2) **Effective Date.** Various as noted in chart above.

(3) **Rationale.** The requests for bracket increases are a result of increased sport sponsorship and a commitment to maintaining the 1:6.5 target access ratio for team sports. Although the increase in sport sponsorship for some sports would yield a higher number (e.g., 35 for men’s lacrosse and 23 for women’s golf), the committee remains committed to the principle of increasing brackets to even numbers. For men’s soccer, the recommendation to increase to 62 teams also brings stand-alone first-round games to the same site as second-round play where one team, typically the host team, has a bye. The committee also discussed the rapid increase in sport sponsorship in men’s lacrosse and men’s volleyball. Although the Championships Committee did not support the preferred formats the sports committees presented, those formats will be discussed again when bracket expansion is considered in the future.

The committee also supported a change to the baseball championship format to add a super-regional competition format. With 16 nonpredetermined, on-campus regional sites compared to eight predetermined sites in the current model, the format will create shorter regional tournaments, allow teams to travel shorter distances to a competition site, and alleviate missed class time or conflicts with final exams. From a hosting perspective, preliminary rounds occur at a busy time, often conflicting with graduation, and hosts will be better equipped to manage issues (e.g., hotel availability, weather delays) with shorter tournaments and fewer teams. The championship selection date will remain the same and the championship will conclude one week later (eight days after Memorial Day).

Finally, the committee reaffirmed its support for championship administrative enhancements that it had presented in concept last fall for wrestling, rowing and football. The chart above is in priority order for these enhancements, beyond the bracket increases, baseball super regional and field hockey joint championship.

(4) **Estimated Budget Impact.** The budget impact is $141,750 for bracket increases; $69,000 for the baseball super regional; $11,160 one-time expense for the 2017 joint field hockey championship and $57,320 for the administrative enhancements. The total budget impact is $141,750 in 2016-17 and $137,480 in 2017-18.

(5) **Estimated Student-Athlete Impact.** In almost all instances, the recommendations provide for expanded opportunities for student-athletes. With the remaining recommendations, the changes will enhance the championship experience for student-athletes or improve championship administration.

### b. Committee Meeting.

(1) **Recommendation.** Approve the Championships Committee’s request to conduct a fourth in-person meeting in November/December 2016 to accommodate work to review and approve championships host site recommendations for 2018-2022.
(2) **Effective Date.** September 1, 2016.

(3) **Rationale.** The host site selection process for 2018-2022 championships is currently underway. After sport committees provide recommendations in the fall, the Championships Committee will review and approve host site selections for the four-year period, which will include as many as 88 finals sites. Due to the volume and significance of the work, the committee believes it best to conduct the business during an in-person meeting in late November or early December. The request is a one-time exception to the standard schedule of three in-person meetings in a given year.

(4) **Estimated Budget Impact.** $9,000 for travel, lodging, per diem, and onsite meal expense.

(5) **Estimated Student-Athlete Impact.** None.

**INFORMATIONAL ITEMS.**

1. **Welcome.** The chair, President Jay Lemons, welcomed the committee to the in-person meeting. The meeting began at 8:09 a.m. Eastern time.

2. **Report from the November 2015 teleconference.** The committee reviewed and approved its November 2015 report.

3. **Division III Strategic Plan.** The committee reviewed the strategic plan and noted that we are in year one of a two-year budget cycle. Staff will share the updated strategic plan with the committee on its June teleconference.

4. **Championship Budget Priority Initiatives.** The committee reviewed the championships budget priorities [See Nonlegislative Action Item No. 2a]. The priority list also included the women’s swimming and diving equity access increase and per diem increases in 2017-18 previously approved by the Strategic Planning and Finance Committee (SPFC). These costs will be offset by the membership dues increase that becomes effective September 1, 2017.

5. **Division III Budget.** The committee reviewed the 2015-16 budget-to-actual as of February 2016. To date, the division is on target with its budget projections. Staff anticipates a surplus of approximately $1.5M due to last year’s implemented championships policies. Any year-end surplus will move into the reserve.

The committee also reviewed the future budget projections that take the division out until 2023-2024, the end of the current CBS/Turner contract year. The updated future budget
projections include the championships budget priorities as well as an intentional spend down of the budget surplus beyond the mandated reserve. Currently the mandated reserve is 50% of the annual Division III revenue allocation, including a $5M insurance policy coverage [See Supplement No. 3c].

With the spend down of the surplus, the concept is that over time the base championships and non-championships budget will move to an 80/20 allocation versus the current 75/25. However money from the surplus will be used to supplement the nonchampionships allocation percentage back towards 25 percent. This approach would intentionally spend down the surplus from $13.4 M in 2015-16 to $5.4M in 2023-24, in addition to showing a balanced budget until 2022-23. The downside is that the nonchampionships base budget would go from a high of $6.58M in 2019-20 to $6.2M in 2023-24, a $380K decrease.

The committee discussed in length the concept behind balancing the budget, and some committee members believed that nonchampionship and championships initiatives should be equally decreased and supplemented by the budget surplus. Staff will research this concept and provide updates on the June teleconference.

The committee unanimously endorsed in concept the recommendation to spend down the budget surplus beyond the mandated reserve (i.e., 50 percent of the annual budget, including a $5M insurance policy) to help offset championship and nonchampionship enhancement costs in the future.

5. **Conference Grant Program.**

a. **Use of Tier One Conference Grant Funds for Conference Rules Seminar.** The committee approved the staff’s recommendation that conferences hosting a Conference Rules Seminar would each be allowed to use $1,500 from Tier One to help support the event’s overall costs.

b. **Conference Grant Program Policies and Procedures.** The committee approved the updated Policies and Procedures document as revised February 2016. The updates included appropriate use of Tier One funds:

   - Up to $1,500 to support the overall costs of a regional-based Conference Rules Seminar event. (Only permissible in the year which a conference is hosting a Conference Rules Seminar).
   - Funding for a president if he or she serves as the athletics direct report (ADR).

c. **Conference Grant Funding for Association of Division III Independents.** The committee approved the staff’s recommendation to issue the Association of Division III Independents 2015-16 Conference Grant funding in the amount of $24,779. This amount represents the $44,889 that was originally allocated to the Association minus the $20,110 that is still unaccounted for in the 2014-15 funding cycle. The committee noted that any money not spent in 2015-16 should be returned to the NCAA.
d. Conference Grant Review Subcommittee. The committee noted that Brit Katz, Candice Murray and Tracey Ranieri have all agreed to serve on the Conference Grant Review Subcommittee once again this year. The subcommittee’s responsibility will be to review the staff findings on the annual submitted Impact Forms in late August.


a. Sportsmanship and Game Environment. The committee reviewed the Sportsmanship and Game Environment Working Group’s report from its February teleconference noting the straw poll results indicated that parents/guardians are the group that typically causes the most difficult issues at an institution’s events. The membership expressed a greater desire to have best practices in the area of crowd control rather than established national guidelines.

b. Diversity and Inclusion. Division III governance and the Office of Inclusion successfully partnered on a pilot program that brought 39 ethnic-minority students to the 2016 NCAA Convention. The students were exposed to Division III, its members and the governance process with the goal of building the Division III pipeline in an effort to ultimately diversify the division.

For the 2016-17 academic year, funds will be provided up to $2,000 each for 40 Division III ethnic-minority students to attend the 2017 NCAA Convention and related Division III programming. The committee suggested that language be included in the nomination process stating what the NCAA will provide (e.g., transportation, registration and lodging) to allow for institutions to help with expenses such as per diem and/or incidentals.

The committee noted that the working group is collaborating with the Office of Inclusion to develop a best practices document that would be available by the 2017 NCAA Convention. The working group also is finalizing a proposal for new diversity and inclusion initiatives for 2016-17. This proposal will be presented to the committee on its June teleconference.

7. Hot Topics.

a. 2016 Legislation Voting Results. The committee reviewed the 2016 legislation voting results noting Proposal Nos. 2 (deregulation of electronic transmissions) and No. 3 (football – nontraditional segment) in the presidential grouping, which the Presidents Council opposed, were defeated.

b. Playing and Practice Seasons Review. The committee reviewed the straw poll results and executive summary of the roundtable discussions from the Issues Forum at the 2016 NCAA Convention. Discussion topics centered on three key areas: (1) Standardization of contest exemptions; (2) Nontraditional segment alternatives; and (3) Contest limitations in softball and baseball. The summary of responses from the 108 roundtables (approximately 1,000 participants) supplemented the findings from the straw-poll responses. The committee heard that based on the Issues Forum feedback, the subcommittee will initially focus its April in-person meeting discussions on standardizing contest exemptions. The subcommittee may also conduct a deeper review of the baseball playing and practice season.
c. **NCAA Board of Governors Updates.**

   (1)  **Composition.** The committee reviewed the Executive Summary of the survey by the Board of Governors Committee on Structure and Composition. The board’s composition subcommittee is exploring ways to strengthen representation that provides greater equity in the board’s composition. The subcommittee’s recent recommendation proposes a 12-6-6 representation, with 12 members from Division I and six each from Divisions II and III. This proposal will receive additional review and may come before the membership at the 2017 Convention. Any change to the composition of the board would require approval by a two-thirds vote of the Association.

   (2)  **Resolution on Diversity.** The committee noted the Board of Governors resolution reaffirming the Association’s commitment to cultural diversity and inclusiveness in athletics leadership. The Ad Hoc Committee is led by Dr. Bernard Franklin and Donald Remy of the national office, as well as divisional representation. The group has scheduled teleconferences and a spring in-person meeting. The goal is to provide recommendations by the fall of 2016.

8. **Other Business.** The committee approved moving approximately $100,000 from the Strategic Alliance Matching Grant (SAMG) to the Ethnic Minority and Women Internships due to a low number of SAMG applications. The additional internship funding will increase the annual salary from $20,100 to $23,600 in 2016-17.

9. **Future Meeting.** The committee noted its next teleconference will be in late June and a doodle was sent out for date availability.

10. **Adjournment.** The meeting adjourned at 1:38 p.m.

*Committee Chair: Jay Lemons, Susquehanna University, Landmark Conference*

*Staff Liaisons: Louise McCleary, Division III Governance*

   *Dan Dutcher, Division III Governance*

   *Eric Hartung, Research*

   *Jay Jones, Division III Governance*

   *Jeff Myers, Academic and Membership Affairs*

   *Jeff O’Barr, Administrative*
## Attendees:
- Jeff Docking, Adrian College
- Margaret Drugovich, Hartwick College
- Brit Katz, Millsaps College
- Dennis Leighton, University of New England
- Jay Lemons, Susquehanna University, chair
- Candice Murray, North Eastern Athletic Conference
- Callie Olsen, Lakeland College (SAAC)
- Chris Ragsdale, Heartland Collegiate Athletic Conference
- Tracey Ranieri, State University of New York at Oneonta
- Brian Wigley, Shenandoah University
- Gerald Young, Carleton College

## Absentees:
- Gail Cummings-Danson, Skidmore College
- Troy VanAken, Thiel College
- Dave Wolk, Castleton University
- Greg Woods, Springfield College

## NCAA Staff Support in Attendance:
- Dan Dutcher, Jay Jones, Debbie Kresge and Louise McCleary

## Other NCAA Staff Members in Attendance:
- Brian Burnsed, Eric Hartung, Mo Harty and Jeff Myers
Division III Strategic Plan

2015-17 Budget Biennium [Year 2: 2016-17]

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

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. 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.
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: Text in red highlights a new initiative.

DIVISION III STRATEGIC PRIORITIES FOR 2015-17 BUDGET BIENNIAL [Year 2: 2016-17]

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.
  - 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.
  - Support significant participation and continued growth in membership activation of Division III Identity Initiatives, specifically including Division III week.
  - 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.
  - Added a part-time staff member to specifically oversee and enhance the division’s communication efforts, including social media platforms and website management.

- 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.
  - 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 quarterly recognition award for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story.
  - Update the Sports Information Director resource and best practices guide for all Division III institutions and conferences as needed.
• Strengthen the advocacy of Division III faculty for the values of the athletics experience.
  o Enhance the Faculty Athletic Representative (FAR) Fellows Institute by offering professional development training to FARs. 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.
  o Provide professional development and networking opportunities for FARs at the annual NCAA Convention.
  o Re-engage FARs by conducting a membership survey, creating a working group, collaborating with conference commissioners and producing a best practices resource.

• 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.

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 President’s Advisory Group and significant NCAA Convention attendance. Enhance Division III specific presidential programming at the NCAA Convention.

• Promote the Chancellors and Presidents Outreach Program to educate and engage all Division III chancellors and presidents.

• Enhance communication between the NCAA and the individual overseeing athletics (Athletics Direct Reports) on campus.
  o Effectively engage and educate the athletics direct report and leverage the membership of these individuals serving in the governance structure.
  o Enhance communications with athletic direct reports. Distribute and discuss the working group’s best practices resource - “8 Tips to Improve Effectiveness”.
  o Continue to plan and implement the ADR Institute, a day and half professional development opportunity held in conjunction with the annual NCAA Convention.
  o Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents.
  o Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential - commissioner communication at the conference level.

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.
  o 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.
- Collaborate with the Office of Inclusion to develop programming for LGBTQ students.

- 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, formerly known as the Black Coaches Association.

- 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.

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.

- Continue to partner with the Sport Science Institute (SSI) regarding priority health and safety issues. Provide Division III representatives for ongoing sport specific summits (e.g. basketball, lacrosse). Provide constant and consistent communication with the membership regarding new SSI inter-association guidelines and best practices.

- 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.

- Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate them on the Division III philosophy.
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.


- Monitor a performance scorecard for regular accountability of key Division III programs.
- Monitor the formal performance metrics for the governance structure staff liaisons.
- 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.
- Implement two educational videos to assist with committee service – one for committee liaisons and the other for committee members.
- Continue to monitor the enrollment and retention challenges within higher education and the unique challenges affecting the Division III membership.
- 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.

7. Maintain a Balanced Budget.

- Develop a divisional biannual operating budget for 2015-17 and beyond that presents policy goals and program preferences that are fiscally responsible and sustainable.
- Develop legislation to increase divisional membership dues to help offset annual operating and travel championships costs.
- 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.
- Continue to monitor championships policies such as per diem; travel party sizes; and bracket size expansion.
- Annually publish the division’s budget summary facts and figures to maintain the highest level of transparency with the membership.
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.

