AGENDA
The National Collegiate Athletic Association
Administrative Committee Meeting

Susquehanna University
March 1, 2017
Marchinggrove, PA
8 a.m. to 2 p.m.

1. Welcome. [Jay Lemons]

2. Leadership Expectations. [Dan Dutcher and all]
   a. Presidents/Management Council Policies and Procedures. [Supplement Nos. 1a and 1b]
      • Terms of office.
      • Chair stipends.
   b. 2017-19 Meeting Schedule of Management Council/Presidents Council/Board of Governors/Board of Governors Subcommittees. [Supplement Nos. 2a and 2b]
   c. NCAA committee responsibilities. [Supplement No. 3]
      • Board of Governors and Subcommittees.
      • Presidents Council.
      • Management Council.
      • Division III Administrative Committee.
   d. Leadership Succession Planning for Management and Presidents Councils.

3. Key Association-wide issues for 2017. [Lemons and Dutcher]
   a. Board of Governors.
      • Composition. [Supplement No. 4]
      • Presidential Pledge. [Supplement No. 5]
      • Championships policies (e.g., alcohol, sports wagering).
   b. Sport Science Institute Strategic Initiatives. [Supplement No. 6]
   c. Ad Hoc committee updates.
      • Sexual Assault Violence Prevention.
      • Diversity and Gender Equity.
      • Student-Athlete Engagement.
   d. Second Safety in College Football Summit: Year-Round Football Practice Contact for College Student-Athletes, Interassociation Consensus Recommendations. [Supplement Nos. 7a, 7b and 7c. Supplement No. 7d will be distributed at the meeting.]
   e. Governance Committee review.

4. Key Division III Initiatives for 2017-18. [Dutcher, McCleary and Jay Jones]
   a. Diversity and Inclusion Working Group [Supplement No. 8]
   b. Sportsmanship and Game Environment Working Group. [Supplement No. 9 will be distributed at the meeting.]
   c. Faculty Athletics Representative (FAR) Engagement Working Group. [Supplement No. 10]
   d. LGBTQ Working Group. [Supplement No. 11]
   e. Graduation Rate Report. [Supplement Nos. 12a and 12b]
   f. Institutional Performance Program (IPP).
Division III Identity Initiative.  [Supplement No. 13]
h. SAAC mental health initiatives.

5. 2018 Division III Legislation.  (Jeff Myers)
a. Sports wagering.
b. Academic misconduct.
c. Graduate transfers.
d. Football playing and practice seasons.

6. Division III Strategic Planning and Finance.  [Al Cureton and Louise McCleary]
a. Division III Strategic Plan.  [Supplement No. 14]
   • Strategic priorities.
b. Division III budget.
   • Review 2016-17 budget-to-actual.  [Supplement No. 15a]
   • Future projections.  [Supplement No. 15b]
c. Strategic Planning and Finance Committee in-person meeting agenda.  [Supplement No. 16a]
   • Priority championship initiatives.  [Supplement Nos. 16b, 16c and 16d]
   • Priority nonchampionship initiatives.  [Supplement No. 16e]
   • Proposed future projections with new initiatives.
   • 2017-19 budget planning and NCAA personnel planning.

7. 2018 Division III Membership-wide survey.  (Dutcher)

8. Other Communication Initiatives.  [McCleary]
a. Results of recent communications surveys.
   • Association-wide.  [Supplement No. 17a]
   • Division III.  [Supplement No. 17b]
b. President’s Council communication plan.
   • President’s Advisory Group (PAG).  [Supplement Nos. 18a and 18b]
   • Presidential Quarterly Update.
c. Management Council communication plan.  [Supplement No. 19]
   • In-person conference visits.
d. Regular governance communication.
   • Monthly update and video.
   • Commissioners updates.
   • NCAA.org.
   • NADIIIIAA listserv.
   • D3SIDA.
   • Governance Scorecard.

9. Other business.

10. Adjournment.
The Board of Governors establishes and directs the general policy of the Association (see NCAA Constitution 4.1).

The Division III Presidents Council establishes and directs the general policy of Division III (see Constitution 4.4).

The Division III Management Council implements policies adopted by the Association’s Board of Governors and the Division III Presidents Council and manage the Division III governance structure (see Constitution 4.8).

The Division III Administrative Committee is empowered in the interim between meetings of the Division III Presidents Council and Management Council to conduct business necessary to promote the normal and orderly administration of Division III (see Constitution 4.11).

The Presidents Council is an 18-member body, with at least two members from each of the four Division III geographical regions and ten shall serve “at large”. The geographical regions are as follows: Region 1 – Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, Rhode Island, Vermont; Region 2 – New York, Pennsylvania; Region 3 – Alabama, Arkansas, Florida, Georgia, Indiana, Kentucky, Louisiana, Michigan, Mississippi, North Carolina, Ohio, Puerto Rico, South Carolina, Tennessee, Virginia, West Virginia; and Region 4 – Alaska, Arizona, California, Colorado, Hawaii, Idaho, Illinois, Iowa, Kansas, Minnesota, Missouri, Montana, Nebraska, Nevada, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Texas, Utah, Washington, Wisconsin, Wyoming.

Among the 18 members, at least three must be from institutions with full-time undergraduate enrollment of 2,400 or more; at least three must be from institutions with full-time undergraduate enrollment between 1,400 and 2,400; at least three must be from institutions with full-time undergraduate enrollment of 1,400 or less; at least three must be from public institutions; at least three must be from private institutions; there must be at least four women and four men; at least two who are members of an ethnic minority; and at least two who are not ethnic minorities.

Council members appointed to serve half of a term or less (due to interim vacancies) will not be considered to have served a full term and, thus, would be eligible to serve two full terms beyond
Council members serve terms of four years and are not eligible for reelection to another term on the Council until two years have elapsed. The Council may waive the four-year term limit if an extension is necessary and appropriate to enhance the Council’s continuity and effectiveness or otherwise allow the Council to continue to fulfill its representational requirements. A member may not serve on the Council more than two terms.

Nominations Process

The Council annually shall appoint a nominations subcommittee. The Presidents Council Nominations Subcommittee identifies a slate of nominees to fill Presidents Council vacancies consistent with composition requirements (Bylaw 4.4.1) and forwards a slate to the Presidents Council for ratification. Interim vacancies are filled by the Presidents Council, upon recommendation by the nominating subcommittee. Vacancies due to expired tenures are filled by mail vote of the presidents/chancellors of Division III institutions. Additional candidates must have the endorsement of at least 10 chancellors or presidents to be placed on the appropriate slate of nominees.

Officers

The chair and vice-chair of the Presidents Council are nominated by the President Council Nominations Subcommittee and elected by the Presidents Council. A member must serve a minimum of one year on the Presidents Council prior to serving as chair or vice-chair. The terms of the chair and vice-chair shall not exceed two years. The chair and vice-chair shall not be eligible for immediate reelection to that position. The terms of office of the chair and vice-chair shall expire on a staggered basis. The term of office of the chair and vice-chair runs from January to January (term ends upon adjournment of the relevant NCAA Convention).

Duties

- Duties of the Chair
  a. Serve as a spokesperson for Division III;
  b. Preside at Division III Presidents Council meetings;
  c. Preside at the Division III business session at the annual Convention;
  d. Serve as chair of the Division III Administrative Committee;
  e. Attend Division III Management Council meetings, as available;
  f. Serve as a member of the Association’s Board of Governors (BOG);
  g. Serve as a member of the BOG’s Administrative Committee, and
  h. Serve on the BOG’s Finance and Audit Committee (if that role is not filled by the vice-chair).

The chair of the Presidents Council is always welcome, as a matter of right and privilege, to attend any Division III committee meeting or championship.
• **Duties of the Vice-Chair**
  
  a. Take the chair’s place and perform the chair’s duties if the chair is absent or incapacitated;
  b. Serve as a member of the Association’s Board of Governors (BOG);
  c. Serve as a member of the Division III Administrative Committee;
  d. Serve as chair of the Division III Strategic Planning and Finance Committee;
  e. Serve on the BOG’s Finance and Audit Committee (if that role is not filled by the chair); and
  f. Attend Division III Management Council meetings, as available.

The vice chair is also always welcome to attend any Division III committee meeting or championship.

**NOTE:** When the Board of Governors (BOG) Convention meeting occurs after the adjournment of the Division III Business Session, the outgoing Division III Presidents Council chair, vice chair and Management Council chair, will represent Division III at the BOG meeting, rather than the new incoming chairs and vice chair.

**Election Procedures**

The election of the chair and vice-chair will be conducted to ensure staggered terms so that both positions are not vacated in the same year. Elected officer(s) will begin his or her official duties following the adjournment of relevant NCAA Convention.

The process to elect the Presidents Council chair and vice-chair will begin during the August Presidents Council meeting. During this meeting, the responsibilities for the applicable position will be reviewed. All eligible members for the position of chair and vice-chair will be given the opportunity to indicate interest in being nominated by informing the national office staff by a predetermined date. The Presidents Council Nominations Subcommittee will review the candidates on a teleconference and make a recommendation for each office, subject to approval by the Presidents Council, at its October meeting. Over time, the Council should attempt to elect officers that reflect the diversity of the Council.

**Special Circumstances**

• In the event that the chair of the Presidents Council leaves the position of chair prior to expiration of his or her term as chair, there will be an election to fill the vacancy. The vice-chair of the Presidents Council will fulfill the duties of the chair on an interim basis (and also will continue to fulfill the necessary duties as vice-chair) until the chair vacancy has been filled. [Note: The election to fill the vacancy may be immediate and occur either by mail or electronic ballot or telephone conference of the Presidents Council if the Administrative Committee agrees to expedite the process. Otherwise, the election would occur at the next regularly scheduled Presidents Council meeting.]
In the event that the vice-chair of the Presidents Council leaves the position of vice chair prior to expiration of his or her term as vice-chair, there will be an election to fill the vacancy. [Note: The election to fill the vacancy may be immediate and occur either by mail or electronic ballot or telephone conference of the Presidents Council if the Administrative Committee agrees to expedite the process. Otherwise, the election would occur at the next regularly scheduled Presidents Council meeting.]