<table>
<thead>
<tr>
<th>Division III Programs and Initiatives</th>
<th>Desired Outcomes</th>
<th>Resource Allocation from Division III Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.</td>
<td>Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Strategic Initiatives Conference Grant Program: Tier Two Integration activities.</td>
<td>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.</td>
<td>$213,740</td>
</tr>
<tr>
<td>Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.</td>
<td>Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Annual Division III Commissioners meeting.</td>
<td>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.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Student-athlete leadership forums and campus based leadership programming.</td>
<td>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.</td>
<td>$365,000</td>
</tr>
<tr>
<td>Strategic Initiatives Conference Grant Program: Tier One Professional Development and SAAC support, Tier Two Student-Athlete Well Being Initiatives.</td>
<td>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.</td>
<td>$764,980</td>
</tr>
<tr>
<td>National SAAC Outreach.</td>
<td>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.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>National student-athlete outreach.</td>
<td>Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Graduation Rate Reporting.</td>
<td>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.</td>
<td>Overhead</td>
</tr>
</tbody>
</table>
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 sportmanship in intercollegiate athletics among student-athletes, coaches and fans.

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<tbody>
<tr>
<td>Women and Minority Internship Program</td>
<td>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.</td>
<td>$1,130,000</td>
</tr>
<tr>
<td>Strategic Alliance Matching Grant</td>
<td>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.</td>
<td>$708,600</td>
</tr>
<tr>
<td>Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives</td>
<td>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.</td>
<td>$426,480</td>
</tr>
<tr>
<td>The Nominating Committee shall annually review the NCAA’s gender and diversity audit and make personal contact with targeted groups to encourage committee service.</td>
<td>Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Get in the Game Web site; Requests and Secondary Reports Online.</td>
<td>The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.</td>
<td>Association-wide funding; Provisional/Reclassifyng Membership fees</td>
</tr>
<tr>
<td>Committees will exercise fair decision making when making waiver and interpretive decisions.</td>
<td>Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Regional Rules Seminars (national program) and Conference Rules Seminar.</td>
<td>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.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Rules Test.</td>
<td>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.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Conduct quality championships with fair selection processes and appropriate access.</td>
<td>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.</td>
<td>$21,589,109</td>
</tr>
<tr>
<td>NCAA/NACWAA Institute for Administrative Advancement.</td>
<td>The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.</td>
<td>$28,000</td>
</tr>
<tr>
<td>Sportsmanship and Game Environment Initiatives.</td>
<td>New initiatives based on recommendations from the Division III Sportsmanship and Game Environment working group, with membership endorsement.</td>
<td>$50,000</td>
</tr>
<tr>
<td>Division III Programs and Initiatives</td>
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<tr>
<td>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.</td>
<td>The percentage of minority individuals in the student-athlete population should be consistent with the percentage of minority individuals in the general student-body.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Conference and Institutional Inclusion and Diversity programming.</td>
<td>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.</td>
<td>$231,000</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.</td>
<td>Provide optional funding to conference offices through the Conference Grant Program and encourage support of officiating improvement.</td>
<td>$150,000</td>
</tr>
</tbody>
</table>
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.

<table>
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<tr>
<td>Strategically engage presidents and athletics direct reports in the Division III governance structure</td>
<td>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).</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Quarterly Presidential Communication.</td>
<td>The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Division III Governance Outreach to Affiliates.</td>
<td>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...).</td>
<td>Overhead</td>
</tr>
<tr>
<td>Presidential Programming at the NCAA Convention.</td>
<td>Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Best Practices for Presidential-Commissioner Leadership.</td>
<td>Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Institutional and Conference Self-Studies (CSSG).</td>
<td>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.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Sports sponsorship and Institutional Self-Study (ISSG) audits.</td>
<td>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.</td>
<td>Provisional/Reclassifying membership fees</td>
</tr>
<tr>
<td>Playing and Practices Seasons Comprehensive Review.</td>
<td>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. Possible legislative initiatives at the 2017 Convention include standardization of contest exemptions and voluntary baseball two-season model.</td>
<td>Overhead</td>
</tr>
<tr>
<td>360 Proof.</td>
<td>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.</td>
<td>$200,000</td>
</tr>
<tr>
<td>Continually monitor Division III membership size and related access to championship and other services.</td>
<td>The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.</td>
<td>Overhead</td>
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<tr>
<td>Athletics Direct Report (ADR) Institute.</td>
<td>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.</td>
<td>$90,000</td>
</tr>
<tr>
<td>Financial Aid Reporting Process.</td>
<td>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).</td>
<td>Overhead</td>
</tr>
<tr>
<td>Faculty Athletics Representative (FAR) Fellows Institute.</td>
<td>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.</td>
<td>$80,000</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.</td>
<td>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.</td>
<td>$16,800</td>
</tr>
<tr>
<td>Programming at the NCAA Convention.</td>
<td>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.</td>
<td>$30,000</td>
</tr>
</tbody>
</table>
**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.

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

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<tbody>
<tr>
<td>Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.</td>
<td>Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.</td>
<td>$272,300</td>
</tr>
<tr>
<td>Division III Identity Initiative.</td>
<td>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.</td>
<td>$360,000</td>
</tr>
<tr>
<td>Special Olympics Partnership.</td>
<td>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.</td>
<td>$35,000</td>
</tr>
<tr>
<td>Academic All-America Partnership with CoSIDA.</td>
<td>Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.</td>
<td>$44,000</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).</td>
<td>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.</td>
<td>$42,000</td>
</tr>
</tbody>
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Appendix B

Division III Budget Justification
### Projected NCAA Division III 2016-17 Budget Breakdown

<table>
<thead>
<tr>
<th>Expenses:</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Championships Expense (excluding overhead)</td>
<td>$21,589,109</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program</td>
<td>$2,541,000</td>
</tr>
<tr>
<td>NAD3AA Partnership</td>
<td>$52,000</td>
</tr>
<tr>
<td>Conference Commissioners/SID Meeting</td>
<td>$20,000</td>
</tr>
<tr>
<td>Conference Rules Seminar Association-wide</td>
<td></td>
</tr>
<tr>
<td>NACWAA Enhancement Grants</td>
<td>$28,000</td>
</tr>
<tr>
<td>Division-wide Sportsmanship Initiative</td>
<td>$50,000</td>
</tr>
<tr>
<td>Strategic Alliance Matching Grant</td>
<td>$708,600</td>
</tr>
<tr>
<td>Women &amp; Minority Intern Program</td>
<td>$1,130,000</td>
</tr>
<tr>
<td>Student-Athlete Leadership Forum</td>
<td>$365,000</td>
</tr>
<tr>
<td>Campus Based Student-Athlete Leadership Programming</td>
<td>$80,000</td>
</tr>
<tr>
<td>360 Proof</td>
<td>$200,000</td>
</tr>
<tr>
<td>FAR Fellows Institute</td>
<td>$80,000</td>
</tr>
</tbody>
</table>

### Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs

- **Revenue:** Division III 3.18% Revenue Allocation $30,389,760

- **Expenses:**
  - **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:**
  - **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)
<table>
<thead>
<tr>
<th>Expenses, continued:</th>
<th>Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division III Academic All-America (CoSIDA)</td>
<td>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).</td>
</tr>
<tr>
<td>Other Working Groups/Task Forces</td>
<td>This initiative exists to provide opportunities for working groups/tasks forces in the future.</td>
</tr>
<tr>
<td>Identity Initiatives</td>
<td>This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).</td>
</tr>
<tr>
<td>Special Olympics Partnership</td>
<td>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).</td>
</tr>
<tr>
<td>Inclusion and Diversity Partnership</td>
<td>Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))</td>
</tr>
<tr>
<td>Division III Financial Recovery Insurance (event cancelation coverage) *</td>
<td>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)</td>
</tr>
<tr>
<td>Voluntary Grad Rate Reporting Stipend</td>
<td>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.</td>
</tr>
<tr>
<td>Convention Programming including specific student-athlete programs</td>
<td>Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.</td>
</tr>
<tr>
<td>Athletics Direct Report (ADR) Institute</td>
<td>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.</td>
</tr>
<tr>
<td>New Athletics Director Orientation</td>
<td>Create in-person, orientation programs for new athletics directors to assist with the knowledge, resources and philosophy of the division.</td>
</tr>
<tr>
<td>New Commissioner Orientation</td>
<td>Create in-person, orientation programs for new commissioners to assist with the knowledge, resources and philosophy of the division.</td>
</tr>
<tr>
<td>Additional SAAC in-person meeting</td>
<td>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.</td>
</tr>
<tr>
<td>NADIII/AA and D3CA leadership meeting</td>
<td>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.</td>
</tr>
<tr>
<td>Other Division III Initiatives</td>
<td>This includes contracting costs, as well as money earmarked to support future initiatives.</td>
</tr>
<tr>
<td>Overhead Allocation (including National Office staffing) **</td>
<td>N/A</td>
</tr>
</tbody>
</table>
| **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
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). 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.
## Revenues:

<table>
<thead>
<tr>
<th>Year-to-date</th>
<th>Budget</th>
<th>Actual</th>
<th>Difference</th>
<th>Charter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division III 3.18% Revenue Allocation</td>
<td>26,342,000</td>
<td>28,316,136</td>
<td>1,974,136</td>
<td>26,114,951</td>
</tr>
<tr>
<td>Division III Other Revenue</td>
<td>-</td>
<td>42,170</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Revenue:** 26,342,000

## Expenses:

### 2013-14

<table>
<thead>
<tr>
<th>Year-to-date</th>
<th>Budget</th>
<th>Actual</th>
<th>Difference</th>
<th>Charter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men's Championships</td>
<td>1,821,330</td>
<td>1,970,795</td>
<td>(149,465)</td>
<td>935,823</td>
</tr>
<tr>
<td>Basketball</td>
<td>874,810</td>
<td>1,055,412</td>
<td>(180,602)</td>
<td>3,045,141</td>
</tr>
<tr>
<td>Cross Country</td>
<td>569,530</td>
<td>534,918</td>
<td>34,612</td>
<td>532,597</td>
</tr>
<tr>
<td>Football</td>
<td>1,625,070</td>
<td>1,928,733</td>
<td>(303,663)</td>
<td>9,187,978</td>
</tr>
<tr>
<td>Golf</td>
<td>512,840</td>
<td>543,997</td>
<td>(31,157)</td>
<td>278,917</td>
</tr>
<tr>
<td>Ice Hockey</td>
<td>349,090</td>
<td>338,285</td>
<td>10,805</td>
<td>331,809</td>
</tr>
<tr>
<td>Lacrosse</td>
<td>493,280</td>
<td>524,809</td>
<td>(31,529)</td>
<td>245,351</td>
</tr>
<tr>
<td>Soccer</td>
<td>1,143,870</td>
<td>1,129,597</td>
<td>14,273</td>
<td>1,134,220</td>
</tr>
<tr>
<td>Swimming &amp; Diving</td>
<td>544,160</td>
<td>542,266</td>
<td>1,894</td>
<td>490,416</td>
</tr>
<tr>
<td>Tennis</td>
<td>575,220</td>
<td>619,432</td>
<td>(44,212)</td>
<td>292,129</td>
</tr>
<tr>
<td>Track, Indoor</td>
<td>478,050</td>
<td>539,928</td>
<td>(61,878)</td>
<td>518,071</td>
</tr>
<tr>
<td>Track, Outdoor</td>
<td>716,650</td>
<td>763,261</td>
<td>(46,611)</td>
<td>317,951</td>
</tr>
<tr>
<td>Volleyball</td>
<td>252,320</td>
<td>164,503</td>
<td>87,817</td>
<td>78,978</td>
</tr>
<tr>
<td>Wrestling</td>
<td>312,720</td>
<td>387,001</td>
<td>(74,281)</td>
<td>386,950</td>
</tr>
<tr>
<td>Total Men's Championships</td>
<td>10,283,940</td>
<td>11,047,010</td>
<td>(763,070)</td>
<td>8,556,916</td>
</tr>
</tbody>
</table>

**Women's Championships**

<table>
<thead>
<tr>
<th>Year-to-date</th>
<th>Budget</th>
<th>Actual</th>
<th>Difference</th>
<th>Charter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball</td>
<td>988,640</td>
<td>1,339,458</td>
<td>(350,818)</td>
<td>1,353,494</td>
</tr>
<tr>
<td>Cross Country</td>
<td>543,870</td>
<td>547,004</td>
<td>(3,134)</td>
<td>545,985</td>
</tr>
<tr>
<td>Field Hockey</td>
<td>429,240</td>
<td>453,284</td>
<td>(24,044)</td>
<td>453,267</td>
</tr>
<tr>
<td>Golf</td>
<td>287,580</td>
<td>320,498</td>
<td>(32,918)</td>
<td>188,033</td>
</tr>
<tr>
<td>Ice Hockey</td>
<td>268,040</td>
<td>262,224</td>
<td>5,816</td>
<td>247,401</td>
</tr>
<tr>
<td>Rowing</td>
<td>699,690</td>
<td>770,838</td>
<td>(71,148)</td>
<td>320,356</td>
</tr>
<tr>
<td>Soccer</td>
<td>1,226,270</td>
<td>1,307,956</td>
<td>(81,686)</td>
<td>1,308,216</td>
</tr>
<tr>
<td>Softball</td>
<td>1,809,920</td>
<td>1,504,278</td>
<td>305,642</td>
<td>593,283</td>
</tr>
<tr>
<td>Swimming &amp; Diving</td>
<td>550,780</td>
<td>542,952</td>
<td>7,828</td>
<td>488,695</td>
</tr>
<tr>
<td>Tennis</td>
<td>647,770</td>
<td>640,021</td>
<td>7,749</td>
<td>329,133</td>
</tr>
<tr>
<td>Track, Indoor</td>
<td>479,610</td>
<td>563,337</td>
<td>(83,727)</td>
<td>543,964</td>
</tr>
<tr>
<td>Track, Outdoor</td>
<td>752,750</td>
<td>794,328</td>
<td>(41,578)</td>
<td>372,456</td>
</tr>
<tr>
<td>Volleyball</td>
<td>991,730</td>
<td>1,009,244</td>
<td>(17,514)</td>
<td>1,003,916</td>
</tr>
<tr>
<td>Total Women's Championships</td>
<td>10,090,690</td>
<td>10,361,646</td>
<td>(271,356)</td>
<td>7,866,409</td>
</tr>
</tbody>
</table>