**Role and Purpose/Responsibilities 4.4.2**

The Division III Presidents Council serves as a leadership structure and forum for presidential interests in Division III intercollegiate athletics matters. The Presidents Council is empowered to:

a. Implement policies adopted by the Association's Board of Governors;

b. Establish and direct the general policy of Division III;

c. Establish a strategic plan for Division III;

d. Adopt noncontroversial and intent-based amendments, administrative bylaws and regulations to govern Division III;

e. Sponsor Division III legislation independent of the Management Council;

f. Identify, prior to the printing of the notice of any Convention, Division III proposals for which a roll-call vote of the eligible voters may be required and designate during the Convention the roll-call votes that must occur;

g. Delegate the resolution of management and administrative issues to the Management Council and ratify those actions (see Constitution 4.8.3);

h. Ratify, amend or rescind the actions of the Management Council (see Constitution 4.8);

i. Assure that there is gender and ethnic diversity among its membership, the membership of the Management Council (see Constitution 4.8) and the membership of each of the other bodies in the Division III administrative structure;

j. Make budgetary recommendations to the Association's Board of Governors related to Division III matters, including championships and approve the use of funds allocated to Division III;

k. Approve regulations providing for the administration of Division III championships; and
1. Advise the Board of Governors concerning the employment of the NCAA president and concerning the oversight of his or her employment.

Responsibilities of Presidents Council Members

Attending the Council meeting

- Attendance and participation at all Presidents Council meetings, including the annual NCAA Convention, are expected. If a Presidents Council member must miss a meeting, the member should notify the office of the Division III vice president.
- A Presidents Council member’s absence from two consecutive Presidents Council meetings in a calendar year, regardless of the reason, shall constitute that member’s resignation from the Presidents Council. The chair may waive the application of this policy in the case of extenuating circumstances.
- Presidents Council members are encouraged to be in attendance when the meeting is called to order and stay until the meeting is adjourned. Conflicts that require individuals to plan late arrivals or early departures should be communicated before the meeting to the office of the Division III vice-president.

Preparing for the Presidents Council meeting

- Presidents Council members should become knowledgeable on all agenda issues and be prepared to discuss items the Presidents Council will be asked to consider.
- A Presidents Council member will provide a report (with appropriate recommendations) when the individual’s name appears next to an agenda item.
- The Presidents Council discourages the representative from reading the entire background of information to the Council. The Presidents Council has received a written report as part of the agenda/supplements and is responsible to be prepared for the report. You should highlight the key components related to the committee request, ask for a motion if necessary and then be prepared to answer questions regarding the issue. Knowledge of how Divisions I and II have acted or reacted may be helpful.
- Presidents Council members have an opportunity to serve on various Division III committees and Task Forces. Presidents Council members are encouraged to accept such assignments, when possible.

Presidents Council Procedures

The Presidents Council procedures are intended to achieve three goals:

- Assure emphasis on major policy issues in Presidents Council meetings.
• Promote thorough discussion of significant issues while curtailing discussions that become unproductive or unnecessary.
• Enhance efficiency and communication in the Presidents Council - Management Council relationship.

### Presidents Council Meetings

The Division III Presidents Council meets four times annually: at the NCAA Convention in January, in April, in early August and again in the fall (late October or early November). The meeting schedule is designed in part to assure that the Presidents Council is enabled to make decisions regarding legislative matters in time to meet its September 1 deadline for submission of legislative proposals. The Division I Board of Directors, the Division II Presidents Council and the Division III Presidents Council shall have at least one combined meeting per year [Constitution 4.1.2-(g)].

### Meeting Information

The Presidents Council, as is the case with all entities in the NCAA, is bound by various Association meeting policies, including these:

• All meetings must be held in the contiguous 48 states.
• All meetings will be held on weekdays, with the possible exception of the Convention meeting, which is subject to scheduling of other major sessions.
• All meetings should be held in the metropolitan area where the national office is located, with the exception of the meeting held in conjunction with the NCAA Convention.
• For the transaction of business, a quorum shall consist of a majority of the members of the Presidents Council. For the Presidents Council to take action (including action to sponsor, cosponsor, support or oppose a legislative proposal), a simple majority of Presidents Council members present and voting shall be required, unless otherwise specified.
• Presidents Council meetings are considered closed business meetings and are not open to any interested president/chancellor without invitation. However, those presidents/chancellors who have been elected to join the Presidents Council at the conclusion of the Convention are invited to attend the President Council’s Convention meeting as observers.

In the usual Presidents Council meeting format (except for the Convention meeting), the Presidents Council will conduct a planning session from 6 to 9 p.m. the evening prior to the meeting, and will conduct its official meeting from 9 a.m. to noon. A joint breakfast for the Division I Board of Directors and Division II and III Presidents Councils will be conducted the morning of the Presidents Council meeting, and will include informational items of mutual interest to each presidential body.

The Association’s policies regarding meeting expenses are set forth in Bylaw 31.7.2 in the NCAA Manual. In short, the NCAA pays for transportation to and from Presidents Council meetings, hotel room and tax charges at the meetings, and a $75 per diem for each day or part thereof involved in
traveling to and from and attendance at the meeting. The member may claim 53 cents per mile for the round trip based upon the most direct route between the two points if travel is by automobile.

Transportation and the hotel room and tax are billed directly to the NCAA; the member needs only to pay incidental charges to his or her room when leaving the meeting site. The Travel Expense System (TES) has been implemented for committee members to file their requests for per diem and travel expense reimbursement electronically. Also, early in each calendar year, each member will receive a Form 1099 reporting the amounts thus paid during the preceding year, if that amount exceeds $600. In such instances, the member then will declare that amount in filing his or her income tax return for that year, so members will want to record their Council-related expenses in order to deduct the appropriate amount. Some Presidents Council members prefer to have their expense reimbursement paid directly to their institutions to eliminate the need for such personal record keeping.

**Membership Notification**

Proper notification of Presidents Council actions shall occur through The NCAA News, an online publication. The Presidents Council also will use other notification vehicles, including the Division III homepage of NCAA On-line (www.ncaa.org) and the Division III Presidential Quarterly Update.

- Each Presidents Council member will receive a reminder notice of the next meeting about eight weeks in advance, with a request for desired hotel accommodations. The NCAA staff makes hotel reservations; the Presidents Council member makes his or her own travel arrangements through Short’s Travel (888/655-9215), the NCAA travel service. Council members are required to use the NCAA travel service inasmuch as the NCAA pays travel expenses in full.
- Presidents Council members will receive via electronic access an agenda and supplements approximately one week in advance of the meeting.
- In the meeting, therefore, generally there should be no need to review item by item what is stated in the report unless a member of the Presidents Council raises a question or an action needs to be clarified. The chair simply will call attention to the agenda item involved, ask if there are any questions and allow sufficient time for such questions. The chair declares the material approved if no questions arise.
- Presidents Council members must observe all customary NCAA procedures when issues arise directly involving student-athletes or the athletics programs at their own institutions (or in the case of conference issues, the institutions within their playing conference) and should not participate during consideration of such issues by the Administrative Committee, Management Council, Presidents Council or Board of Governors.
- Presidents Council members receive a link to the Quarterly meeting summary document via e-mail within two weeks after the meeting.
- Following each Presidents Council meeting, the NCAA News will run a story about key discussion and action items.
**Policies regarding Confidentiality and Speaking Agents of the Division and Association**

- Presidents Council members may not report the actions of the Presidents Council to individuals outside the Presidents Council until the meeting adjourns.

- When an issue is extremely sensitive, the Council will determine specific policies to follow outside the meeting. These will include general “talking points” and key “spokespersons” (e.g., chair, staff).

- The president of the Association and the chair of the Board of Governors are the only individuals authorized to speak on behalf of the Association except as outlined below.

  An individual representing a member institution or conference who speaks or opines on an Association issue only has the authority to express the view of that individual or the member institution or conference unless the individual has been designated by the Board of Governors of the Association as a speaking agent of the Association on that issue.

- The Presidents Council chair and vice-chair on behalf of the chair are hereby designated as speaking agents of the Council regarding issues within their jurisdiction on which there is consensus, except that positions of advocacy on behalf of the Presidents Council or the Association to be communicated in writing or orally to persons or entities external to the Association must have prior approval by the NCAA Board of Governors or the president of the Association.

  The president of the Association may designate additional speaking agents of the Association.

**Presidents Council at Convention**

The Presidents Council chair is the presiding officer and formally opens and closes the business session proceedings on Saturday (as well as the forum session on Friday). Beyond that, the Presidents Council chair can delegate the gavel to others during those sessions as he/she sees fit. The Management Council chair traditionally presides over the consideration of proposed legislation (especially legislation not designated in the “presidential grouping”). The Presidents Council vice chair sits with the delegates on the Convention floor and serves as governance structure “floor manager.”

At the Convention, the Presidents Council meets: 1) In a joint breakfast with the Division III Management Council and Student-Athlete Advisory Committee (SAAC) on Thursday morning; 2) during a Presidents Council focus meeting Thursday late morning to early afternoon; and 3) with the President’s Advisory Group (PAG) during the president’s luncheon on Friday. Meals are provided as appropriate for the time of day during which the meeting is conducted.
Presidents Council Operating Policies

Administrative Structure

The actions of the Management Council and Administrative Committee are subject to review and final approval by the Presidents Council. The Board of Governors has final authority over all Association-wide matters (e.g., the Association-wide budget).

The Presidents Council is committed to working closely with the Management Council to enhance the efficiency and administration of the Division III governance structure.

Presidents Council-Management Council relationship: each receives the summary of the other’s meetings, and the Management Council receives a report at each meeting on the activities of the Presidents Council. Both groups have authorized their respective chairs to communicate with each other between meetings. Two chancellors/presidents serve as members of the Management Council.

In addition, Presidents Council officers will attempt to attend Management Council meetings and Management Council officers will attempt to attend Presidents Council meetings as often as possible.

The Presidents Council and Management Council will conduct one joint meeting per year (NCAA Convention) to further the communication efforts between the two governing bodies. This meeting also includes the Student-Athlete Advisory Committee (SAAC). A joint subcommittee of Management Council and Presidents Council members has been established to identify key issues and evaluate potential legislative proposals that warrant Presidents Council review designation and sponsorship based on the division’s philosophy, strategic plan or Strategic Positioning Platform. This joint subcommittee is comprised of the two presidents or chancellors and the two athletics direct reports from the Management Council, along with representatives from the Presidents Council.

Appeals

I. General Authority

The Management Council shall review membership appeals and decisions made by a Division III committee or the NCAA staff regarding the application of NCAA legislation to a particular situation when no other committee, subcommittee, or conference has the authority to act (Const. 4.8.3(h)). All Management Council decisions shall be reported to the Presidents Council which may ratify, amend or rescind the actions of Management Council (Const. 4.4.2(g)-(h)). The Presidents Council shall hear appeals of original Management Council actions (as opposed to Management Council appellate decisions). Presidents Council is not required to hear or act on any request for additional consideration in which an appellate opportunity has already been provided by the Management Council. Presidents Council may, however review any issue at its discretion.
Decisions of the Division III Committee on Infractions, Infractions Appeals Committee and the Committee on Student-Athlete Reinstatement are not reviewable by the Management Council or the Presidents Council.

II. Standard of Review

A Council shall not alter the decision of the committee, subcommittee or Council that initially decided the matter unless it concludes that the committee, subcommittee or Council erred in its decision in a manner that, in the judgment of the Council affected the decision. The finding of such an error shall be based upon a determination of one of the following:

- The committee, subcommittee or Council improperly applied NCAA legislation or official interpretations;
- The committee, subcommittee or Council took an action inconsistent with established precedent; or
- The committee, subcommittee or Council deviated from its approved procedures or that the decision is clearly erroneous.

III. Timing of Review

If an issue may be appealed to either of the Councils, the involved institution must submit a written notice of appeal to be received in the national office not later than 30 days after it has received notification of the adverse decision. The appeal must be submitted by at least two of the following institutional representatives: president/chancellor, faculty athletics representative, director of athletics, and senior woman administrator.

Each request for an appeal shall be reviewed by the officers of the applicable Council or Administrative Committee and placed on the appropriate agenda. Review of appeals shall take place only in conjunction with regularly scheduled meetings of the applicable council or the Administrative Committee. All supporting documentation from the involved institution shall be submitted no later than five business days before the meeting in which the appeal will be reviewed. Reports from the committee, subcommittee or Council that detail the initial decision shall be submitted no later than 48 hours before the meeting in which the appeal will be reviewed.

IV. Record for Review

The Notice of Appeal must include the reasons the institution believes the decision was erroneous.

The involved committee, subcommittee or Council, shall provide a written report setting forth the basis for its decision. The report shall identify the involved NCAA rules and
interpretations and shall specify the information and precedent relied upon in reaching the decision.

All appeals shall be based on the written record, unless the Council officers conclude that compelling reasons exist to conduct an in-person meeting.

V. **Parliamentary Procedure and Recusals**

For purposes of parliamentary procedure the Presidents Council, Management Council or Administrative Committee shall constitute a “board,” rather than a “committee,” in applying the provisions of Robert’s Rules of Order, Newly Revised; therefore, parliamentary procedures shall be those specified for boards by Robert’s Rules in such matters as appeals, rehearing or other appearances. [Note: This affects such matters as motions to reconsider, amend or rescind earlier actions.]

Members shall recuse themselves from participating in the complete review process (discussion and vote) if the matter involves their institution or conference.

Members shall recuse themselves from voting on a matter of a decision by a committee or subcommittee on which they serve or if the matter involves a member of their conference. However, these members may participate in discussions related to the matter.

VI. **Decision**

Upon conclusion of the review, the Presidents Council, Management Council, or Administrative Committee shall deliberate and notify the national office staff of its decision *(based on standard of review set forth above)*. The national office staff shall notify the involved institution and shall provide a written confirmation of the decision. The notification should occur as soon as practical after the decision is reached and adjournment of the meeting. No notification, formal or informal, should occur before adjournment. The appellant also should be notified of any additional procedures available. No public announcement shall be made until the meeting adjourned.

VII. **Rehearing**

Rehearing of an issue may be granted only on the basis of new, relevant and significant information directly related to the original findings. The applicable officers will review the submitted evidence to determine if it believes the new-evidence requirement has been met.

If, in reviewing the appeal, the Presidents Council, Management Council or Administrative Committee concludes that new information that was not made available to the involved committee or subcommittee at the time of its initial decision has been reported and that the
information is of such importance, in the judgment of the Presidents Council, Management Council or Administrative Committee, to make a different result reasonably probable, the case shall be redirected to the committee or subcommittee that initially considered it for further review.

**Conflict of Interest Policy**

NCAA committee service involves important ethical and moral obligations. Committee integrity is critical to the decision-making process and includes trust, confidentiality and honesty in all issues and aspects of service and representation. Committee discussions and decisions should reflect and advance the interests of the Association, the division, or the sport, and ultimately enhance the student-athlete experience.

NCAA committee members scrupulously shall avoid any conflict between their respective personal, professional or business interests and the interests of the Association, in any and all actions taken by them on behalf of the Association.

Committee members have a fiduciary duty to the Association not to use knowledge or information obtained solely due to service on that committee to the disadvantage of the Association during the term of committee service. Further, a committee member shall not participate in the committee’s discussion or vote on any action that might bring direct or indirect financial benefit to the member or any organization in which the member is financially interested (other than the member’s institution or the conference of which it is a member). A violation of this rule by a member of the committee shall not invalidate the action taken by the committee if, following disclosure of the conflict of interest, the committee authorizes, ratifies or approves the action by a vote sufficient for the purpose, without counting the vote of the committee member with the conflict of interest, and the appropriate oversight body approves the action.

A committee member is responsible for advising the chair of potential conflicts of interest and should recuse him or herself from participating in proceedings where a personal, professional or business interest would reasonably result in a conflict of interest. Abuse of one’s position as a member of a committee may result in dismissal from that position. Where a conflict of interest appears evident, a committee member will be notified by the committee chair and will have the opportunity to present a rebuttal or details of the situation.

**Speaking Agent Policy**

The president of the Association and the chair of the Board of Governors are the only individuals authorized to speak on behalf of the Association except as outlined below.

An individual representing a member institution or conference who speaks or opines on an Association issue only has the authority to express the view of that individual or the member institution or conference unless the individual has been designated by the Board of Governors of the Association as a speaking agent of the Association on that issue.
Committee chairs are hereby designated as speaking agents of their committees regarding issues within their committees’ jurisdiction on which there is consensus, except that positions of advocacy on behalf of the committee or the Association to be communicated in writing or orally to persons or entities external to the Association must have prior approval by the NCAA Board of Governors or the president of the Association.

The president of the Association is hereby granted authority to designate additional speaking agents of the Association.  *(April 2001 Board of Governors minutes)*

**Appointment of Special Committees/Consultants**

Generally, no special committees shall be appointed by the Presidents Council. Rather than appointing special committees, subcommittees of the Presidents Council, Management Council and/or existing committees should be used for special projects, with specialized consultants added as needed.

When an ad hoc or special subcommittee is appointed, a specific charge for each such committee should be established, as well as completion and dissolution dates for each.  *[Note: The Administrative Committee and/or Presidents Council will review all such committees, their charges and their “sunset” dates annually.]*

**Defense and Indemnification Policy**

The Association shall defend and indemnify any present or former employee, committee member or agent of the Association who was or is a party or is threatened to be made a party to, or who is to be subpoenaed to be deposed or to give evidence in, any civil, criminal, administrative or investigative action or proceeding, including those brought by the Association, provided the conditions enumerated below are met. For purposes of this policy, “committee” shall include all Association committees, Boards, Cabinets, Councils, subcommittees and panels.

Conditions for Defense and Indemnification:

1. The person requesting defense and indemnification is being named as a party or subpoenaed to be deposed or to give evidence by reason of the fact that the person was or is an employee, committee member or agent of the Association or is or was serving at the request of the Association as a director, officer, employee or agent of another association, corporation, partnership, joint venture, trust or other enterprise.

2. The person is determined to have been acting within the scope of the person’s duties to the Association.

3. The person is determined to have been acting in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the Association in the performance of the person’s duties to the Association. In respect to any alleged criminal
action or proceeding, the person must also be determined to have had no reasonable cause to believe the alleged conduct was unlawful.

Note: The termination of any action or proceeding by judgment, order, settlement, conviction or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption in regard to these determinations. However, if a person is adjudged to be liable for negligence or misconduct in the performance of the person’s duty to the Association, there shall be no indemnification unless and only to the extent that the court in which such action or suit was brought shall determine that, despite the adjudication of liability but in view of all circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses as the court shall deem proper.

4. The person promptly and timely notifies the Association’s general counsel of the actual or threatened service of process, subpoena, and notice of deposition or other legal process before incurring attorney fees or other expenses.

5. The person accepts counsel provided or approved by the Association and agrees to accede to the legal strategies approved by the Association’s general counsel, including any settlement determinations. In the event that the person wishes to hire other counsel or not accede to the Association’s legal strategies, the Association shall not be obligated to defend or indemnify the person, except when it is determined that a conflict of interest exists with the Association such that retaining separate counsel is warranted.