**Total Revenues:** 26,342,000

**Total Expenses:** 26,358,306

**Year-to-date Difference:** -421,550

**Year-to-date Difference:** -26,342,000

**Revenue to Budget:** 95.6%

**Expense to Budget:** 97.9%

**Difference to Budget:** 2.1%
## Strategic Initiative Conference Grants
- **2013-14**: $490,900
- **2014-15**: $2,482,953
- **2015-16**: $2,490,900

## Exploratory/Provisional Membership
- **2013-14**: $12,316
- **2014-15**: $20,000
- **2015-16**: $15,000

## Sickle Cell Trait Testing Reimbursement Program
- **2013-14**: $34,500
- **2014-15**: $39,500
- **2015-16**: $35,119

## Strategic Alliance Matching Grant
- **2013-14**: $542,746
- **2014-15**: $1,064,100
- **2015-16**: $600,000

## Division III Identity Program
- **2013-14**: $401,539
- **2014-15**: $799,600
- **2015-16**: $2,478,140

## Student-Athlete Leadership Conference
- **2013-14**: $342,555
- **2014-15**: $799,600
- **2015-16**: $340,605

## DIU Diversity Initiatives
- **2013-14**: $50,000
- **2014-15**: $51,356
- **2015-16**: $109,000

## 360 Proof (formerly Drug Education and Research)
- **2013-14**: $637,349
- **2014-15**: $330,319
- **2015-16**: $600,000

## FAR Institute
- **2013-14**: $71,410
- **2014-15**: $59,326
- **2015-16**: $59,326

## Campus-based Student-Athlete Leadership Programs
- **2013-14**: $80,000
- **2014-15**: $61,172
- **2015-16**: $356,000

## ADR Institute
- **2013-14**:
- **2014-15**:
- **2015-16**:

## Annual Convention
- **2013-14**: $50,248
- **2014-15**: $50,248
- **2015-16**: $50,248

## Division III Event Cancellation Insurance
- **2013-14**: 109,000
- **2014-15**: 109,000
- **2015-16**: 109,000

## NADJAA Partnership
- **2013-14**: 51,967
- **2014-15**: 51,967
- **2015-16**: 51,967

## New AD and Commissioner Orientation
- **2013-14**:
- **2014-15**:
- **2015-16**:

## Division-wide Sportmanship Initiative
- **2013-14**: 17,500
- **2014-15**: 17,500
- **2015-16**: 17,500

## Co-SIDA Partnership
- **2013-14**: 44,000
- **2014-15**: 44,000
- **2015-16**: 44,000

## Special Olympics Partnership
- **2013-14**: 50,000
- **2014-15**: 50,000
- **2015-16**: 50,000

## SWA Enhancement Grant Programs (NACWSI/ERS)
- **2013-14**: 26,000
- **2014-15**: 26,000
- **2015-16**: 26,000

## Academic Reporting Honorarium
- **2013-14**: 25,000
- **2014-15**: 25,000
- **2015-16**: 25,000

## Other Working Groups
- **2013-14**: 12,150
- **2014-15**: 12,150
- **2015-16**: 12,150

## Conference Commissioners Meeting
- **2013-14**: 19,136
- **2014-15**: 19,136
- **2015-16**: 19,136

## Additional Spring In-Person SAAC Meeting
- **2013-14**: 12,316
- **2014-15**: 12,316
- **2015-16**: 12,316

## Miscellaneous Division III Initiatives
- **2013-14**: 25,000
- **2014-15**: 25,000
- **2015-16**: 25,000

## Explanatory/Provisional Membership
- **2013-14**: 3,792
- **2014-15**: 3,792
- **2015-16**: 3,792

## Non-Championship Expenses
- **2013-14**: 6,203,400
- **2014-15**: 6,203,400
- **2015-16**: 6,203,400

## Total Non-Championship Expenses
- **2013-14**: 7,267,300
- **2014-15**: 7,212,100
- **2015-16**: 7,123,299

## Total Division III Expenses
- **2013-14**: 28,063,280
- **2014-15**: 27,459,400
- **2015-16**: 26,293,200

## Excess Revenue over Expense
- **2013-14**: $(1,721,280)
- **2014-15**: $(369,599)
- **2015-16**: $(1,721,280)

## Add: Previous Year's Fund Balance (Unallocated/Unused Funds)
- **2013-14**: $18,680,153
- **2014-15**: $18,680,153
- **2015-16**: $18,680,153

## Total Fund Balance (Funds Available for Reserve/Future Use)
- **2013-14**: $17,968,154
- **2014-15**: $21,757,248
- **2015-16**: $21,757,248

## Add: Event Cancellation Insurance Policy
- **2013-14**: $10,000,000
- **2014-15**: $10,000,000
- **2015-16**: $10,000,000

## Less: Mandated Reserve Funds Needed (Note 1)
- **2013-14**: $(11,073,600)
- **2014-15**: $(14,158,068)
- **2015-16**: $(14,271,932)

## Total Funds Available for Contingency/Future Use
- **2013-14**: $13,590
- **2014-15**: $35,304
- **2015-16**: $957,000

## Less: Encumbered for future years (Note 2)
- **2013-14**: $602,080
- **2014-15**: $31,098
- **2015-16**: $4,833,052

## Total Division III Projected Unallocated Funds
- **2013-14**: $6,487,353
- **2014-15**: $9,152,486
- **2015-16**: $9,152,486

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**U:\14 Strategic Planning and Finance Committee\2016\20160627\sup_04_2015-16 budget-to-actual at "DIII B to A (NonChamp)" tab**

Updated: 6/13/2016 10:38 AM
## 2016-17 Division III Budget

**DIII Strategic Planning and Finance 06/16**

<table>
<thead>
<tr>
<th></th>
<th>2013-14 Budget</th>
<th>2014-15 Budget</th>
<th>2015-16 Budget</th>
<th>2016-17 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division III 3.18% Revenue Allocation</td>
<td>26,342,000</td>
<td>27,117,000</td>
<td>28,543,863</td>
<td>29,695,153</td>
</tr>
<tr>
<td>Division III Other Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>26,342,000</td>
<td>27,117,000</td>
<td>28,543,863</td>
<td>29,695,153</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Championship Expenses</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Men's Championships</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baseball</td>
<td>1,821,330</td>
<td>1,825,000</td>
<td>1,891,000</td>
<td>1,963,071</td>
</tr>
<tr>
<td>Basketball</td>
<td>874,810</td>
<td>959,900</td>
<td>997,000</td>
<td>1,039,241</td>
</tr>
<tr>
<td>Cross Country</td>
<td>569,530</td>
<td>519,000</td>
<td>541,000</td>
<td>560,320</td>
</tr>
<tr>
<td>Football</td>
<td>1,625,070</td>
<td>1,747,000</td>
<td>1,820,000</td>
<td>1,906,585</td>
</tr>
<tr>
<td>Golf</td>
<td>512,840</td>
<td>523,000</td>
<td>541,000</td>
<td>563,541</td>
</tr>
<tr>
<td>Ice Hockey</td>
<td>349,090</td>
<td>303,000</td>
<td>316,000</td>
<td>340,417</td>
</tr>
<tr>
<td>Lacrosse</td>
<td>493,280</td>
<td>431,000</td>
<td>446,000</td>
<td>480,824</td>
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<tr>
<td>Soccer</td>
<td>1,143,870</td>
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<td>1,046,000</td>
<td>1,101,694</td>
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<td>544,160</td>
<td>496,000</td>
<td>513,000</td>
<td>531,072</td>
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<tr>
<td>Tennis</td>
<td>575,220</td>
<td>592,000</td>
<td>615,000</td>
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<tr>
<td>Track, Indoor</td>
<td>478,050</td>
<td>546,000</td>
<td>569,000</td>
<td>625,267</td>
</tr>
<tr>
<td>Track, Outdoor</td>
<td>716,650</td>
<td>744,000</td>
<td>771,000</td>
<td>795,214</td>
</tr>
<tr>
<td>Volleyball</td>
<td>252,320</td>
<td>164,200</td>
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<td>391,535</td>
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<td>Championship Other</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Men's Championships</strong></td>
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<td>Women's Championships</td>
<td></td>
<td></td>
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<td>Basketball</td>
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<td>Cross Country</td>
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<td>538,000</td>
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<td>416,500</td>
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<td>447,830</td>
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<td>Golf</td>
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<td>333,377</td>
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<td>Ice Hockey</td>
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<td>273,000</td>
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<td>Lacrosse</td>
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<td>727,000</td>
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<td>Rowing</td>
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<td>Soccer</td>
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<td>525,000</td>
<td>543,662</td>
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<td>647,000</td>
<td>664,143</td>
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<tr>
<td>Track, Indoor</td>
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<td>592,000</td>
<td>617,000</td>
<td>626,450</td>
</tr>
<tr>
<td>Track, Outdoor</td>
<td>716,650</td>
<td>744,000</td>
<td>771,000</td>
<td>795,214</td>
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<tr>
<td>Volleyball</td>
<td>991,730</td>
<td>963,000</td>
<td>999,000</td>
<td>1,031,544</td>
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<td>Championship Other</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Women's Championships</strong></td>
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<td>9,785,400</td>
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<td><strong>Championships Expense</strong></td>
<td>20,374,230</td>
<td>20,011,000</td>
<td>20,989,000</td>
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<td>Overhead</td>
<td>421,550</td>
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<td>343,000</td>
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<td><strong>Total Championships Expense</strong></td>
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<td>20,336,000</td>
<td>21,322,000</td>
<td>21,932,109</td>
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## Expenses (continued):

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<thead>
<tr>
<th>Non-Championship Expenses</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
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<td><strong>Strategic Initiative Conference Grants</strong></td>
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<td>2,490,900</td>
<td>2,541,000</td>
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<td><strong>Other Division III Strategic Initiatives</strong></td>
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<tr>
<td>Women &amp; Minority Intern Program</td>
<td>820,000</td>
<td>890,000</td>
<td>890,000</td>
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<td>Strategic Alliance Matching Grant</td>
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<td>600,000</td>
<td>708,600</td>
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<td>Student-Athlete Leadership Conference</td>
<td>356,000</td>
<td>356,000</td>
<td>365,000</td>
<td>365,000</td>
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<td>Division III Identity Program</td>
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<td>446,000</td>
<td>360,000</td>
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<td>DIII Diversity Initiatives</td>
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<td>50,000</td>
<td>231,000</td>
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<td>360 Proof (formerly Drug Education and Research)</td>
<td>380,000</td>
<td>600,000</td>
<td>200,000</td>
<td>200,000</td>
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<tr>
<td>ADR Institute</td>
<td>-</td>
<td>-</td>
<td>80,000</td>
<td>90,000</td>
</tr>
<tr>
<td>Campus-based Student-Athlete Leadership Programs</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
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<tr>
<td>FAR Institute</td>
<td>85,000</td>
<td>85,000</td>
<td>80,000</td>
<td>80,000</td>
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<td>Annual Convention</td>
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<td>New AD and Commissioner Orientation</td>
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<td>-</td>
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<td>60,000</td>
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<td>NAD3AA Partnership</td>
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<td>52,000</td>
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<td>Division-wide Sportsmanship Initiative</td>
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<td>15,000</td>
<td>50,000</td>
<td>50,000</td>
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<tr>
<td>Co-SIDA Partnership</td>
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<td>44,000</td>
<td>44,000</td>
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<td>Division III Event Cancellation Insurance</td>
<td>109,000</td>
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<td>55,000</td>
<td>41,000</td>
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<td>Special Olympics Partnership</td>
<td>50,000</td>
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<td>35,000</td>
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<td>SWA Enhancement Grant Program (NACWAAHERS)</td>
<td>26,000</td>
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<td>28,000</td>
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<td>Academic Reporting Honorarium</td>
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<td>25,000</td>
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<td>Conference Commissioners Meeting</td>
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<td>20,000</td>
<td>20,000</td>
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<tr>
<td>Other Working Groups</td>
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<td>21,000</td>
<td>16,000</td>
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<td>Additional Spring In-Person SAAC Meeting</td>
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<td>15,000</td>
<td>15,000</td>
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<td>Administrator and Commissioner Meeting (NADIII A and D3CA)</td>
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<td>-</td>
<td>-</td>
<td>10,000</td>
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<tr>
<td>Miscellaneous Division III Initiatives</td>
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<td>25,000</td>
<td>10,000</td>
<td>4,000</td>
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<td>Sickle Cell Trait Testing Reimbursement Program</td>
<td>220,000</td>
<td>-</td>
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</table>

### Non-Championships Expense

<table>
<thead>
<tr>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
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</thead>
<tbody>
<tr>
<td>6,203,400</td>
<td>6,203,400</td>
<td>5,988,000</td>
<td>6,255,600</td>
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### Overhead Allocation

<table>
<thead>
<tr>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,064,100</td>
<td>920,000</td>
<td>957,000</td>
<td>1,069,000</td>
</tr>
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</table>

### Total Non-Championships Expenses

<table>
<thead>
<tr>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,267,500</td>
<td>7,123,400</td>
<td>6,945,000</td>
<td>7,324,600</td>
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</table>

### Total Division III Expenses

<table>
<thead>
<tr>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>28,063,280</td>
<td>27,459,400</td>
<td>28,267,000</td>
<td>29,256,709</td>
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</tbody>
</table>

### Excess (Deficit) Revenue over Expense

<table>
<thead>
<tr>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1,721,280)</td>
<td>(342,400)</td>
<td>276,863</td>
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### Potential Add-backs:

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<th>Y13</th>
<th>Y12</th>
<th>Y11</th>
<th>Y10</th>
<th>Y9</th>
<th>Y8</th>
<th>Y7</th>
<th>Y6</th>
<th>Y5</th>
<th>Y4</th>
<th>Y3</th>
<th>Y2</th>
<th>Y1</th>
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</thead>
<tbody>
<tr>
<td>Men's wrestling</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Women's wrestling</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<td>Yes</td>
<td>Yes</td>
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### Potential Add-backs:

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<th>X11</th>
<th>X12</th>
<th>X13</th>
<th>X14</th>
<th>X15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### Notes:

1. Mandated reserve is 50% of the annual DIII revenue allocation, including $M insurance policy coverage beginning in fiscal year 2014-15.