6. The person agrees to repay any expenses, including attorney fees, incurred in bringing or defending a civil or criminal action or proceeding paid by the Association in advance of the final disposition of such action or proceeding if it is ultimately determined that the person is not entitled to be indemnified by the Association as authorized in this policy.

For purposes of this policy, “indemnification” shall consist of payment against expenses (including attorneys’ fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by the person in connection with such action or proceeding.

Determinations as to whether indemnification is proper in the circumstances because the person has met the applicable standards of conduct set forth in this policy shall be made (1) by the NCAA Board of Governors by a majority vote of a quorum consisting of members who are not parties to such action or proceeding, or (2) if such a quorum is not obtainable, or, even if obtainable if a quorum of disinterested Board of Governors members so directs, by independent legal counsel in a written opinion, or (3) by the Association’s president if so delegated by the Board of Governors.

The indemnification provided by this policy is not exclusive of any other rights to which those indemnified may be entitled under any bylaw, agreement, vote of members or disinterested Board of Governors members or otherwise, both as to action in the person’s official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be an employee, committee member or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.
The Association may purchase and maintain insurance on behalf of any person who is or was an employee, committee member or agent of the Association, or is or was serving at the request of the Association as a director, officer, employee or agent of another association, corporation, partnership joint venture, trust or other enterprise against any liability asserted against the person and incurred by the person in any such capacity or arising out of the person’s status as such, whether or not the Association would have the power to indemnify the person against such liability under the provisions of this policy.

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### Legislative Issues

The Management Council and Presidents Council serve a critical role in the legislative process. For legislation to be voted upon at the annual Convention the following shall apply:

- All proposed legislation must be reviewed by appropriate NCAA committees before it can be considered at an NCAA Convention. Such committees shall be required to conclude their review not later than October 7, thus assuring time for amendments-to-amendments to be submitted in accordance with the November 1 deadline.

- The Interpretations and Legislation Committee shall develop likely interpretations of proposed legislation for review by the Management Council in its pre-Convention meeting through the development of a Question and Answer document.

- The Presidents Council is obligated to fill a leadership role in Association activities; therefore, it takes positions regarding key legislative proposals, including opposition to some proposals, to fulfill that role, rather than to be “negative.” The Management Council forwards recommended positions to the Presidents Council in that regard, upon initial review by the Management Council/Presidents Council Joint Legislative Steering Committee. A majority vote of the Division III Management Council (present and voting) is required to support or oppose a specific legislative proposal sponsored by the membership or to recommend that the Presidents Council support or oppose a specific legislative proposal sponsored by the membership that is deemed presidential in nature.

A majority vote of Presidents Council members present and voting is required to sponsor Division III legislative proposals. The Management Council, by a two-thirds vote of those present and voting has the authority to sponsor Division III legislative proposals that are not deemed presidential in nature. The Presidents Council will consider any proposal that received a majority vote of Management Council but not the requisite two-thirds vote.

Management Council members should support the assigned presenters of Presidents Council-sponsored legislation as needed during presentation and discussion of the proposals on the Convention floor. However, Management Council members, on behalf of the Council, shall not participate in Convention floor debate on occasions where the Management Council's position on a proposal directly conflicts from the Presidents Council’s position. In these
cases, the Management Council shall not express statements of opposition or support and the committees in the governance structure will be encouraged to share positions when they are consistent with the position of the Presidents Council.

- In the event an institution seeks to change an interpretation of proposed legislation acted upon by the Management Council during its pre-Convention meeting, the chair of the Business Session may direct the Management Council to take under advisement the Convention discussion in the Management Council’s post-Convention review of legislative actions. If the Management Council becomes aware of such concerns in advance of meeting during the Convention, the interpretation in question may be reviewed at that time.

Other important legislative dates include:

- July 15: Deadline for submission of amendments by primary sponsor(s).
- August 15: Posting of Initial Publication of Proposed Legislation.
- September 1: Deadline for submission of amendments by the Presidents Council or Management Council.
- September 1: Deadline for submission of amendments by co-sponsor(s).
- September 15: Deadline for submission of any modification to their original amendments.
- September 23: Posting of Second Publication of Proposed Legislation.
- November 1: Deadline for all amendments-to-amendments and resolutions to be received in the national office.
- November 15: Mailing of the Official Notice of the Convention.
NCAA Structure

The Board of Governors establishes and directs the general policy of the Association (see NCAA Constitution 4.1).

The Division III Presidents Council establishes and directs the general policy of Division III (see Constitution 4.4).

The Division III Management Council implements policies adopted by the Association’s Board of Governors and the Division III Presidents Council and manage the Division III governance structure (see Constitution 4.8).

The Division III Administrative Committee is empowered in the interim between meetings of the Division III Presidents Council and Management Council to conduct business necessary to promote the normal and orderly administration of Division III (see Constitution 4.11).

Division III Management Council Structure

The Management Council is a 21-member body, with at least two members from each of the Division III geographical regions.

Among the 21 members, at least nine must be directors of athletics or senior woman administrators; two institutional presidents/chancellors; two athletics direct reports (non-presidents or chancellors with oversight of intercollegiate athletics); two faculty athletics representatives; three members of an ethnic minority; two student-athletes who are members of the Student-Athlete Advisory Committee; eight men and eight women. Council members serve terms of four years and are not eligible for reelection to another term on the Council until four years have elapsed. A member may not serve on the Council more than two terms.

Council members appointed to serve half of a term or less (due to interim vacancies) will not be considered to have served a full term and, thus, would be eligible to serve two full terms beyond their interim service.

Council members are elected at the annual NCAA Convention and are elected by the Division III membership present and voting. The Division III Management Council structure is specified in Constitution 4.8.
Officers

The officers of the Management Council are the chair and vice-chair. The officers are elected by the Management Council for a one-year renewable term with maximum two-years in position. The chair of the Management Council must be a senior member of the Management Council.

A senior member of the Management Council is a member who has served at least one year on the Management Council. After one year of service, the senior member would be eligible to serve as chair or vice-chair of the Management Council or as a senior member of the Board of Governors.

NCAA officers must observe all customary NCAA procedures when issues arise involving student-athletes or the athletics programs at their own institutions (or in the case of conference executives, the institutions within the conference) and should not participate during consideration of such issues by the Administrative Committee, Management Council, Presidents Council or Board of Governors.

When disseminating information to the media and the general public, only the chair of the Management Council and/or an appointed designee shall speak on behalf of the Management Council regarding Management Council actions.

Duties

The chair of the Management Council shall:

◊ Preside at Management Council meetings.
◊ Serve as an ex-officio, nonvoting member of the NCAA Board of Governors.
◊ Serve as a member of the Division III Administrative Committee.
◊ Serve as a member of the Division III Championships Committee.
◊ Serve as an ex officio, nonvoting member of the Division III Strategic Planning and Finance Committee.
◊ Report on activities of the Management Council and Division III committees to the membership at the annual NCAA Convention and preside over voting activities.
◊ Make appointments of Management Council representatives to all Division III and Association-wide committees.
◊ Attend, at his/her discretion, any Division III committee meeting that reports to the Management Council.
The vice-chair of the Management Council shall:

◊ Perform the duties of the chair in the chair’s absence.
◊ Serve as a member of the Division III Administrative Committee.
◊ Assist the chair with appointments of Management Council representatives to all Management Council subcommittees, Division III and Association-wide committees.

NOTE: When the Board of Governors (BOG) Convention meeting occurs after the adjournment of the Division III Business Session, the outgoing Division III Presidents Council chair, vice chair and Management Council chair, will represent Division III at the BOG meeting, rather than the new incoming chairs and vice chair.

**Election Procedures**

The election of the chair and vice-chair will be conducted to ensure staggered terms so that both positions are not vacated in the same year. Elected officer(s) will begin his or her official duties during the January post-Convention Management Council meeting.

The process to elect the Management Council chair and vice-chair will begin during the July Management Council meeting. During this meeting, the responsibilities for the applicable position will be reviewed. All eligible members for the position of chair and vice-chair will be considered nominees for the positions unless they decline the nomination by informing the national office staff by a predetermined date. The staff will conduct the in-person election for all Management Council members present during the first day of the July meeting by ballot. The staff will continue the balloting process, eliminating the lowest vote getter after each round, until a majority decision is reached. The process will begin with the election of the chair followed by the election of the vice-chair, if necessary. The announcement of chair and vice-chair will occur at the conclusion of the meeting.

**Special Circumstances**

♦ In the event that the chair of the Management Council leaves the position of chair prior to expiration of his or her term as chair, there will be an election to fill the vacancy. The vice-chair of the Management Council will assume the duties of the chair on an interim basis (and also will continue to serve as vice-chair) until the chair vacancy has been filled. [Note: The election to fill the vacancy may be immediate and occur either by mail or electronic ballot or telephone conference of the Management Council if the Administrative Committee agrees to expedite the process. Otherwise, the election would occur at the next regularly scheduled Management Council meeting.]

♦ In the event that the vice-chair of the Management Council leaves the position of vice-chair prior to expiration of his or her term as vice-chair, there will be an election to fill the vacancy. [Note: The election to fill the vacancy may be immediate and occur either
by mail or electronic ballot or telephone conference of the Management Council if the Administrative committee agrees to expedite the process. Otherwise, the election would occur at the next regularly scheduled Management Council meeting.]

Role and Purpose/Responsibilities

The Division III Management Council is responsible for implementing policies adopted by the Association’s Board of Governors and the Division III Presidents Council.