### Percentage DIII Spend - Championships

| Percentage DIII Spend - Championships | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% |

### Percentage DIII Spend - Non-Championships

| Percentage DIII Spend - Non-Championships | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% |

### Adjusted Percentage DIII Spend - Non-Championships

| Adjusted Percentage DIII Spend - Non-Championships | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% |
Strategic Initiatives
Conference Grant Program
POLICIES AND PROCEDURES

2014 – 2018 Funding Cycle
(Revised February 2016)

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

**Goals of the Grant Program:**

1. Make efficient use of national resources to serve local needs and realize Division III strategic priorities.

2. Encourage broad-based strategic initiative participation and collaboration between conference constituents.

**Note:** Highlighted items indicated language that has been added or amended since the previous policy update (June 2015).
General Overview of Tiers:

The funding for this grant program consists of three primary tiers and an administrative stipend. A summary of the three primary tiers is provided here, with specific funding usage instructions for each tier provided in a later portion of this policies and procedures guide.

Tier One – Professional Development, Education and Communication. Conferences are provided funding to support the attendance of designated constituents at specific professional development events. There is a list of preapproved constituents and events for this tier. The focus of Tier One is to support administrative advancement for the following constituent groups or events: student-athlete advisory committee (SAAC), compliance and rules seminar education, faculty athletics representative (FAR) enhancement, senior woman administrator (SWA) enhancement, sports information director (SID) enhancement, athletics direct report (ADR) enhancement, athletic trainers enhancement, ethnic minority/diversity enhancement and conference office travel. Conferences are expected to support most of these constituent groups on an annual basis; exceptions are described in the Tier One policy section of this guide. Conferences may request approval to send designated constituents to events beyond the preapproved list by making such request to the grant administrator at the NCAA national office, and, while Tier One does not cover coaching related events, coaching related professional development may be funded using Tier Three. Tier One policies allow conference offices to spend up to 25 percent of Tier One annual funding on conference office travel.

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

1. Student-Athlete Well-Being/Community Service;
2. Sportsmanship;
3. Equity and Inclusion; and
4. Identity and Integration Activities (optional).

A conference must demonstrate financial support of each of initiatives one through three in the above list over the course of a four-year period, though this financial support may come from a source other than the Strategic Initiatives Conference Grant Program. In satisfying Tier Two, funds may be used for conference-wide programming or provided directly to institutions. The Identity and Integration Activity is not a required initiative (though that initiative remains a permissible use of Tier Two funds).

Tier Three – Quality of the Participation Experience. Tier Three includes a series of optional strategic enhancements (technology, officiating improvement, athletics training/sports medicine and nutrition, promotions and marketing/Division III Identity, championships enhancements and professional development). Conferences may also use Tier Three funds on permissible Tier One or Tier Two initiatives, or any other initiative that can be justified by the Division III Strategic Plan.
Administrative Stipend (“Tier Four”). Conferences are provided with an administrative stipend to offset the costs of grant program administration including coordination of the annual required third-party review. Conferences may choose to contract out the grant administration or manage the program with existing staff. This administrative stipend is listed under “Tier Four” within the grant reporting system; however, reporting on how the administrative stipend was used is not required. Sample grant administrator duties may be accessed on the Division III Strategic Initiatives Grant Program homepage.
Overall Grant Program Policies and Procedures:

1. This program was formally approved by the governance structure and endorsed by the Division III Commissioner’s Association in 2005 and launched in 2006-07. Grant allocations and policies are reviewed annually by the NCAA Division III Strategic Planning and Finance Committee, which includes representation from the Division III Commissioner’s Association.

2. Currently, conferences are allocated between $45,000 - $90,000 annually based on the number of active conference members.

3. To receive funding, conferences must complete the following annual forms:
   a. Impact form report – due July 15 (following the academic year in which funds were used). The impact form report describes fund use and its impact on the conference (including self-certification), which affirms with the commissioner’s signature that the conference office will submit a third-party external review by October 15 each year. The annual impact form report is completed through the online conference grant program and can be accessed on the Division III Strategic Initiatives Grant Program homepage. The homepage also contains a detailed online grant program users guide.
   b. Requisition form – due July 15 (in advance of the academic year in which funds will be provided). The Requisition Form affirms that the conference office will accept funds and use them in an appropriate manner. The form also provides verification from the conference office on the number of member institutions the conference will have in the year of grant funding. The annual requisition form is completed through the online conference grant program and can be accessed on the Division III Strategic Initiatives Grant Program homepage. The homepage also contains a detailed online grant program users guide.
   c. Third-Party Review form – due October 15 (following the academic year in which funds were used). The third-party review form provides documentation of a third-party external review of grant fund usage. The current third-party review form may always be accessed on the Division III Strategic Initiatives Grant Program homepage.

4. Conferences should initiate broad-based, conference-wide dialogue to establish the policies governing the distribution of funds and the selection of grant recipients. To acknowledge this broad-based dialogue, upon submission the conference office will be checking a box that indicates that the grant usage has been shared and reviewed by an AD, SWA, FAR and a conference SAAC member. These four individuals will also receive an email copy of the final report and will be given two weeks to express any concerns related to that report to the grant administrator at the NCAA national office. This step is taken to ensure that the conference has used a broad-based and inclusive approach in determining grant usage and distribution of funds.

5. In July and August, the NCAA national office staff will conduct its standard review of each conference’s Impact Form submitted to the national office, as well as confirm receipt of the conference’s requisition form. If a Level Two (for cause) assessment is deemed necessary, it
would entail the NCAA collecting some of the conference’s receipts and other grant related documents for examination and validation. Issues that may trigger a Level Two assessment include:

a. Not submitting the third party external review by the October 15 deadline;
b. Inconsistencies between accounting and narrative sections of the Impact Form;
c. Lack of detail provided in the narrative section of the Impact Form; and
d. Failure to abide by grant program policy with reported spending.

This list is only a sample and not an exhaustive list.

6. Following the Level Two (for cause) assessment, a report is presented to a subcommittee of the Strategic Planning and Finance Committee to outline any findings and outstanding questions that may have resulted from the assessment.

7. If a conference allocates, or an institution uses, funds in a manner inconsistent with grant program policy, the Strategic Planning and Finance Committee will take one of four actions, depending on the nature of the fund use:

a. Issue a warning to the commissioner, conference athletics director and conference president/chancellor that such fund use shall not be permitted in the future;
b. Deduct the misused funds from the conference’s next annual grant allocation;
c. Require the conference to reimburse the NCAA in an amount equal to the misused funds. The conference is responsible for this reimbursement; however, it may require the institution to submit funds to the conference; or
d. Audit fund use and take other steps as deemed necessary by the staff or committee.

8. The deadline for completion of the Impact Form and Requisition Form (including required signatures) is July 15. The online Impact Form may be accessed on the Division III Strategic Initiatives Grant Program homepage. The homepage also contains a detailed online grant program users guide. The deadline for the annual third party review form is October 15 each year.

9. Conferences will be provided a two-day grace period for submitting the online Impact Form before being penalized a late fee of $500 per week. The fine will be removed from the coming year’s administrative portion of the grant.

10. Funds are typically distributed in September each year.

11. If a conference has a question about application of grant program policy or permissible use of funds, those questions may be forwarded to Jay Jones (jkjones@ncaa.org), the grant program administrator, who will apply program precedent in granting approval or submit the question
to the Division III Commissioner’s Association Conference Grant Subcommittee or to the Division III Strategic Planning and Finance Committee representatives for review.


a. For every check that is distributed, a receipt or document will be kept in the conference office.

b. Conference offices will complete and submit a Requisition Form with the annual Impact Form. The Requisition Form affirms that the conference office will accept funds for the coming year and use them in an appropriate manner.

c. Conferences must submit an annual third-party external review form not later than October 15. Third-party external reviewers will be independent of the conference’s daily operations, accounting and approval processes. Examples of appropriate third-party reviewers are a member institution’s business office (that does not handle conference finances directly); chair of the conference’s presidential oversight body (e.g., institutional president); the conference’s bank; or an outside accounting firm; etc. The current third-party review form may always be accessed on the Division III Strategic Initiatives Grant Program homepage.

d. Beginning in 2012, $400 in additional Tier Four grant funding was added to offset the cost of a third-party external review each year.


a. Provisional members are not taken into account in the determination of the allocation of funds to each conference; however, conferences that have provisional members may choose to share grant resources with those member institutions.

b. Conferences with members in two conferences will receive allocations for "half-members" (.5). With the adoption of NCAA Division III Proposal No. 2012-2, there shall not be any new conferences entering into such an arrangement, but relationships existing on or before August 1, 2012, will continue to be honored.

c. The Association of Division III Independents will support its current members as well as independent institutions that are not members of that Association.

d. Tier One and Tier Two allocations are based on the number of active member institutions in a conference. Tier Three allocations include an equal-base allocation for all conferences, plus an additional allocation per member institution. All conferences shall receive an equal allocation to support the administrative expense of managing this program including the annual third party external review.

e. Because Tier Three is the flex tier, those funds may be spent as described in the Tier Three policies, which includes any initiative permissible under Tiers One or Two, since these tiers are based on the Division III Strategic Plan. Use of Tier One and Tier Two funds are limited to the specific parameters described for those tiers.
f. Allocations will vary each year based on fluctuating membership numbers and overall grant program budget adjustments.

13. Unused funds must be returned to the NCAA with two exceptions:

a. Exception One: If the conference has a remaining unused amount of funds amounting to $300 or less within a particular tier, those dollars will not ‘carry over’ for required usage in the following year. In addition, the conference will not be required to provide a plan for future usage of those dollars, nor will the system flag those dollars for an explanation. Any tier with a carryover of $301 or more will continue to require an explanation and plan for future usage. A conference may retain any unused funds totaling $1,000 or less (across all three tiers combined), provided that the conference submits its justification and plans for the future use of the excess funds in the conference’s impact form. This does not require committee approval.

b. Exception Two – A conference may retain unused funds in excess of $1,000 (beyond $301 in any single tier) provided that the conference submits a detailed plan regarding how the excess funds will be used and the Strategic Planning and Finance Committee approves the plan.

Conferences may pre-emptively request authorization to pool funds across years of the grant program, as long as the funds are to be allocated within the four-year grant cycle (e.g., 2014-18).
Tier One – Appropriate Usage

Appropriate Usage of Funds Within Each Tier

**Tier One – Professional Development, Education and Communication:**
Specific Spending Requirements and Preapproved Uses

Tier One funds are meant to support administrative professional development. While coaches are eligible for Tier One funds in some cases, these funds may not be used to support coaching specific events. There is a Tier One infographic available on the [Division III Strategic Initiatives Grant Program homepage](#).

<table>
<thead>
<tr>
<th><strong>Student-Athlete Advisory Committee (SAAC).</strong></th>
<th>Preapproved uses of SAAC funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual spending is required.</td>
<td>1. Conference SAAC meeting and communication expenses (e.g., travel and meals for student-athletes and advisors).</td>
</tr>
<tr>
<td>Conferences shall spend at least $200 per member institution in support of the conference SAAC.</td>
<td>2. Guest speakers for conference SAAC meetings.</td>
</tr>
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<td>3. Conference SAAC t-shirts.</td>
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<td>4. Conference SAAC leadership banquet or retreat.</td>
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<td>5. Expenses related to conference SAAC directed community service projects.</td>
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<td></td>
<td>6. Conference SAAC website creation and maintenance (including blogs and polling devices).</td>
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<td></td>
<td>7. Promotions of conference SAAC initiatives (e.g., sportsmanship giveaways, posters, marketing of National Student-Athlete Day).</td>
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<td>8. Conference SAAC logo development.</td>
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<td>9. Increasing committee size.</td>
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<td></td>
<td>10. Conference SAAC Scholar-Athlete of the Month program.</td>
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<td>11. Student or SAAC led initiatives to raise awareness of equity or inclusion issues.</td>
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</tbody>
</table>

**NOTE:** Other uses may be permissible; however, require approval from the conference grant administrator.

<table>
<thead>
<tr>
<th><strong>Compliance and Rules Seminar Education.</strong></th>
<th>Preapproved uses of Compliance and Rules Seminar Education funds include:</th>
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</thead>
<tbody>
<tr>
<td>Annual spending is required.</td>
<td>1. NCAA Regional Rules Seminars.</td>
</tr>
<tr>
<td>There is no set minimum dollar amount that is required to be spent.</td>
<td>2. Up to $1,500 to support the overall costs of a regional-based Conference Rules Seminar event. (Only permissible in the year which a conference is hosting a Conference Rules Seminar).</td>
</tr>
</tbody>
</table>