In addition, Constitution 4.8.3 specifies the following responsibilities for the Management Council:

◊ Implement policies adopted by the Association’s Board of Governors and the Division III Presidents Council;
◊ Resolve Division III issues;
◊ Make recommendations to the Division III Presidents Council related to Division III matters as it deems appropriate, including budgetary recommendations and recommendations related to championships;
◊ Adopt noncontroversial and intent-based amendments, administrative bylaws to govern Division III;
◊ Sponsor legislative proposals in accordance with Constitution 4.4.2-(h);
◊ Make interpretations of the bylaws of Division III;
◊ Delegate the resolution of Division III issues to the Division III substructure and consider relevant reports and recommendations from the Division III substructure;
◊ Review appeals by member institutions of decisions made by a Division III committee or the NCAA staff regarding the application of NCAA legislation to a particular situation when no other committee, subcommittee or conference has the authority to act. The Management Council shall review the complete record in order to determine whether there is sufficient basis to grant relief from the application of the legislation. All waiver decisions shall be reported to the Presidents Council for ratification; and
◊ Administer duties related to the Division III business session of the annual Convention, including arrangements, programs, rules, voting and the examination and approval of the voting credentials of Division III delegates.

Management Council Responsibilities

Management Council Representation on Committees

At least one Management Council member serves as a liaison on each Division III general committee (see Bylaw 21.9.5) and Association-wide committee (see Bylaw 21.2). Unless otherwise specified, Management Council members will serve as voting members of such
committees. A Management Council member’s term of service shall commence in January following the adjournment of the annual Convention and shall be concurrent with his or her remaining term of service on the Management Council. A Management Council member must terminate service on the committee at the expiration of their term on the Management Council. Management Council members serving on Division III general committees shall be excluded from the total composition requirements of the respective committee. The Management Council chair will solicit interest for upcoming committee vacancies in October and confirm appointments at the January Post-Convention Management Council meeting. If no members choose to serve on a committee with a vacancy, the chair, with the guidance of the national office staff, will assign a Management Council member to serve on the committee.

Guidelines and information regarding the role of the Management Council representative are as follows:

**Preparing for your committee meeting…**

1. Develop a relationship and communicate with both the staff liaison and the committee chair on a regular basis depending on the work and issues of the committee.

2. Request and review meeting schedules, minutes/agendas and any strategic plans from the last few meetings to get a sense of the work of the committee.

3. Review the committee duties/responsibilities and composition requirements as identified in the NCAA Manual (Bylaw 21).

4. Review at the most recent committee reports, which are included as a supplement in a Management Council agenda packet.

5. Review the most recent Summary of Quarterly Governance Meetings as it relates to the committee requests.

6. Review the Division III Strategic Plan.

7. Communicate with the previous Management Council representative regarding the work of the committee.

**Attending the committee meeting…**

1. Bring copies of the “Summary of Quarterly Governance Meetings,” which is the document provided after each Management Council/Presidents Council meeting cycle that identifies all actions taken on behalf of the governance structure as it relates to the committee's recommendations.
2. Be prepared to provide a summary on behalf of the Management Council on all issues related to the work of the committee. Always focus on the impact of issues/discussions/recommendations as they relate to the Division III strategic-planning priorities and Division III generally.

3. Always be prepared to provide insight and comments regarding the impact of any issue on Division III (for the Management Council and membership). Do not, however, feel compelled to provide the answer to how the Council will react.

Preparing for the Management Council meeting and reporting on behalf of the committee…

1. Always communicate with the staff liaison and chair regarding the content of the report, which is prepared by the staff liaison for the Management Council meeting. Whenever possible, this communication should occur prior to the submission of the report to the Management Council (normally about one month prior to the Management Council meeting).

2. Your name will appear next to the committee agenda item which indicates that you are responsible to provide the report and request action on any and all issues on which a Council decision is necessary (the staff liaison can assist with this).

3. If there is no written committee report, provide a brief “oral” update of the work of the committee.

4. No issue may be requested for action by the Management Council unless it is contained as part of a written report. The Management Council will not take action unless an issue is presented in writing.

5. The Management Council discourages the representative from reading the entire background of information to the Council. The Management Council has received a written report as part of the agenda/supplements and is responsible to be prepared for the report. You should highlight the key components related to the committee request, ask for a motion if necessary and then be prepared to answer questions regarding the issue. Knowledge of how Divisions I and II have acted or reacted may be helpful.

Management Council Procedures

The Management Council procedures are intended to achieve three goals:

◊ Assure emphasis on major policy issues in Management Council meetings.
Promote thorough discussion of significant issues while curtailing discussions that become unproductive or unnecessary.

Enhance efficiency and communication in the Presidents Council-Management Council relationship.

The following procedures will apply to all Management Council meetings:

Management Council members will be asked to bring with them to meetings such basic reference materials as the meeting agenda and supplements.

All supplements to the agendas are sent to all Management Council members in advance of the meeting, except in a rare circumstance where that is not possible. The Management Council receives the agenda and all available supplements via NCAA Committee Zone approximately five to seven days prior to the meeting. All Management Council members will then have the opportunity to peruse all materials prior to arrival at the meeting site.

In the meeting, therefore, generally there should be no need to review item by item what is stated in the report unless a member of the Management Council raises a question or an action needs to be clarified. The chair simply will call attention to the supplement involved, ask if there are any questions and allow sufficient time for such questions. The chair declares the material approved if no questions arise.

During each meeting, the Management Council will review reports and recommendations from the various committees that exist in the Division III substructure, as well as the Association-wide committees, when applicable. These reports will be presented by the Management Council member who serves as the representative on that committee.

All Management Council decisions will be reported in summary fashion to the Presidents Council for ratification.

Management Council members must observe all customary NCAA procedures when issues arise involving student-athletes or the athletics programs at their own institutions (or in the case of conference administrators, the institutions within their playing conference) and should not participate during consideration of such issues by the Administrative Committee, Management Council, Presidents Council or Board of Governors.

Management Council Operating Policies

The following operating policies are not included in the NCAA Manual. They have been grouped under the following headings for convenience of reference.
Guiding Principle - Student-Athlete Well-Being

In support of the “Student-First” philosophy, consistent with NCAA Constitution Principles for Conduct of Intercollegiate Athletics including Student Athlete Well-Being, Rules Compliance and Competitive Equity and meeting Objective 2.1 in the Association’s Strategic Plan (to increase the application of fair and more flexible regulations that favor student-athletes), the following principle will serve to ensure consistency in the application of NCAA regulations and messaging.

The well-being of student-athletes is at the center of all we do:

1. Any process must be flexible and timely and include effective communication.
2. Decisions must be fair, reasonable and consider the potential impact on the student-athlete.

Management Council Committees and Subcommittee Issues

In order to carry out the functions of the Management Council, it may be necessary to appoint Management Council subcommittees. Subcommittees shall regularly report their actions to the full Management Council.

Service on a subcommittee will be considered in light of the Management Council members’ responsibilities and service on other committees.

Administrative Structure

The actions of the Management Council are subject to review and final approval by the Presidents Council. The Board of Governors has final authority over all Association-wide matters (e.g., the Association-wide budget).

The Management Council is committed to working closely with the Presidents Council to enhance the efficiency and administration of the Division III governance structure.

Management Council-Presidents Council relationships: Each receives the Summary of Quarterly Governance Meetings reporting on the action of both bodies. Both groups have authorized their respective chairs to communicate with each other between meetings.

Management Council officers will attempt to attend Presidents Council meetings and Presidents Council officers will attempt to attend Management Council meetings as often as possible. Council members, or staff, provide a report at each meeting on the activities of the other Council.
The Management Council and Presidents Council will conduct one joint meeting per year to further the communication efforts between the two governing bodies. This meeting also includes the Student-Athlete Advisory Committee (SAAC).

A joint subcommittee of Management Council and Presidents Council members has been established to identify key issues and evaluate potential legislative proposals that warrant Presidents Council review based on the division’s philosophy, strategic plan or strategic positioning platform. This joint subcommittee is comprised of the two presidents or chancellors and the two athletics direct reports from the Management Council along with representatives from the Presidents Council.

Appeals

I. General Authority

The Management Council shall review membership appeals and decisions made by a Division III committee or the NCAA staff regarding the application of NCAA legislation to a particular situation when no other committee, subcommittee, or conference has the authority to act (Const. 4.8.3(h)). All Management Council decisions shall be reported to the Presidents Council which may ratify, amend or rescind the actions of Management Council (Const. 4.4.2(g)-(h)). The Presidents Council shall hear appeals of original Management Council actions (as opposed to Management Council appellate decisions). Presidents Council is not required to hear or act on any request for additional consideration in which an appellate opportunity has already been provided by the Management Council. Presidents Council may, however review any issue at its discretion.

Decisions of the Division III Committee on Infractions, Infractions Appeals Committee and the Committee on Student-Athlete Reinstatement are not reviewable by the Management Council or the Presidents Council.

II. Standard of Review

A Council shall not alter the decision of the committee, subcommittee or Council that initially decided the matter unless it concludes that the committee, subcommittee or Council erred in its decision in a manner that, in the judgment of the Council affected the decision. The finding of such an error shall be based upon a determination of one of the following:

- The committee, subcommittee or Council improperly applied NCAA legislation or official interpretations;
• The committee, subcommittee or Council took an action inconsistent with established precedent; or

• The committee, subcommittee or Council deviated from its approved procedures or that the decision is clearly erroneous.

III. Timing of Review

If an issue may be appealed to either of the Councils, the involved institution must submit a written notice of appeal to be received in the national office not later than 30 days after it has received notification of the adverse decision. The appeal must be submitted by at least two of the following institutional representatives: president/chancellor, faculty athletics representative, director of athletics, and senior woman administrator.

Each request for an appeal shall be reviewed by the officers of the applicable Council or Administrative Committee and placed on the appropriate agenda. Review of appeals shall take place only in conjunction with regularly scheduled meetings of the applicable council or the Administrative Committee. All supporting documentation from the involved institution shall be submitted no later than five business days before the meeting in which the appeal will be reviewed. Reports from the committee, subcommittee or council that detail the initial decision shall be submitted no later than 48 hours before the meeting in which the appeal will be reviewed.

IV. Record for Review

The Notice of Appeal must include the reasons the institution believes the decision was erroneous.

The involved committee, subcommittee or Council, shall provide a written report setting forth the basis for its decision. The report shall identify the involved NCAA rules and interpretations and shall specify the information and precedent relied upon in reaching the decision.

All appeals shall be based on the written record, unless the Council officers conclude that compelling reasons exist to conduct an in-person meeting.

V. Parliamentary Procedure and Recusals

For purposes of parliamentary procedure the Presidents Council, Management Council or Administrative Committee shall constitute a “board,” rather than a “committee,” in applying the provisions of Robert’s Rules of Order, Newly Revised; therefore, parliamentary procedures shall be those specified for boards by Robert’s Rules in such
matters as appeals, rehearing or other appearances. [Note: This affects such matters as motions to reconsider, amend or rescind earlier actions.]

Members shall recuse themselves from participating in the complete review process (discussion and vote) if the matter involves their institution or conference. Members shall recuse themselves from voting on a matter of a decision by a committee or subcommittee on which they serve or if the matter involves a member of their conference. However, these members may participate in discussions related to the matter.

VI. Decision

Upon conclusion of the review, the Presidents Council, Management Council, or Administrative Committee shall deliberate and notify the national office staff of its decision (based on standard of review set forth above). The national office staff shall notify the involved institution and shall provide a written confirmation of the decision. The notification should occur as soon as practical after the decision is reached and adjournment of the meeting. No notification, formal or informal, should occur before adjournment. The appellant also should be notified of any additional procedures available. No public announcement shall be made until the meeting has adjourned.

VII. Rehearing

Rehearing of an issue may be granted only on the basis of new, relevant and significant information directly related to the original findings. The applicable officers will review the submitted evidence to determine if it believes the new-evidence requirement has been met.

If, in reviewing the appeal, the Presidents Council, Management Council or Administrative Committee concludes that new information that was not made available to the involved committee or subcommittee at the time of its initial decision has been reported and that the information is of such importance, in the judgment of the Presidents Council, Management Council or Administrative Committee, to make a different result reasonably probable, the case shall be redirected to the committee or subcommittee that initially considered it for further review.

Confidentiality Policy

- Management Council members may not report the actions of the Management Council to individuals outside the Management Council until the meeting adjourns.
- Actions the Management Council takes that have to be ratified/approved by the Presidents Council should not be reported until ratification by the Presidents Council. These are issues that the chair, in consultation with the staff liaisons, should look for and identify throughout the meeting (e.g., those issues that are of such a sensitive nature that they should not be reported until after ratification by the presidents).

- When an issue is extremely sensitive, an "executive session" will be called, alerting the Management Council to the fact that the issue cannot be discussed at any time outside the meeting. Calling an "executive session" does not require the staff to leave the meeting.

**Conflict of Interest Policy**

NCAA committee service involves important ethical and moral obligations. Committee integrity is critical to the decision-making process and includes trust, confidentiality and honesty in all issues and aspects of service and representation. Committee discussions and decisions should reflect and advance the interests of the Association, the division, or the sport, and ultimately enhance the student-athlete experience.

NCAA committee members scrupulously shall avoid any conflict between their respective personal, professional or business interests and the interests of the Association, in any and all actions taken by them on behalf of the Association.

Committee members have a fiduciary duty to the Association not to use knowledge or information obtained solely due to service on that committee to the disadvantage of the Association during the term of committee service. Further, a committee member shall not participate in the committee’s discussion or vote on any action that might bring direct or indirect financial benefit to the member or any organization in which the member is financially interested (other than the member’s institution or the conference of which it is a member). A violation of this rule by a member of the committee shall not invalidate the action taken by the committee if, following disclosure of the conflict of interest, the committee authorizes, ratifies or approves the action by a vote sufficient for the purpose, without counting the vote of the committee member with the conflict of interest, and the appropriate oversight body approves the action.

A committee member is responsible for advising the chair of potential conflicts of interest and should recuse him or herself from participating in proceedings where a personal, professional or business interest would reasonably result in a conflict of interest. Abuse of one’s position as a member of a committee may result in dismissal from that position. Where a conflict of interest appears evident, a committee member will be notified by the committee chair and will have the opportunity to present a rebuttal or details of the situation.
Policy Regarding Speaking Agents of the Association

The president of the Association and the chair of the Board of Governors are the only individuals authorized to speak on behalf of the Association except as outlined below.

An individual representing a member institution or conference who speaks or opines on an Association issue only has the authority to express the view of that individual or the member institution or conference unless the individual has been designated by the Board of Governors of the Association as a speaking agent of the Association on that issue.

Committee chairs are hereby designated as speaking agents of their committees regarding issues within their committees’ jurisdiction on which there is consensus, except that positions of advocacy on behalf of the committee or the Association to be communicated in writing or orally to persons or entities external to the Association must have prior approval by the NCAA Board of Governors or the president of the Association.

The president of the Association is hereby granted authority to designate additional speaking agents of the Association.  *(April 2001 Executive Committee minutes)*

Committees

The Management Council will receive quarterly reports of the meetings of all Division III committees. All committee minutes are available for review on the NCAA Web site.

Waivers under the provisions of Bylaw 21.9.1.4 (waiver of replacement requirement) shall be granted only in unusual circumstances, only for a limited period of time and not more than once for any individual.

The Division III Nominating Committee should not nominate any current member of the Nominating Committee for Management Council or any other-Association-wide or Division III committee service.

The identity of those persons nominating individuals for service on Division III or Association-wide committees shall be made known to the Nominating Committee (and to the Championships Committee related to sports committees) and the Management Council, unless the nominator requests that his or her name not be used, based on the premise that knowledge of the identity of the nominator can be of value in assessing candidates.

Per Constitution 4.8.4.1, the Nominating Committee’s nominees for vacancies on the Management Council shall be reported to the Presidents Council for final ratification. Following the Presidents Council’s ratification, the names shall be announced in The NCAA News and in a
news release as soon as all nominees for those positions confirm their acceptance of the nominations. The slate then shall be presented to the Division III membership for approval during the Division III Business Session.

The Nominating Committee, Management Council and Administrative Committee should be cautious in appointing outgoing Management Council members to positions on standing committees, especially those that already include a representative of the Management Council.

Outgoing members of the Management Council must submit their nominations for service on Division III and Association-wide committees in the same manner (i.e., in writing) and under the same deadline provisions as the rest of the membership, rather than waiting until the Management Council meeting to present their nominations.

The Administrative Committee shall only make appointments to fill vacancies on Association-wide or Division III committees if there is an immediate need to make such an appointment.

**Appointment of Special Committees/Consultants**

Generally, no special committees shall be appointed by the Management Council. Rather than appointing special committees, subcommittees of the Management Council and/or existing committees should be used for special projects, with specialized consultants added as needed.

When an ad hoc or special subcommittee is appointed, a specific charge for each such committee should be established, as well as completion and dissolution dates for each. [Note: The Administrative Committee and/or Management Council will review all such committees, their charges and their “sunset” dates annually.]

**Defense and Indemnification Policy**

The Association shall defend and indemnify any present or former employee, committee member or agent of the Association who was or is a party or is threatened to be made a party to, or who is subpoenaed to be deposed or to give evidence in, any civil, criminal, administrative or investigative action or proceeding, including those brought by the Association, provided the conditions enumerated below are met. For purposes of this policy, “committee” shall include all Association committees, Boards, Cabinets, Councils, subcommittees and panels.

**Conditions for Defense and Indemnification:**

1. The person requesting defense and indemnification is being named as a party or subpoenaed to be deposed or to give evidence by reason of the fact that the person was or is an employee, committee member or agent of the Association or is or was serving at the request of the Association as a director, officer, employee or agent of another association, corporation, partnership, joint venture, trust or other enterprise.
2. The person is determined to have been acting within the scope of the person’s duties to the Association.

3. The person is determined to have been acting in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the Association in the performance of the person’s duties to the Association. In respect to any alleged criminal action or proceeding, the person must also be determined to have had no reasonable cause to believe the alleged conduct was unlawful.

Note: The termination of any action or proceeding by judgment, order, settlement, conviction or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption in regard to these determinations. However, if a person is adjudged to be liable for negligence or misconduct in the performance of the person’s duty to the Association, there shall be no indemnification unless and only to the extent that the court in which such action or suit was brought shall determine that, despite the adjudication of liability but in view of all circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses as the court shall deem proper.

4. The person promptly and timely notifies the Association’s general counsel of the actual or threatened service of process, subpoena, and notice of deposition or other legal process before incurring attorney fees or other expenses.

5. The person accepts counsel provided or approved by the Association and agrees to accede to the legal strategies approved by the Association’s general counsel, including any settlement determinations. In the event that the person wishes to hire other counsel or not accede to the Association’s legal strategies, the Association shall not be obligated to defend or indemnify the person, except when it is determined that a conflict of interest exists with the Association such that retaining separate counsel is warranted.

6. The person agrees to repay any expenses, including attorney fees, incurred in bringing or defending a civil or criminal action or proceeding paid by the Association in advance of the final disposition of such action or proceeding if it is ultimately determined that the person is not entitled to be indemnified by the Association as authorized in this policy.

For purposes of this policy, “indemnification” shall consist of payment against expenses (including attorneys’ fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by the person in connection with such action or proceeding.

Determinations as to whether indemnification is proper in the circumstances because the person has met the applicable standards of conduct set forth in this policy shall be made (1) by the NCAA Board of Governors by a majority vote of a quorum consisting of members who are not parties to such action or proceeding, or (2) if such a quorum is not obtainable, or, even if obtainable if a quorum of disinterested Board of Governors members so directs, by
independent legal counsel in a written opinion, or (3) by the Association’s president if so delegated by the Board of Governors.