**NOTE:** Other uses may be permissible; however, require approval from the conference grant administrator.
<table>
<thead>
<tr>
<th>Faculty Athletics Representative (FAR)*</th>
<th>Preapproved uses of FAR funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual spending is required.</td>
<td>1. FARA Annual Meeting and Symposium.</td>
</tr>
<tr>
<td>There is no set minimum dollar amount</td>
<td>2. NCAA Convention.</td>
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<tr>
<td>that is required to be spent.</td>
<td>3. NCAA Inclusion Forum.</td>
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<tr>
<td></td>
<td>4. NCAA Regional Rules Seminar.</td>
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<td>If a conference desires to host a</td>
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<td>professional development event not on</td>
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<td>this list (i.e., a conference-based</td>
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<td>event), it may do so on a schedule not</td>
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<td>to exceed once every three years.</td>
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<td>In order to permissibly use funding</td>
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<td>in this manner, an agenda and attendee</td>
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<td>list must be approved by the NCAA staff</td>
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<td>grant administrator in advance of such</td>
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<td>an event.</td>
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<td>NOTE: Other uses may be permissible;</td>
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<td>however, require approval from the</td>
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<tr>
<td></td>
<td>conference grant administrator.</td>
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<thead>
<tr>
<th>Campus Senior Woman administrators (SWA)*</th>
<th>Preapproved uses of SWA funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual spending is required.</td>
<td>1. NACWAA or NCAA Convention.</td>
</tr>
<tr>
<td>There is no set minimum dollar amount</td>
<td>2. NCAA Equity and Inclusion Forum.</td>
</tr>
<tr>
<td>that is required to be spent.</td>
<td>3. NCAA Women's Leadership Symposium.</td>
</tr>
<tr>
<td></td>
<td>4. NACWAA Institutes (Administrative</td>
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<td></td>
<td>Advancement, Leadership Enhancement</td>
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<tr>
<td></td>
<td>and Executive).</td>
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<td></td>
<td>5. Title IX seminars, generally.</td>
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<tr>
<td></td>
<td>6. NCAA Regional Rules Seminar.</td>
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<td></td>
<td>If a conference desires to host a</td>
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<td>professional development event not on</td>
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<td>grant administrator in advance of such</td>
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<td>an event.</td>
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<td></td>
<td>SWA funds may not be used to fund</td>
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<td>professional development for a female</td>
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<td></td>
<td>director of athletics, including</td>
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<td></td>
<td>attendance at the NCAA Convention.</td>
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<td></td>
<td>SWA funds may be used to support</td>
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<td>attendance at the list of preapproved</td>
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<td></td>
<td>events for SWAs and individuals</td>
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<tr>
<td></td>
<td>aspiring to hold the designation of</td>
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<tr>
<td></td>
<td>SWA.</td>
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<td></td>
<td>NOTE: Other uses may be permissible;</td>
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<td></td>
<td>however, require approval from the</td>
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<tr>
<td></td>
<td>conference grant administrator.</td>
</tr>
<tr>
<td>Campus Sports Information Directors (SID)</td>
<td>Preapproved uses of member institution SIDs funds include:</td>
</tr>
<tr>
<td>---</td>
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</tr>
<tr>
<td>Annual spending is required.</td>
<td>1. The annual CoSIDA meeting.</td>
</tr>
<tr>
<td>At least $1,000 is required to be spent in this category in support of member institution’s SIDs.</td>
<td>2. The annual ECAC SIDA meeting.</td>
</tr>
<tr>
<td>If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.</td>
<td></td>
</tr>
<tr>
<td>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Athletic Direct Reports (ADR - Vice Presidents OR Presidents to whom athletics directly reports)</th>
<th>Preapproved uses of ADR funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual spending is strongly encouraged, but optional.</td>
<td>1. NCAA Convention.</td>
</tr>
<tr>
<td>2. NCAA Inclusion Forum.</td>
<td></td>
</tr>
<tr>
<td>3. NCAA Regional Rules Seminar.</td>
<td></td>
</tr>
<tr>
<td>Funding for these preapproved uses can be provided for a president if he or she serves as the ADR.</td>
<td></td>
</tr>
<tr>
<td>If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.</td>
<td></td>
</tr>
<tr>
<td>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conference Office Staff (including Commissioners, Assistant Commissioners and conference Sports Information Directors)</th>
<th>Preapproved uses of Conference Office Staff funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual spending is required.</td>
<td>Commissioner: In odd years (e.g., 2015, 2017), conferences shall fund commissioner attendance at the biannual summer meeting hosted by the NCAA staff in conjunction with the conference SIDs.</td>
</tr>
<tr>
<td>No more than 25% of the Tier One total amount can be spent within this category.</td>
<td>In even years (e.g., 2014, 2016), conferences may fund commissioner attendance at the summer meeting hosted by the D3CA in conjunction with the NCAA Regional Rules Seminars or the NCAA Convention.</td>
</tr>
<tr>
<td>Preapproved events for conference office SIDs include:</td>
<td>Preapproved events for conference office SIDs include:</td>
</tr>
<tr>
<td>1. In odd years (e.g., 2015, 2017), conferences shall fund conference SID attendance at the bi-annual summer meeting hosted by the NCAA staff in conjunction with the Division III Commissioners Association.</td>
<td></td>
</tr>
</tbody>
</table>
## Tier One – Appropriate Usage

2. In even years (e.g., 2014, 2016), conferences shall send the conference SID to professional development program. Preapproved events include the annual CoSIDA and ECAC SIDA meetings.

### Ethnic Minorities

**Biennial spending is required (e.g., at a minimum there must be some funding provided within this category every other year)**

There is no set minimum dollar amount that is required to be spent.

<table>
<thead>
<tr>
<th>Preapproved uses of Ethnic Minority funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. General administrative professional development opportunities offered by the affiliate groups of the BCA, MOAA, NACDA, NACWAA, NADIIAA.</td>
</tr>
<tr>
<td>2. NCAA Inclusion Forum.</td>
</tr>
<tr>
<td>3. NCAA Regional Rules Seminar.</td>
</tr>
<tr>
<td>4. Professional membership dues to specific organizations geared toward ethnic/minority athletics administrators. (In order to receive the funding under this usage, the recipient must show proof of attending or participating in an educational/professional development program with the organization.)</td>
</tr>
</tbody>
</table>

If a conference does not have a racial or ethnic minority administrator available to attend one of the preapproved events, they also may send an ethnic minority coach to an event other than a coaching convention or send an ethnic minority student-athlete to the NCAA Convention. In the latter case, the student-athlete must have an interest in pursuing a career in athletics, and the conference must commit to making the Convention a meaningful experience for the student-athlete.

If all options for racial or ethnic minority candidates have been exhausted, conferences may provide funding for any administrator to attend an event specifically designed to increase campus or conference diversity or to help campuses or conferences develop strategies to generate diverse candidate pools. An example of such an event would be the NCAA Inclusion Forum.

If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.

NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.
### Athletic Trainers

<table>
<thead>
<tr>
<th>Annual spending is optional.</th>
<th>Preapproved uses of Athletic Trainers funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>NATA Annual Clinical Symposia &amp; AT Expo</td>
</tr>
<tr>
<td>2.</td>
<td>College Athletic Trainers’ Society (CATS) Annual Meeting</td>
</tr>
<tr>
<td>3.</td>
<td>Any expenses Related to Certification-Based Clinics or Training Sessions (e.g., Local, Regional or State Clinics).</td>
</tr>
</tbody>
</table>

If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.

NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.

*If a conference does not satisfy the requirement to support an FAR and/or SWA's professional development for two consecutive years, it shall be penalized $500 from its administrative grant. To avoid being subject to this penalty, a conference may opt out of a required category. A conference that opts out of a required category will lose funding for that category, but will not be subject to additional penalty. Forfeited funds will be redistributed to conferences that have historically satisfied all required categories and have unmet needs in Tier One.
**Tier Two – Social Responsibility and Integration: Specific Spending Requirements and Preapproved Uses**

The conference must support each of the following areas within the four-year grant cycle (2014-18):

1. Student-Athlete Well-Being/Community Service.
2. Equity and Inclusion.
3. Sportsmanship.

Identity and Integration Activities is an optional initiative during the four-year cycle. Tier Two dollars may be used to support Identity and Integration Activities, but that usage is not required.

Conferences may spend the entire Tier Two allotment in one area in a given year, or may divide it between areas. A conference must demonstrate financial support of each of the three required Tier Two areas over a four-year period; though this financial support may come from sources other than the Strategic Planning and Finance Committee.

Preapproved uses of Student-Athlete Well-Being/Community Service funds include the following:

1. Academic banquet and awards.
2. Adversity training.
3. Alcohol abuse prevention programs or speakers.
4. Anger management programs.
5. Career planning seminars for student-athletes*.
6. Community outreach.
7. DIII week activities.
8. Etiquette training*.
11. Hazing education.
12. Healthy relationships/sexual health and abuse education or programming.
13. Concussions education (e.g., Impact Program).
14. Leadership development speakers or materials*.
15. Life planning programming*.
16. Life skills programming*.
17. Media training for student-athletes.
18. Mental discipline/performance psychology training*.
19. Motivational speaker for student-athletes*.
20. Nutritional/diet information (handbook, access to nutritionist).
21. Purchase of AEDs.
22. Rest/recovery education.
23. Safe competition techniques.
24. Special Olympics initiatives  (See the Division III Special Olympics partnership website for programming ideas).
25. Sports massage and relaxation techniques.
26. Time management skills training*.
27. Training for student-athlete mentors (SAM program).
28. Treatments by sports psychologist to address issues including stress management, anxiety, burnout and life balance.
29. Sports Wagering Prevention (this is a subtopic of student-athlete well-being). The NCAA’s Sports Wagering webpage offers further information.
   a. Funding for awareness around National Problem-Gambling Awareness week. This can be a campus-wide event with a sport wagering focus. Awareness week is strategically placed in March soon after Super Bowl and before March Madness.
   b. Giveaways for students during National Problem-Gambling Awareness week for participation in organized prevention events.
Tier Two – Appropriate Usage

c. Advertising about Awareness week or other gambling prevention on campus (television scrolls, campus newspaper; local newspaper, mass emails).

d. Posters/postcards to promote prevention events or to disseminate information about gambling (i.e., sports betting/office pools).

e. Campus speaker about gambling.

f. Distribution of problem-gambling brochure to student-athletes and parents.

g. Employ the Step Up program, a pro-social behavior/bystander-intervention program. Annual letters to local media.

h. Gambling websites blocked in computer labs.

i. Conduct a Wellness Assessment Survey.

j. Props for tabling events to attract students (green felt, card shuffler, display board).

k. Funding for a campus task force lead by athletics using the National Center for Responsible Gaming (NCRG) report to help guide policy and prevention (See ncrg.org website for report and recommendations).

*Per NCAA Division III extra benefit regulations, similar programming must be open to the general student-body for these services to be provided to student-athletes (see NCAA Division III Bylaw 16.3.2). Please contact your Academic and Membership Affairs conference contact if you have interpretive questions regarding the extra benefit regulations.

Impermissible fund use includes the following:

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

Preapproved uses of Equity and Inclusion funds include the following:

1. Attendance by student-athletes, coaches or administrators at equity or inclusion focused education or professional development events.

2. Campus or community equity or inclusion workshops.

3. Creative presentations to raise awareness of equity or inclusion issues (e.g., plays, spoken word performance, art exhibits or other artistic expressions).

5. Recruitment and retention of ethnic minority student-athletes.

6. Recruitment and retention of women and ethnic minority staff.

7. Events to encourage women and ethnic minorities to pursue careers in athletics (e.g., Winning Careers in Athletics, women’s coaching symposiums, student-athlete attendance at the NCAA Convention).

8. Guest speakers on equity or inclusion topics.

9. Panel discussions on equity or inclusion topics.

10. Service or mentoring activities with a focus on equity or inclusion awareness.

11. Sponsor an internship program for female or ethnic minority junior or senior students with an interest in pursuing a career in athletics. The duties and responsibilities for the internship will vary and the overall goal is to provide administrative duties, including sports information, and professional networking in order to give a quality career experience in college athletics. Since the internship is meant for current students, there would be no coaching responsibilities assigned.

12. Student or SAAC-led initiatives to raise awareness of equity or inclusion issues.

13. Student-Athlete Retreat focusing on equity and inclusion issues.

The Commissioners Association Diversity and Well-Being Subcommittee constructed an inventory of equity and inclusion programs that have enhanced the educational experiences of student-athletes on Division III campuses, and created opportunities for increasing understanding and appreciation for diversity by all campus constituents. That list can be accessed on the Division III Strategic Initiatives Grant Program homepage. The list includes program titles, descriptions and costs, where possible and is updated annually.

Preapproved uses of Sportsmanship funds include the following:

1. All-Conference sportsmanship teams or other conference-based awards.

2. Banners and signage.


5. Division III Week activities.
6. Educational materials, including, but not limited to, mailings to parents and program inserts.
7. Establishment of good sportsmanship student body pep group or pep rally.
8. Guest speakers.
9. Halftime events.
10. In-game announcements.
11. Newspaper ads promoting sportsmanship.
12. Partnering with SAAC for workshops and seminars.
13. Play with Respect ... Live Respectfully – Program includes five seminars on positive sports behavior, appropriate decision making and core life values for student-athletes, coaches and athletics staff.
15. Promotional items including, but not limited to, awareness bracelets and t-shirts.
16. Sportsmanship day.
17. Sportsmanship summit including supervisor of officials, student-athletes, coaches and directors of athletics.

For additional information, please refer to The NCAA Sportsmanship and Ethical Conduct Committee webpage.

Identity and Integration Activities

Effective with the 2014-15 to 2017-18 conference grant program’s four-year cycle, the Identity and Integration Activity is no longer a required initiative. Activities and symposiums should emphasize the Division III identity and the integration of intercollegiate athletics in the campus and conference context. Conference Identity and Integration Symposia and Activities are intended to bring key conference constituents together in an effort to discuss ways in which each school (and the conference as a group) might best support the integration concept, consistent with Division III’s unique philosophy, identity and Strategic Positioning Platform. To assist in the planning and conduct of an Identity and Integration symposium, please see the Sample Identity and Integration Symposium and Activity Guide on the Division III Strategic Initiatives Grant Program homepage.
Other permissible identity and integration activities that may include key conference constituents or campus only key constituents include the following:

1. Support of faculty mentor programs designed to promote a better understanding of the student-athlete experience.

2. Campus-based identity/integration discussions: Provide various campus constituencies (e.g., faculty, academic staff, administration) with the opportunity to learn about the role of athletics, the Division III philosophy, how athletics is integrated within the university as a whole and how athletics contributes to the overall mission of the institution and conference.

3. Celebration of Division III Week incorporating various campus departments.

4. Host a faculty forum on intercollegiate athletics.

5. Recognize National Student-Athlete Day, incorporating various campus departments.

6. Collaborate with admissions office to conduct an annual recruiting seminar.

7. Partner with development office and devise a specific fundraising project that would aid both athletics and development.

8. SAAC-led identity and integration presentations to institutional constituents, such as boards of trustees, faculty, and alumni, and facilitate other campus discussions.

9. Student-athlete integration discussions: engage student-athletes in discussions about the Division III philosophy, how athletics is integrated within the university as a whole, and how athletics contributes to the overall mission of the institution.

10. Programs focused on establishing and assisting students in achieving essential learning outcomes through the identification and integration of learning outcomes taught both on and off-the-field.

11. Conferences may use Tier Two funds on promotional materials (including video) supporting the Division III Identity.
Tier Three – Quality of the Participation Experience: Specific Spending Requirements and Preapproved Uses

Tier Three funds may be used on any permissible Tier One or Tier Two initiative or any other initiative justified by the Division III Strategic Plan.

Impermissible Tier Three fund use includes the following and will be denied:

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

Preapproved uses of Technology funds include the following:

1. Color printing equipment and supplies.
2. Communication hardware and software.
5. Game film exchange.
6. Internet and cellular service.
7. Wind gauge (automatically feeds wind speeds into track results program).
8. Statistical software packages and updates.
9. Webcasting (web production and equipment).
10. Web enhancements, including a conference scoreboard.

Preapproved uses of Officiating Funds include the following:

1. Assignment software (e.g., Arbiter Sports).
2. Funding pre-season officiating meetings.
3. Hiring officials’ observers, who evaluate, educate and recruit officials.
4. Officials’ enhancement education, including attendance at the annual July National Association of Sports Officials (NASO) Annual Sports Officiating Summit.

5. Officials training (could include subsidizing registration with Arbiter Sports).

6. Officiating crew manuals.

Preapproved uses of Athletic Training/Medicine/Nutrition funds include the following:

1. Athletic training equipment.


3. Eating to Win program.

4. Funding for planning team to implement heat protocol (including communication initiatives and educational materials).

5. Health and safety posters.


7. Nutrition lectures.

8. Portable AED units.

9. Professional development session for certified athletic trainers.

10. Renew site licenses for IMPACT Concussion Management software.

11. Session for staff or student-athletes: identify signs or symptoms of depression.

Preapproved uses of Promotions/Marketing/Identity (Division III identity activation) funds include the following:

1. Conference banners.
2. Conference directory.
3. Logo development.
4. Schedule cards.
5. Traveling conference trophies.

Preapproved uses of Championships Enhancement funds include the following:

1. Championship t-shirts for participants.
2. Conference awards (participant, MVP, other).
3. Conference-wide championships program.
4. Employment of a professional timing company for swimming, indoor and outdoor track and field and/or cross country championships.
5. Increased signage.
6. Reimbursing expenses for sportsmanship chaperones.

Preapproved uses of Professional Development, Administration/Coaching Education Enhancement funds include the following:

1. Professional development activities for coaches, other campus athletics staff, conference interns or any of the constituents included in Tier One. Events include the preapproved list from Tier One or other events the conference determines to be effective professional development programming.
2. Conference SAAC leadership retreat.
3. Host a professional development day for entire conference.
4. Host session on professional ethics in coaching.
5. Host speaker on catastrophe management.
6. Attendance at Intercollegiate Athletics Forum.

7. New coach’s seminar (compliance review, general).

8. Support attendance at the NCAA Coaches Academy.
**Administrative Stipend (‘‘Tier Four’’)**

Conferences are provided with an administrative stipend to offset the costs of grant program administration including coordination of the third-party review. Conferences may choose to contract out the grant administration or manage the program with existing staff. This administrative stipend is listed under “Tier Four” within the grant reporting system; however, reporting on how the administrative stipend was used is not required. Sample grant administrator duties may be accessed on the Division III Strategic Initiatives Grant Program homepage.
Report Item No. 2 - Nonlegislative Items.

- **Discussion of Punitive Measures Related to Restricted Membership Status – Recommendation of Policy Change to Division III Strategic Planning and Finance Committee.**

  1. **Recommendation.** Refer to the Strategic Planning and Finance Committee, for potential policy change, a recommendation that when a member institution is on restricted membership status, the Strategic Planning and Finance Committee not change the denominator used for calculating the total amount of conference grant funding that a conference would receive in that year, but instead direct the conference commissioner to prohibit any of the grant funding from being provided directly to the institution on restricted status, as required in the legislation.

  2. **Effective Date.** Immediate.

  3. **Rationale.** The committee discussed the impact of punitive measures on institutions placed in restricted membership status. The committee noted that the conference of an institution on restricted status suffers the most immediate impact with the reduction in conference grant funding. The legislation for an institution in restricted membership status currently prohibits the conference members from receiving related NCAA grant funding; however, the committee felt that the conference office could easily control the distribution of funding and prohibit the institution(s) on restricted status from receiving direct grant funding. This policy change would ensure that the current legislation is not being violated, while improving the current distribution process which indirectly has a negative impact on all conference schools when an institution is placed on restricted membership status.

  4. **Estimated Budget Impact.** Approximately $4,000 for every institution placed on restricted status.

  5. **Estimated Student-Athlete Impact.** None.
Report Item No. 2 - Nonlegislative Items.

• Newly elected incoming SAAC members funding to attend Convention – Recommendation of policy change to Division III Strategic Planning and Finance Committee.

  (1) **Recommendation.** Refer to the Strategic Planning and Finance Committee, for potential policy change, a recommendation that elected national Student-Athlete Advisory Committee members beginning their term following the conclusion of Convention be provided funding to attend Convention before the start of their committee term.

  (2) **Effective date.** 2017 Convention.

  (3) **Rationale.** The committee believes it would be beneficial for newly appointed committee members to attend Convention before their official committee service begins. This would allow the outgoing committee members an opportunity to mentor and expose the new committee member to the proceedings of the committee. The committee feels that this experience would allow SAAC members to learn about the committee without the pressure of having to make decisions and make their committee service more effective as they will be more accustomed to the policies and procedures of the committee. Unlike members on other Division III committees, appointed national SAAC members often have had no exposure to the Division III committee or governance structure.

  (4) **Estimated budget impact.** $2,100 per additional attendee.

  (5) **Student-athlete impact.** This would allow better preparation for the newly appointed member on the committee, thus providing better representation for all Division III student-athletes.
<table>
<thead>
<tr>
<th>Item</th>
<th>Notes</th>
<th>Total Budgeted Costs</th>
<th>DII Budgeted Costs</th>
<th>DIII Budgeted Costs</th>
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</thead>
<tbody>
<tr>
<td><strong>Institutional Travel</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Airline Travel</td>
<td>$50,000 per institution (20 persons/4 teams)</td>
<td>$200,000</td>
<td>$100,000</td>
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<tr>
<td>Lodging</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per Diem</td>
<td>Amount figured into per diem rate: $250 per room; 20 persons; 6 nights</td>
<td>$108,000</td>
<td>$48,600</td>
<td>$59,400</td>
</tr>
<tr>
<td>Bus Transportation</td>
<td>$800 per bus/day; 6 days (each division)</td>
<td>$20,000</td>
<td>$10,000</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>$328,000</td>
<td>$158,600</td>
<td>$169,400</td>
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<td><strong>Basketball Committees</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Travel</td>
<td>$650 travel costs per committee member; 16 members</td>
<td>$10,400</td>
<td>$5,200</td>
<td>$5,200</td>
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<tr>
<td>Per Diem</td>
<td>$75 per day; 16 members; 6 days</td>
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<td>$900</td>
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<tr>
<td>Lodging</td>
<td>$250 per night; 16 members; 5 nights</td>
<td>$20,000</td>
<td>$10,000</td>
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<td><strong>TOTAL</strong></td>
<td></td>
<td>$37,600</td>
<td>$18,800</td>
<td>$18,800</td>
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<tr>
<td><strong>GameOfficials (4 per division)</strong></td>
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<td></td>
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<td></td>
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<tr>
<td>Travel</td>
<td>$650 travel costs per official; 4 officials (each division)</td>
<td>$5,200</td>
<td>$2,600</td>
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<tr>
<td>Per Diem</td>
<td>$75 per day; 4 officials; 3 days (each division)</td>
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<tr>
<td>Lodging</td>
<td>$250 per night; 4 officials; 3 nights (each division)</td>
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<tr>
<td>Game Fees</td>
<td>$300 per official; 3 officials; $200 for standby (each division)</td>
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<td>$16,200</td>
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<td><strong>Facility (estimated)</strong></td>
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<tr>
<td>Facility Rental</td>
<td></td>
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<tr>
<td>Event Charges*</td>
<td>Includes all front of house needs for the day: ushers, ticket takers, security, guest services, police, EMTs/ambulance, utilities, clean up, parking; power fees; etc.</td>
<td>$50,000</td>
<td>$25,000</td>
<td>$25,000</td>
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<tr>
<td>Catering</td>
<td>In-house catering (media buffet, band, locker rooms, DI suite catering)</td>
<td>$15,000</td>
<td>$7,500</td>
<td>$7,500</td>
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<tr>
<td>Parking</td>
<td>Parking for 25-35 media/ops on site, sat truck fees would be required</td>
<td>$1,000</td>
<td>$500</td>
<td>$500</td>
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<td><strong>TOTAL</strong></td>
<td></td>
<td>$66,000</td>
<td>$33,000</td>
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<tr>
<td><strong>Miscellaneous</strong></td>
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<tr>
<td>Game Mgmt Expenses*</td>
<td>Basketballs, towels, floor decals, coolers, slip notts, ball racks, basketball stanchion wraps, back of house product, game apparel, etc.</td>
<td>$1,000</td>
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<td>$500</td>
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<tr>
<td>VWBSN</td>
<td>Videoboard production</td>
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<td>Police Escorts</td>
<td>Team escorts</td>
<td>$4,000</td>
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<tr>
<td>Team Hosts</td>
<td>Travel to quarterfinal/semifinal sites (both divisions)</td>
<td>$3,000</td>
<td>$1,500</td>
<td>$1,500</td>
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<tr>
<td>Game Programs*</td>
<td>Complimentary to teams in locker rooms</td>
<td>$2,000</td>
<td>$1,000</td>
<td>$1,000</td>
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<tr>
<td>Branding/Décor*</td>
<td>Production of signage for team hotels/division specific signage in arena</td>
<td>$20,000</td>
<td>$10,000</td>
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<tr>
<td>Marketing*</td>
<td>Use of NCAA hired marketing/public relations agency</td>
<td>$10,000</td>
<td>$5,000</td>
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<tr>
<td>Student-Athlete Mementos</td>
<td>Court replicas</td>
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<td>$1,000</td>
<td>$1,000</td>
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<td>$52,000</td>
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**ESTIMATE OF EVENT COSTS NOT INCLUDING TRAVEL**

Division II allocated: $250,000
Division III approved budget: $200,000

**TOTAL**

**ESTIMATE OF EVENT COSTS NOT INCLUDING TRAVEL**

Division II allocated: $250,000
Division III approved budget: $200,000

**GRAND TOTAL ESTIMATE OF EVENT COSTS (including travel)**

Division II allocated: $244,500
Division III approved budget: $255,300
KEY ITEM.

- Funding reallocations approved. The Division III Strategic Planning and Finance Committee during its March 2016 meeting approved the recommendation made by both the Ethnic Minorities and Women’s Internship Grants and the Strategic Alliance Matching Grants selection committees to reallocate $141,400 from the Strategic Alliance Matching Grant budget to the Ethnic Minorities and Women’s Internship Grant starting with the 2016-17 budget cycle. This change would update the annual budget for the Strategic Alliance Matching Grant to $708,600 and $1,130,000 for the Ethnic Minorities and Women’s Internship Grant from the current $850,000 and $988,600 and allow the annual funding for each of the internship grants to increase from $20,100 to $23,600.

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. Selected recipients. Below are the selected recipients for the 2016-17 cycle. Additionally, the 18 recipients that were selected for the 2015-16 cycles will continue to be funded this year.
   
   a. Bridgewater State University, coordinator for athletic external relations.
   b. Buffalo State, State University of New York, assistant to the senior woman administrator and assistant athletics director.
   c. Centre College, assistant director of external relations.
   d. Coe College, athletic communications and operations assistant.
   e. Delaware Valley University, assistant to the director of athletics (Deferred until 2017-18).
   f. Great Northeast Athletic Conference, assistant to the commissioner.
   g. Hartwick College, sports information assistant.
   h. Hiram College, assistant director of sports information.
   i. Illinois Wesleyan University, assistant to the athletic director/assistant coach.
   j. John Jay College of Criminal Justice, coordinator for academic success, compliance and eligibility.
   k. King’s College (Pennsylvania), assistant to the director of intercollegiate athletics and assistant coach.
   l. Loras College, assistant director of athletic communications/assistant volleyball coach.
   m. Marywood University, assistant coordinator of student-athlete affairs.
   n. Massachusetts College of Liberal Arts, coordinator of academic success and diversity.
   o. Minnesota Intercollegiate Athletic Conference, assistant director.
   p. Mount Holyoke College, athletic communications intern.
q. North Central University, manager of athletics visual media assistant coach of female sport.

r. Northland College, administrative coordinator for athletics and student-athlete services.

s. Ramapo College, assistant to the director of athletics/sports performance coordinator.

t. Roanoke College, assistant to the director of the Cregger Center/athletics coordinator.

u. Wilmington College (Ohio), assistant to the director of athletics.

2. **Guidelines and proposal review.** The committee will review the grant guidelines and proposals in preparation for the 2016-17 call for proposals. They will look to clarify key items to better evaluate need and commitment from schools and conferences.

3. **New chair selection.** The committee selected Kayleigh McCauley, Lewis & Clark College, to serve as the chair starting in September 2016.

4. **2016-17 timelines.** The call for proposals for the 2017-18 cycle will be available via the NCAA Program Hub starting Thursday, September 15, 2016 and close on Monday, January 30, 2017.

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**Committee Chair:** Corey Borchardt, Upper Midwest Athletic Conference.

**Staff Liaison(s):** Sarah Sadowski, Leadership Development, NCAA.

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### Ethnic Minorities and Women’s Internship Grant Selection Committee

February 26, 2016 and March 18, 2016, Teleconferences

**Attendees:**

Corey Borchardt; Upper Midwest Athletic Conference.

Kevin Fenstermacher; President’s Athletic Conference.