The indemnification provided by this policy is not exclusive of any other rights to which those indemnified may be entitled under any bylaw, agreement, vote of members or disinterested Board of Governors members or otherwise, both as to action in the person’s official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be an employee, committee member or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

The Association may purchase and maintain insurance on behalf of any person who is or was an employee, committee member or agent of the Association, or is or was serving at the request of the Association as a director, officer, employee or agent of another association, corporation, partnership joint venture, trust or other enterprise against any liability asserted against the person and incurred by the person in any such capacity or arising out of the person’s status as such, whether or not the Association would have the power to indemnify the person against such liability under the provisions of this policy.

**Legislative Issues**

The Management Council and Presidents Council serve a critical role in the legislative process. For legislation to be voted upon at the annual Convention the following shall apply:

- All proposed legislation must be reviewed by appropriate NCAA committees before it can be considered at an NCAA Convention. Such committees shall be required to conclude their review not later than October 7, thus assuring time for amendments-to-amendments to be submitted in accordance with the November 1 deadline.

- The Interpretations and Legislation Committee shall develop likely interpretations of proposed legislation for review by the Management Council in its pre-Convention meeting through the development of a Question and Answer document.

- The Presidents Council is obligated to fill a leadership role in Association activities; therefore, it takes positions regarding key legislative proposals, including opposition to some proposals, to fulfill that role, rather than to be “negative.” The Management Council forwards recommended positions to the Presidents Council in that regard, upon initial review by the Management Council/Presidents Council Joint Legislative Steering Committee. A majority vote of the Division III Management Council (present and voting) is required to support or oppose a specific legislative proposal sponsored by the membership or to recommend that the Presidents Council support or oppose a specific legislative proposal sponsored by the membership that is deemed presidential in nature.
A majority vote of Presidents Council members present and voting is required to sponsor Division III legislative proposals. The Management Council, by a two-thirds vote of those present and voting has the authority to sponsor Division III legislative proposals that are not deemed presidential in nature. The Presidents Council will consider any proposal that received a majority vote of Management Council but not the requisite two-thirds vote.

Management Council members should support the assigned presenters of Presidents Council-sponsored legislation as needed during presentation and discussion of the proposals on the Convention floor. However, Management Council members, on behalf of the Council, shall not participate in Convention floor debate on occasions where the Management Council’s position on a proposal directly conflicts from the Presidents Council’s position. In these cases, the Management Council shall not express statements of opposition or support and the committees in the governance structure will be encouraged to share positions when they are consistent with the position of the Presidents Council.

- In the event an institution seeks to change an interpretation of proposed legislation acted upon by the Management Council during its pre-Convention meeting, the chair of the business session may direct the Management Council to take under advisement the Convention discussion in the Management Council’s post-Convention review of legislative actions. If the Management Council becomes aware of such concerns in advance of meeting during the Convention, the interpretation in question may be reviewed at that time.

Other important legislative dates include:

- July 15: Deadline for submission of amendments by primary sponsor(s).
- August 15: Posting of Initial Publication of Proposed Legislation.
- September 1: Deadline for submission of amendments by the Presidents Council or Management Council.
- September 1: Deadline for submission of amendments by co-sponsor(s).
- September 15: Deadline for submission of any modification to their original amendments.
- September 23: Posting of Second Publication of Proposed Legislation.
- November 1: Deadline for all amendments-to-amendments and resolutions to be received in the national office.
- November 15: Mailing of the Official Notice of the Convention.
Management Council Meetings

The Management Council will conduct all April, July and October meetings in the metropolitan area where the national office is located. The January meeting will be held in conjunction with the annual NCAA Convention. Generally, Management Council meetings will be scheduled for one and one-half days with subcommittee meetings held the evening prior, as necessary. One portion of the Management Council agenda will be dedicated to committee reports (i.e., Association-wide and Division III committees). The Management Council will conduct at least one joint meeting per year with the Presidents Council and the Student-Athlete Advisory Committee to further the communication efforts between the governing bodies. Reports of all NCAA meetings should include actions (formal votes or stated “sense of meeting”) and informational items reflective of the committee’s discussions. The report functions as the formal NCAA record of the meeting.

Appendices to reports should be succinct. Rationale statements should be limited to essential information and the effective date, budget impact and student-athlete impact must be identified.

A smoke-free environment will be maintained during Management Council meetings.

Meetings of other NCAA committees should not be scheduled at the same time as (i.e., in conflict with) meetings of the Management Council.

The Management Council’s post-Convention meeting shall be limited to essential items of business.

Management Council meetings are considered closed and not open to the membership or public at-large. The Administrative Committee has authority to approve requests for special guests or observers to attend Management Council meetings.

Meeting Information

The Management Council, as is the case with all entities in the NCAA, is bound by various Association meeting policies, including these:

◊ It must conduct its meetings (other than Convention) in the metropolitan area where the national office is located (i.e., Indianapolis).
◊ All members are expected to use Short’s Travel, the Association’s travel agency, for their transportation arrangements to Management Council meetings.
The Association’s policies regarding meeting expenses are set forth in Bylaw 31.7.2 in the NCAA Manual. The NCAA pays for transportation to and from Management Council meetings, hotel room and tax charges at the meetings, and a $75 per diem for each day or part thereof involved in traveling to and from and attendance at the meeting. The member may claim 53 cents per mile for the round trip based upon the most direct route between the two points if travel is by automobile.

Transportation and the hotel room and tax are billed directly to the NCAA; the member needs only to pay incidental charges to his or her room when leaving the meeting site. Members shall use the NCAA’s Travel Expense System (TES) to file their requests for per diem and travel expense reimbursement electronically. Members are encouraged to receive their payments via electronic transmission. Also, early in each calendar year, each member will receive a Form 1099 reporting the amounts thus paid during the preceding year, if that amount exceeds $600. In such instances, the member then will declare that amount in filing his or her income tax return for that year, so members will want to record their Council-related expenses in order to deduct the appropriate amount. Some Management Council members prefer to have their expense reimbursement paid directly to their institutions to eliminate the need for such personal record keeping.

In the usual Management Council meeting format (except for the Convention meeting), the Management Council meeting begins at 8 a.m. on the first day. At the Convention, the current Management Council meets prior to the Convention. The new Management Council then meets immediately after the Convention. In all cases, a continental breakfast is provided each morning and a luncheon on each full day of Management Council sessions.

**Membership Notification**

Proper notification of Management Council actions shall occur through The NCAA News. The Management Council also will use other notification vehicles, including the Division III homepage and Monthly Update.
### 2017

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
<th>Supplements Due</th>
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<tbody>
<tr>
<td>January 18-21</td>
<td>NCAA Convention (Nashville, Tennessee)</td>
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<tr>
<td>January 17</td>
<td>DI Council Standing Committees (seven)</td>
<td>12/12/2016</td>
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<tr>
<td>January 18</td>
<td>Management Council (DII and DIII)</td>
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<td>January 18</td>
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<tr>
<td>January 19</td>
<td>Presidents Council (DII and DIII)</td>
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<tr>
<td>January 19</td>
<td>DI Board of Directors and DI Presidential Forum</td>
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<td>Board of Governors</td>
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<td>February 2-3</td>
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**February 16-17** Legislative Committee only

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<td>April 25-26</td>
<td>DI Board of Directors Reception/Dinner</td>
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<td><strong>August 8</strong></td>
<td>(8 a.m. to 2 p.m.)</td>
<td>DII Meeting of Commissioners, Presidents Council and Chairs of Conference Presidential Bodies</td>
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<td>(6 to 8 p.m.)</td>
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<td>DII Presidents Council</td>
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<td>(9 a.m. to Noon)</td>
<td>DIII Presidents Council</td>
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<tr>
<td><strong>October 23</strong></td>
<td>(2 to 4 p.m.)</td>
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<td>(4:30 to 6:30 p.m.)</td>
<td>BOG Executive Committee (UCLA)</td>
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<td>DI Presidential Forum (UCLA)</td>
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<td><strong>October 25</strong></td>
<td>(7:30 to 11 a.m.)</td>
<td>DI Board of Directors (UCLA)</td>
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Future Governance Meeting Dates
Page No. 2
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<td>January 17-20</td>
<td>NCAA Convention (Indianapolis, Indiana)</td>
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<td>January 16 (3:30 to 5:30 p.m.)</td>
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<td>12/11/2017</td>
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<td>3/16/2018</td>
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### Presidencial Meetings

#### Schedule of Events: April, Aug, Oct

*(unless otherwise indicated)*

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considered to be “on the staff” of an institution or organization. An individual on terminal leave or on leave in excess of 12 consecutive months shall not be considered to be “on the staff.”