Kayleigh McCauley, Lewis & Clark College; Northwest Conference.

Jayson Ameer Rasheed, Wilmington College (Ohio); Ohio Athletic Conference.

Kim Santoiemma; City University of New York Athletic Conference.

**Absentees:**

None.

**Guests in Attendance:**

None.

**NCAA Staff Support in Attendance:**

None.

**Other NCAA Staff Members in Attendance:**

Esteban Arriola and Jackie Kelly.
## Annual Grant Spending

<table>
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<tr>
<th>School/Conference</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Grant</td>
<td>PD Funding</td>
<td>Grant</td>
</tr>
<tr>
<td>Bridgewater State University</td>
<td>$23,660.00</td>
<td>$3,000.00</td>
<td>$23,660.00</td>
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<tr>
<td>Buffalo State, State University of New York</td>
<td>$23,660.00</td>
<td>$3,000.00</td>
<td>$23,660.00</td>
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<tr>
<td>Centre College</td>
<td>$23,660.00</td>
<td>$3,000.00</td>
<td>$23,660.00</td>
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<tr>
<td>Emory University</td>
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<td>$3,000.00</td>
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<tr>
<td>Gettysburg College</td>
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<tr>
<td>Gettysburg College</td>
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<td>Gettysburg College</td>
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### Annual Subtotal

$473,200.00

### Division III Internship Grant

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<th>School/Conference</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Grant</td>
<td>PD Funding</td>
<td>Grant</td>
</tr>
<tr>
<td>TBD</td>
<td>$23,660.00</td>
<td>$3,000.00</td>
<td>$23,660.00</td>
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<tr>
<td>TBD</td>
<td>$23,660.00</td>
<td>$3,000.00</td>
<td>$23,660.00</td>
</tr>
<tr>
<td>TBD</td>
<td>$23,660.00</td>
<td>$3,000.00</td>
<td>$23,660.00</td>
</tr>
<tr>
<td>TBD</td>
<td>$23,660.00</td>
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</tr>
<tr>
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<td>$23,660.00</td>
<td>$3,000.00</td>
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<tr>
<td>TBD</td>
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<tr>
<td>TBD</td>
<td>$23,660.00</td>
<td>$3,000.00</td>
<td>$23,660.00</td>
</tr>
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</table>

### Annual Subtotal

$533,200.00

### Annual Budget

$1,130,000.00

### Annual Grant Spending

$1,130,000.00

### Annual Difference

$533,200.00
KEY ITEM.

- **Funding reallocations approved.** The Division III Strategic Planning and Finance Committee during its March 2016 meeting approved the recommendation made by both the Ethnic Minorities and Women’s Internship Grants and the Strategic Alliance Matching Grants selection committees to reallocate $141,400 from the Strategic Alliance Matching Grant budget to the Ethnic Minorities and Women’s Internship Grant starting with the 2016-17 budget cycle. This change would update the annual budget for the Strategic Alliance Matching Grant to $708,600 and $1,130,000 for the Ethnic Minorities and Women’s Internship Grant from the current $850,000 and $988,600 and allow the annual funding for each of the internship grants to increase from $20,100 to $23,660.

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **2015-16 deferments.** It was noted that Illinois College and the University of Wisconsin, Eau Claire, deferred the grant during the 2015-16 cycle and will accept the funds starting in the 2016-17 cycle.

2. **Selected recipients.** Below are the selected recipients for the 2016-17 cycle. Additionally, the 15 recipients that were selected for the 2014-15 and 2015-16 cycles will continue to be funded this year.
   a. DePauw University, assistant athletics director for athletics event and athletics marketing.
   b. Illinois College, associate director of athletics and Title IX investigator.
   c. Knox College, assistant director of athletics/senior woman administrator.
   d. Southern Vermont College, assistant director of athletics.
   e. University of Wisconsin-Eau Claire, assistant director of media relations/ marketing coordinator.
   f. Vassar College, associate director of athletics for facilities and events.

3. **Guidelines and proposal review.** The committee will review the grant guidelines and proposals in preparation for the 2016-17 call for proposals. They will look to clarify key items to better evaluate need and commitment from schools and conferences.
4. **New chair selection.** The committee selected Elaine Harvey, Wellesley College, to serve as the chair starting in September 2016.

5. **2016-17 timelines.** The call for proposals for the 2017-18 cycle will be available via the NCAA Program Hub starting Thursday, September 15, 2016 and close on Monday, January 30, 2017.

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**Committee Chair:** Cora H. Brumley; Little East Conference.  
**Staff Liaison:** Sarah Sadowski, Leadership Development, NCAA.

### Division III Strategic Alliance Matching Grant Selection Committee  
**February 29, 2016 and March 15, 2016, Teleconferences**

**Attendees:**
- Bridget Belgiovine, Wellesley College; New England Women's and Men's Athletic Conference.  
- Cora H. Brumley; Little East Conference.  
- Elaine Harvey, Johnson State College; North Atlantic Conference.  
- Jeff Martinez, University of Redlands; Southern California Intercollegiate Athletic Conference.  
- Matthew Pohren, Hartwick College; Empire 8.

**Absentees:**
None.

**Guests in Attendance:**
None.

**NCAA Staff Support in Attendance:**
None.

**Other NCAA Staff Members in Attendance:**
None.
### Class #13

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<th>University/Conference</th>
<th>Type</th>
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<th>25% Payment</th>
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<th>75% Payment</th>
<th>90% Payment</th>
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<td>Liberty League</td>
<td>New</td>
<td>41,768.00</td>
<td>10,442.00</td>
<td>44,573.00</td>
<td>45,649.00</td>
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<td>Maryville (TN)</td>
<td>New</td>
<td>56,282.43</td>
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<td>North Atlantic Conference</td>
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<td>12,828.75</td>
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Subtotal for Salary, Wages and Benefits: 114,026.36

### Class #14

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<td>Lebanon Valley College (added mid-year 2015-16)</td>
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<td>Pacific Lutheran University</td>
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Subtotal for Salary, Wages and Benefits: 197,432.15

### Class #15

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Subtotal for Salary, Wages and Benefits: 265,536.25

### Annual Budget

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<th>2018-19</th>
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<td>Recipient Visits and Overhead</td>
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## 2016 Division III Institute for Administrative Advancement

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<tr>
<th>Categories</th>
<th>2013</th>
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<td>Flights</td>
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<td>Hotel</td>
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<td>Meals</td>
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<td>Gifts</td>
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<td>Binders</td>
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<td>Shipping Costs (Box)</td>
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<td>-</td>
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<td>MOAA Membership</td>
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<td>AV Needs</td>
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<td>NCAS Speakers Honorarium/Fee</td>
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<td>-</td>
<td>-</td>
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<td><strong>TOTAL</strong></td>
<td>$30,726.99</td>
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### Departments Budget

<table>
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<tr>
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<th>Budget</th>
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<tr>
<td>Division III</td>
<td>$40,000.00</td>
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<td>Office of Inclusion</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$50,000.00</strong></td>
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NCAA Division III and NASPA Alcohol and Other Drug Collaborative Update
June 8, 2016

1. **Registration Update.** 191 institutions are currently registered for 360 Proof (an increase of two since the March report). 713 institutions are eligible to use the program.

2. **Portal Updates.** An error was discovered in the reporting feature of the 360 Proof PFI. This error was corrected in May.

3. **Program Assessment.** Results of the March 22 user experience survey were soft but positive. Phone interviews with low, medium and high level users are currently underway. Learning Collaborative Webinar attendance rosters will be analyzed as part of this program use assessment. The contractor will plan the next round of program communications, with the goal of enhancing the level of use by institutions already registered for the program.

4. **Outreach and Feedback.** 360 Proof will offer a demonstration booth and one-on-one technical assistance at the NCAA Regional Rules Seminar, June 14-15 in Dallas, TX. Activity at the NASPA Annual Conference included an exhibit booth and an education session featuring 360 Proof users sharing their experiences with the program. Also, Leah Kareti provided a feature demonstration to NASPA Culture of Respect and Strategic Initiatives staff (Joseph DeSanto Jones and Allison Tombros Korman). Finally, the NCAA Division III Management Council received a program updated and provided feedback about potential barriers to campus implementation.

5. **Budget Summary.** Year to date spending is under budget. Please see additional detail in the Attachment.
<table>
<thead>
<tr>
<th>360 Proof Annual Operating Costs</th>
<th>2015-16 Budget</th>
<th>2015-16 Actual to date</th>
<th>2016-17 Budget</th>
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</thead>
<tbody>
<tr>
<td>Hosting fee ($1,400 per month)</td>
<td>$16,800</td>
<td>$16,145</td>
<td>$16,800</td>
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<tr>
<td>Annual portal Trouble shooting, $187/hr, conservative estimate</td>
<td>$20,000</td>
<td>$3,100</td>
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<tr>
<td>Analytics, two reports per year</td>
<td>$3,500</td>
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<tr>
<td>Vimeo video hosting annual fee</td>
<td>$200</td>
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<td>General 360 Proof administrative management, eight hours per week, 45 weeks per year at $75/hr</td>
<td>$27,000</td>
<td>$21,821</td>
<td>$27,000</td>
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<tr>
<td>Content Experts to staff webinars. 2 experts at 3 hours each for 6 calls at $125/hr</td>
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<td>$4,500</td>
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<td>Content expert travel to in-person learning sessions</td>
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<tr>
<td>Other technical assistance costs. 6 expert hours per week, 45 weeks per year at $125/hr</td>
<td>$33,750</td>
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</tr>
<tr>
<td>Promotional costs</td>
<td>$10,000</td>
<td></td>
<td>$9,000</td>
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<tr>
<td>Evaluation costs. The pilot evaluation was $14,000. There would not be an evaluation expense incurred every year, but there could be a large, periodic expense.</td>
<td>$5,000</td>
<td></td>
<td>$5,000</td>
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<tr>
<td>Miscellaneous operations (teleconference, printing, postage)</td>
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<td>$1,000</td>
<td>$1,000</td>
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<tr>
<td><strong>Annual Operating Budget Total</strong></td>
<td><strong>$125,750</strong></td>
<td><strong>$66,966</strong></td>
<td><strong>$125,750</strong></td>
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2015-16 Development: Integration of the updated NIAAA Recommended Strategies Tool $74,250 $1,300

2015-16 Total Budget $200,000

**Duties included in administrative management**

- Maintain list of eligible institutions and contact information for AD and Chief Student Affairs Officer (CSAO).
- Manage 360 Proof in box and requests for technical assistance from participating institutions.
- Work with content experts to plan and conduct Learning Collaborative webinars and other educational opportunities.
- Post materials (webinar video and other guides) to web portal.
- Plan, conduct, and draft report of bi-monthly steering committee calls.
- Plan and execute promotions.
- Plan and execute program assessment and evaluation.
Other notes

- All estimates other than hosting and analytics are conservative.
- NASPA is absorbing the cost of the Learning Collaborative Webinar platform.
- Dr. Jason Kilmer, University of Washington, provides most of the technical assistance and is on an annual contract to provide an average of four hours per week to support 360 Proof. (This is a $18,470 contract, which is paid at the start of the academic year and equates to an hourly rate of $88.80. All other contract support is paid on a monthly basis at the hourly rates noted above.)
- The $74,250 development budget covers the integration of the updated NIAAA recommended strategies tool. It will cover updates to training and other program materials, design costs and web updates resulting from the integration of the new the NIAAA recommended strategies tool. This is the last planned development project for the 360 Proof program.
- Spending for all non-fixed items is currently at or under budget.
DIVISION III IDENTITY INITIATIVE

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

**Assistant Director for Governance Communications**

In mid-April, the assistant director left the national office for a full-time position in downtown Indianapolis. The governance staff worked with Communications to provide social media coverage during the spring championships. A new assistant director will join the Division III governance team in mid-July.

**Division III Week**

Sixty-nine (69) percent of Division III member institutions and conferences (339 total) celebrated the fifth annual Division III Week, April 4-10. This year’s activities and events were held in conjunction with the Women’s Basketball Joint National Championship, National Student-Athlete Day and many events featured the division’s partnership with Special Olympics.

This year, the Division III National SAAC invited all Division III campuses and conferences to create a video promoting the It's On Us campaign, focusing on sexual assault prevention, consent and bystander intervention, and to enter the video in a national contest. An award of $500 was provided to the SUNY Oneonta, who was the inaugural winner. The winning video debuted at the 2016 NCAA Division III Women's Basketball Championship, which was held during Division III Week in conjunction with the Women's Final Four in Indianapolis. In total, 27 institutions and conferences participated in the video contest.

Division III raised $3,128 for Special Olympics North America by encouraging new “likes” on our Facebook page and new followers on Twitter; a $500 increase from 2015. In addition to social media engagement, NCAA staff donated to the campaign during a celebratory event at the national office in which the Division III Student-Athlete Advisory Committee participated in a panel discussion on the life of a Division III student-athlete.

The sixth annual Division III Week will occur **April 3-9, 2017.**

**Championships**

Updated Division III identity signage and banners were used at all spring championship finals sites. Each championship was also provided with a $1,000 allocation for the planning and promotion of Special Olympics-related programming.

Staff continued to view broadcast and webcast to assess signage, branding, and presentation. This summer, staff will identify additional ways to enhance the webcasts while also driving more people to the webcasts. A live stream report for winter and spring championships is available in Attachment A.

**Division III/D3SIDA Recognition Award**

A panel of D3SIDA members select Tim Volkmann at SUNY Geneseo as the spring 2016 recipient for his work producing the “We R Team” video, that pays tribute to a women’s basketball student-athlete. The Division III and D3SIDA Recognition Award is a partnership between the Division III governance staff and the Division III College Sports Information Directors of America (D3SIDA) to honor the best work -
including news releases, feature articles, videos, blogs and other materials - produced by Division III campus and conference athletics communication offices. Each top honoree, named three times annually, will receive a $1,500 credit to attend Division III Day at the CoSIDA convention.

**Social Media**

The NCAA Division III Facebook has surpassed 23,600 fans, while the @NCAADIII Twitter feed has over 33,200 followers. The staff has developed a social media strategic plan to leverage social media as a primary channel for sharing the Division III story with current student-athletes, administrators, potential student-athletes, parents, and supporters.

In April, staff launched the hashtag #myD3. This hashtag will be used to share individual voices and unique experiences with Division III. These stories are individual anecdotes about the comprehensive educational environment in Division III, and how that has shaped current and former student-athletes and administrators.

**Special Olympics**

Since September 1, 65 institutions and conference offices have reported Division III Special Olympics activities. Staff continues to encourages schools and conferences to report their event.

**Division III Purchasing Website**

The Division III Purchasing Website is in its sixth year in operation, and its fourth year of management by Source One Digital. A $500 credit is being offered to institutions and conferences for purchases from the site during the 2015-16 year. Thus far, approximately half of the institutions and conference offices have used their credit, which ends on August 31. Staff conducted a quality audit on the site’s promotional items in the spring of 2016, and anticipates signing a three-year renewal contract with the vendor, Source One Digital.

**Website Content**

NCAA.org continues to provide Division III with additional opportunities to use its home page to share more stories portraying its unique student-athlete experience. The page regularly highlights Division III feature stories from sources such as member websites and Champion magazine, and videos produced by the NCAA and by member schools and conferences. Sports information directors are encouraged to send human interest stories and record-breaking performances to d3identity@ncaa.org.
ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **Review of the report from February 25, 2016, teleconference.** The working group reviewed and approved the set of minutes from its February 25, 2016, teleconference.

   During its review of the report, the working group was reminded of the tentative learning modules developed during the group’s September teleconference. These five modules were referenced throughout the remainder of the teleconference. The five tentative learning modules are:

   a. Why a certification program is important;
   
   b. A self-assessment tool for an institution’s current game environment;
   
   c. A learning module focused on creating service excellence for institutions events, regardless of resources and staff capabilities;
   
   d. Assistance with conflict resolution or bystander intervention; and
   
   e. A campus action plan.

2. **Report from Committee on Sportsmanship and Ethical Conduct’s February 16, 2016, teleconference.** The working group received a report from Ben Brownlee and Karen Tompson-Wolfe regarding the outcomes from the NCAA Committee on Sportsmanship and Ethical Conduct’s February 16, 2016, teleconference. Mr. Brownlee focused particular attention on the revamped RESPECT campaign and noted that materials and co-branded signage templates would be made available to the membership as a part of the revamped campaign and that a third-party company was being used to prepare those materials.

3. **Discussion of feedback received from outside groups on the five tentative learning modules.** The working group discussed feedback that was received from conference meetings, classroom discussions on campuses, the Division III Student-Athlete Advisory Committee and the Division III Management Council. Highlights from this feedback included:
a. Mr. Jones noted that the Student-Athlete Advisory Committee is planning to develop a ‘student-athlete’s perspective’ learning module that can be used as a sixth module within the program. As a deliverable included within this particular module, the Student-Athlete Advisory Committee also is considering drafting a template letter to parents that member institutions can use for distribution at the beginning of each season.

b. There were some concerns expressed about the idea that an institution would not objectively be able to complete a ‘self-assessment’. Instead, it was noted that the working group might want to consider the option of having someone from a different institution conduct the audit or consider alternative methods to access an institution’s current game environment.

c. It was noted that the overall training program might need to be required, or at least have some certification or recognition attached to it.

d. The Division III Management Council noted that interaction with campus safety, institutional presidents and athletic direct reports would be key elements to the success of the overall program.

e. One element noted for consideration was the inclusion of best practices and ‘ideas that work’. Examples of these include putting team benches on the opposite side of the playing field from the main grandstand, not allowing visiting fans to sit directly behind home benches, etc. …

4. Review of potential concepts for tentative learning modules. The working group reviewed two working proposals from outside firms. Both of the proposals were obtained by Mr. Jones and are aimed at building some of the learning modules. The working group determined it was best to wait on making any official decisions on proposals for work until after the learning modules have been more fully vetted. The working group also reviewed examples of ‘mystery shopper’ programs within the athletics context in order to determine how those programs might work within the overall program and whether that concept could serve as a potential deliverable within the program.

5. Discussion of next steps and short-range timeline for work. The working group agreed to use a form to provide individual input on potential learning outcomes and delivery methods for each of the tentative learning module. Upon receipt of all individual feedback forms, the working group will be broken into smaller subsets to begin synthesizing the results in order to develop a firm plan for each learning module.

6. Other business. The next teleconference will be at 2 p.m. Eastern time June 30, 2016.
7. **Adjournment.** The meeting adjourned at 3:15 p.m. Eastern time.

*Chair:* Gary Williams, Wittenberg University, North Coast Athletic Conference  
*Staff Liaison:* Jay Jones, Division III Governance

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<tr>
<td>Erik Bitterbaum, State University of New York at Cortland</td>
<td>Chris O’Rourke, Becker College</td>
</tr>
<tr>
<td>Jennifer Jacobs, Augsburg College</td>
<td>Brian Wigley, Shenandoah University</td>
</tr>
<tr>
<td>Tracy King, Liberty League</td>
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<tr>
<td>Chuck Mitrano, Empire 8</td>
<td></td>
</tr>
<tr>
<td>Laura Mooney, Massachusetts College of Liberal Arts</td>
<td></td>
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<tr>
<td>Karen Tompsoon-Wolfe, Westminster College</td>
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<tr>
<td>Gary Williams, Wittenberg University, chair</td>
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<tr>
<td><strong>Other Participants:</strong></td>
<td></td>
</tr>
<tr>
<td>Ben Brownlee, NCAA</td>
<td></td>
</tr>
<tr>
<td>Jay Jones, NCAA</td>
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</table>
INFORMATIONAL ITEMS:

1. **Welcome and roster.** The NCAA Division III Diversity and Inclusion Working Group commenced business at 10:05 a.m. Eastern time Tuesday, May 31, 2016. Chancellor Dennis Shields welcomed the group. Staff conducted a roll call.

2. **Report of April 14, 2016, teleconference.** The working group reviewed the report and had no changes.

3. **2017 D.A.R.E.S. Convention Program.** Staff asked the working group for its feedback on the acronym D.A.R.E.S. – Division III Advancing Racial and Ethnic Minority Students. Similar to the 2016 Institute for Administrative Advancement participants did not endorse the acronym. However, the working group did support “Division III Student Immersion Program”.

Nicolle Wood, Gerard Bryant and Natalie Winkelfoos volunteered to serve on the selection committee for the 2017 Division III Student Immersion Program. Committee responsibilities will consist of ranking the applicants in early October, and participating in one or two teleconferences to select the 40 participants.

4. **Confirm new diversity initiatives for 2016-17.** The working group agreed that the following three new diversity and inclusion initiatives for 2016-17 should be forwarded to the Strategic Planning and Finance Committee for feedback:

   a. Additional programming for ethnic minority students – model the NCAA’s Leadership Institute (e.g., a three- to four-day intensive professional development program in Indianapolis in June for ethnic minority students selected to attend Convention. Participants must show a high level of interest in pursuing a Division III athletics career).

   b. Senior woman administrator (SWA) professional development. Enhance the current programming offered in conjunction with the annual NACWAA Convention in October (e.g., expand the program from a half-day to a day and a half professional development opportunity).

   c. Conference grant funding specifically for programming and/or internships. Provide funding to conference offices, on request, to fund either internships for ethnic minority and female students (e.g., the North Coast Athletic Conference’s Branch Rickey Program) or programming for ethnic minority and female students.

The working group noted that with the current NCAA Division III biennial budget, $230,000 additional dollars have been earmarked for new diversity and inclusion initiatives and programming. The three recommended initiatives, in addition to the Division III Student Immersion Program, would use all of the funding.
a. Division III Student Immersion Program $50,000  
b. Additional grants for conference offices $50,000  
c. SWA programming $70,000  
d. Programming for ethnic minority students $60,000  

5. **Best Practices Resources.** The working group discussed next steps in developing best practices resources. Concepts discussed included:

a. A hiring best practices guide;  
b. Collaborating with the Office of Inclusion in updating the Role of the Senior Woman Administrator Resource; and  
c. Modeling 360 proof and developing a web-based program that provides an assessment tool, strategic planning and a feedback instrument for the entire campus.

The working group will develop all three resources in the following order:

a. Hiring best practices guide January 2017  
b. SWA resource August 2017  
c. Web-based program August 2018  

The working group will divide into four subcommittees to begin researching the following components of the hiring best practices guide:

a. Developing a diverse candidate pool: Amy Wilson, Nicole Hollomon, Dennis Shields and Heather Benning.  
b. The search process and engagement with search firms: Sarah Sadowski, Joe Onderko, Gerard Bryant and Callie Olson.  
c. Search committee training: Louise McCleary, Jason Fein, Keith Brandon and Nicolle Wood.  
d. Retention and exit interview training: Sonja Robinson, Nnenna Akotaobi and Natalie Winkelfoos.

NCAA staff will set up one to two planning calls from late June until early August. The subcommittees will use the existing [Division II best hiring practice guide](#) as a starting point.
6. **Update on NCAA Association-wide Ad Hoc Committee.** Staff provided an updated on the recent work of the Association’s Ad Hoc Committee on Diversity and Equity, in particular the newly created diversity resolution and pledge for presidents and chancellors. The NCAA Board of Governors is currently seeking feedback on the pledge that requests presidents and chancellors to be more engaged in ensuring a diverse candidate pool with athletics searches. The Ad Hoc Committee is also involved in making sure NCAA championships and events are in cities that can ensure a safe environment for LGBT student-athletes and spectators.

7. **Next steps.** The working group will begin working on the development of the hiring best practices guide.

8. **Other business.** Staff will develop a strategic plan for the working group to review on its August teleconference. With Sharon Beverly’s recent resignation from the College of New Jersey, staff will seek a replacement from the west coast to provide greater geographic representation on the committee. The next teleconference call is August 16 at 1 p.m. Eastern.

9. **Adjournment.** The call adjourned at 11:00 a.m. Eastern time.

**Staff Liaisons:**

- Louise McCleary, Division III Governance
- Nicole Hollomon, Research
- Sonja Robinson, Office of Inclusion
- Sarah Sadowski, Leadership Development
- Amy Wilson, Office of Inclusion

<table>
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<tr>
<td>Keith Brandon, Penn State University, Abington</td>
</tr>
<tr>
<td>Gerard Bryant, John Jay College of Criminal Justice</td>
</tr>
<tr>
<td>Jason Fein, Drew University</td>
</tr>
<tr>
<td>Callie Olson, Lakeland College</td>
</tr>
<tr>
<td>Joe Onderko, Presidents Athletic Conference</td>
</tr>
<tr>
<td>Dennis Shields, University of Wisconsin-Platteville</td>
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<tr>
<td>Natalie Winkelfoos, Oberlin College</td>
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<tr>
<td>Nicolle Wood, Salem State University</td>
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<tr>
<td><strong>Absentees:</strong></td>
</tr>
<tr>
<td>Nnenna Akotaobi, Swarthmore College</td>
</tr>
<tr>
<td>Heather Benning, The Midwest Conference</td>
</tr>
<tr>
<td>George Koonce Jr., Marian University (WI)</td>
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<td>Chris O’Rourke, Becker College</td>
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<td><strong>NCAA Staff Support in Attendance:</strong></td>
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<td>Nicole Hollomon, Louise McCleary, Sonja Robinson, Sarah Sadowski, and Amy Wilson.</td>
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Constitution Legislation – Financial Aid from Outside Sources – NCAA Bylaw 15.2.3.

The recommendation is that the Presidents Council sponsor an NCAA Convention proposal to amend the legislation regulating permissible financial aid awards that consider athletics from sources outside the institution. Because the August meeting is the final opportunity for the Council to sponsor a proposal for the 2017 Convention, staff is providing additional context for the proposal and seeks any feedback or questions you may have to ensure an informed discussion at the August meeting.

Current Legislation.

Current legislation (NCAA Bylaw 15.2.3.5) allows an incoming freshman to receive, from an outside source, financial aid that considers athletics leadership, ability, participation or performance, provided the following criteria are met:

1. The aid is awarded to a graduating high school senior on a one-time basis (though it may be disbursed over multiple years);

2. The recipient's choice of institutions is not restricted by the donor of the aid; and

3. There is no direct connection between the donor of the aid and the student-athlete's institution.

Concerns with the Current Legislation, as Identified by the Financial Aid Committee.

The financial aid professionals on the Financial Aid Committee expressed concern regarding the administrative burden associated with reviewing financial aid awards from sources outside the institution; specifically, the small scholarships incoming students bring with them (e.g., Lions Club, Kiwanis Club, etc.). Current legislation requires Division III financial aid administrators to investigate each outside aid award a student-athlete receives and determine if the award considers athletics in any way. This determination alone can be quite complicated as many outside awards do not clearly articulate whether athletics is considered; and thus, may require follow up with the awarding agency. For those awards that do consider athletics, the financial aid administrator must ensure that the criteria outlined above (under the "current legislation" heading) are met. Only after the financial aid administrator has conducted this review process can the institution determine if the outside aid award is permissible under current legislation. This process needs to be repeated for each award received by a student-athlete, which can be a considerable number in any given year. This process applies regardless of the amount of the award.

Financial Aid Committee's Recommended Change to the Current Legislation.

To help alleviate some of the administrative burden, the Financial Aid Committee is recommending that Division III institutions only be required to assess outside aid awards for student-athletes whose total outside aid exceeds $1,000. Thus, the financial aid administrator would no longer be required to determine whether an outside aid award considers athletics for any student-athlete whose total outside aid (combined from all sources) is $1,000 or less. However, for any student-athlete whose total outside aid (combined from all sources) is more than $1,000, financial aid administrators would continue to assess whether a given award considers athletics and, if so, whether it meets the criteria outlined under the "current legislation" heading above.

The Financial Aid Committee identified $1,000 as the appropriate threshold because it represented a small amount in comparison to the overall cost of education, while representing a significant reduction in administrative burden. Approximately 40 percent of incoming students that are awarded outside aid receive a total of $1,000 or less. The Financial Aid Committee determined that reducing the burden by 40 percent was a significant and impactful step, while retaining the review process for more substantial awards.