4.02.4 Senior Woman Administrator.

4.02.4.1 Institutional Senior Woman Administrator. An institutional senior woman administrator is the highest-ranking female involved in the management of an institution’s intercollegiate athletics program. An institution with a female director of athletics may designate a different female involved in the management of the member’s program as a fifth representative to the NCAA governance structure. (Adopted: 1/14/02 effective 8/1/02, Revised: 1/9/06, 12/5/06)

4.02.5 Athletics Direct Report. An athletics direct report is the institutional staff member designated by the institution’s president or chancellor for responsibility and oversight of the intercollegiate athletics program. (Adopted: 1/15/11)

4.1 Board of Governors.

4.1.1 Composition. [*] The Board of Governors shall consist of 20 members. The NCAA president and the chairs of the Division I Council and the Division II and Division III Management Councils shall be ex officio nonvoting members, except that the NCAA president is permitted to vote in the case of a tie among the voting members of the Board of Governors present and voting. The other 16 voting members of the Board of Governors shall include: (Adopted: 1/9/96 effective 8/1/97, Revised: 10/3/05, 4/30/08, 2/10/15)

(a) Eight presidents or chancellors from the Division I Board of Directors from Football Bowl Subdivision institutions; (Revised: 10/3/05, 6/29/07, 4/30/08)

(b) Two presidents or chancellors from the Division I Board of Directors from Football Championship Subdivision institutions; (Revised: 10/3/05, 6/29/07, 4/30/08)

(c) Two presidents or chancellors from the Division I Board of Directors from institutions that do not sponsor football; (Revised: 10/3/05, 6/29/07, 4/30/08)

(d) Two Division II presidents or chancellors from the Division II Presidents Council; and (Revised: 10/3/05, 4/30/08)

(e) Two Division III presidents or chancellors from the Division III Presidents Council. (Revised: 10/3/05, 4/30/08)

4.1.2 Duties and Responsibilities. [*] The Board of Governors shall: (Adopted: 1/9/96 effective 8/1/97, Revised: 2/10/15)

(a) Provide final approval and oversight of the Association’s budget;

(b) Employ the NCAA president, who shall be administratively responsible to the Board of Governors and who shall be authorized to employ such other persons as may be necessary to conduct efficiently the business of the Association; (Revised: 10/3/05, 2/10/15)

(c) Provide strategic planning for the Association as a whole;

(d) Identify core issues that affect the Association as a whole;

(e) Act on behalf of the Association by adopting and implementing policies to resolve core issues and other Association-wide matters; (Revised: 1/12/08)

(f) Initiate and settle litigation;

(g) Convene at least one combined meeting per year of the three divisional presidential governing bodies;

(h) Convene at least one same-site meeting per year of the Division I Council and the Division II and Division III Management Councils; (Revised: 5/28/08)

(i) Forward proposed amendments to Constitution 1 and 2 and other dominant legislation to the entire membership for a vote;

(j) Call for a vote of the entire membership on the action of any division that it determines to be contrary to the basic purposes, fundamental policies and general principles set forth in the Association’s constitution. This action may be overridden by the Association’s entire membership by a two-thirds majority vote of those institutions voting;

(k) Call for an annual or special Convention of the Association;

(l) Review and coordinate the catastrophic-injury and professional career insurance (disability injury/illness) programs; and

(m) Compile the names of those individuals associated with intercollegiate athletics who died during the year immediately preceding the annual Convention. (Adopted: 1/13/03)
4.1.3 Election/Term of Office. [*]

4.1.3.1 Election. [*] Division I members of the Board of Governors shall be appointed by the Division I Board of Directors. Divisions II and III members of the Board of Governors shall be appointed by the Divisions II and III Presidents Councils, respectively. (Adopted: 1/9/96 effective 8/1/97, Revised: 2/10/15)

4.1.3.2 Terms. [*] The terms of service of members of the Board of Governors shall coincide with their service on the applicable divisional presidential governing body, unless otherwise specified by that governing body. (Adopted: 1/9/96 effective 8/1/97, Revised: 2/10/15)

4.1.3.3 Committee Chair. [*] The Board of Governors shall elect one of its members to serve for a two-year period as chair. (Adopted: 1/9/96 effective 8/1/97, Revised: 2/10/15)

4.4 Presidents Council.

4.4.1 Composition. The Presidents Council shall include 18 members and shall be comprised of Division III presidents or chancellors. At least two members of the Council shall be included from each Division III geographical region (see Constitution 4.13.1.1 for geographical regions) and seven members shall serve “at large.” In addition, appropriate consideration shall be given to appointing Division III presidents or chancellors from historically black colleges and universities. The members of the Council shall include: (Adopted: 1/9/96 effective 8/1/97, Revised: 1/12/99 effective 8/1/99, 10/3/05, 1/19/13)

(a) At least three institutional presidents or chancellors from colleges or universities with full-time undergraduate enrollment of 2,400 or more; (Revised: 10/3/05, 1/19/13)

(b) At least three institutional presidents or chancellors from colleges or universities with full-time undergraduate enrollment between 1,400 and 2,400; (Revised: 10/3/05, 1/19/13)

(c) At least three institutional presidents or chancellors from colleges or universities with full-time undergraduate enrollment of 1,400 or less; (Revised: 1/19/13)

(d) At least three institutional presidents or chancellors from public colleges or universities; (Revised: 10/3/05, 1/19/13)

(e) At least three institutional presidents or chancellors from private colleges or universities; (Revised: 10/3/05, 1/19/13)

(f) At least four institutional presidents or chancellors who are women; (Revised: 10/3/05, 1/19/13)

(g) At least four institutional presidents or chancellors who are men; (Revised: 10/3/05, 1/19/13)

(h) At least two institutional presidents or chancellors who are members of an ethnic minority; and (Revised: 10/3/05)

(i) At least two institutional presidents or chancellors who are not ethnic minorities. (Revised: 10/3/05)

4.4.2 Duties and Responsibilities. The Presidents Council shall: (Adopted: 1/9/96 effective 8/1/97)

(a) Implement policies adopted by the Association’s Board of Governors; (Revised: 2/10/15)

(b) Establish and direct the general policy of Division III;

(c) Establish a strategic plan for Division III;

(d) Adopt noncontroversial and intent-based amendments, and administrative bylaws to govern Division III independent of the Management Council; (Revised: 5/4/11)

(e) Sponsor Division III legislation independent of the Management Council; (Revised: 5/4/11)

(f) Identify, before the printing of the notice of any Convention, Division III proposals for which a roll-call vote of the eligible voters may be required and designate during the Convention the roll-call votes that must occur;

(g) Delegate the resolution of management issues to the Management Council and ratify those actions (see Constitution 4.8.3);

(h) Ratify, amend or rescind the actions of the Management Council (see Constitution 4.8);

(i) Assure that there is gender and ethnic diversity among its membership, the membership of the Management Council (see Constitution 4.8) and the membership of each of the other bodies in the Division III administrative structure;

(j) Make budgetary recommendations to the Association’s Board of Governors related to Division III matters, including championships, and approve the use of funds allocated to Division III; (Revised: 2/10/15)

(k) Approve regulations providing for the administration of Division III championships; and

(l) Advise the Board of Governors concerning the employment of the NCAA president and concerning the oversight of his or her employment. (Revised: 10/3/05, 2/10/15)

4.4.3 Election/Term of Office.

4.4.3.1 Selection. Members of the Presidents Council shall be selected by Division III presidents or chancellors. The Council annually shall appoint a nominating committee, which shall present to the Council (before
the Convention) a slate of nominees to serve as members of the Council. Additional candidates shall be placed on
the appropriate slate of nominees if such candidates have the endorsement of at least 10 presidents or chancellors of Division III institutions. In all cases, an effort shall be made to develop a balanced slate that provides fair representation among the division's regions, conferences and institutions. At no time shall two individuals
from the same institution serve on the Presidents Council and Management Council simultaneously. (Adopted:
1/9/96 effective 8/1/97, Revised: 10/3/05, 8/3/06)

4.4.3.1.1 Mail Vote. Members of the Presidents Council shall be elected by mail vote of the presidents or
chancellors of Division III institutions. Voting by proxy shall not be allowed. The election shall not be sub-
ject to the requirement in Robert's Rules of Order, Newly Revised, that all candidates in an election remain
in contention until one receives a majority. (Adopted: 1/9/96 effective 8/1/97, Revised: 10/3/05)

4.4.3.1.2 Vacancies. The Presidents Council, by a majority vote, may fill a vacancy that occurs among
the members for the unexpired term. Members appointed to fill vacancies shall be appointed only for the
unexpired portion of that term. (Adopted: 1/9/96 effective 8/1/97)

4.4.3.2 Term of Office. Members of the Presidents Council shall serve four-year terms. The Presidents Coun-
cil may waive the four-year term limit if an extension is necessary and appropriate to enhance the Presidents
Council’s continuity and effectiveness or otherwise allow the Presidents Council to continue to fulfill its repre-
sentational requirements. Members shall not be eligible for another term on the Council until two years have elapsed. An individual may not serve on the Council for more than two terms. (Adopted: 1/9/96 effective 8/1/97,
Revised: 1/11/12)

4.4.3.3 Staggered Terms. The terms of service of Presidents Council members shall expire on a staggered
basis to provide for continuity. Members may be appointed for less than full terms in order to accomplish this
purpose. (Adopted: 1/9/96 effective 8/1/97)

4.4.3.4 Determination of Full Term. Presidents Council members who serve more than one-half of a term
shall be considered to have served a full term. (Adopted: 1/9/96 effective 8/1/97)

4.8 Management Council.

4.8.1 Composition. The Management Council shall include 21 members and shall be comprised of Divi-
sion III presidents or chancellors, athletics direct reports (non-presidents or chancellors with oversight of intercol-
legiate athletics), faculty athletics representatives, directors of athletics, senior woman administrators, conference
representatives and student-athletes. (Adopted: 1/9/96 effective 8/1/97, Revised: 1/14/97 effective 8/1/97, 10/3/05,
1/15/11)

4.8.1.1 Members Who Are Not Student-Athletes. At least two members who are not student-athletes
shall be included from each Division III geographical region (see Constitution 4.13.1.1). One of these members
shall serve as chair and one shall serve as vice chair. These members also shall include: (Adopted: 1/9/96 effective
8/1/97, Revised: 1/14/97 effective 8/1/97)
(a) At least nine directors of athletics or senior woman administrators;
(b) At least two institutional presidents or chancellors; (Revised: 10/3/05)
(c) At least two athletics direct reports; (Adopted: 1/15/11)
(d) At least two faculty athletics representatives; (Revised: 1/14/97 effective 8/1/97)
(e) At least three members of an ethnic minority;
(f) At least eight men; and (Revised: 1/14/97 effective 8/1/97)
(g) At least eight women. (Revised: 1/14/97 effective 8/1/97)

4.8.1.2 Student-Athletes. Two members of the Management Council shall be members of the Student-
Athlete Advisory Committee per Bylaw 21.9.5.10.3. (Adopted: 1/14/97 effective 8/1/97)

4.8.2 Vacancies. A representative of a playing conference or member institution whose term of service has
expired shall not be replaced on the Management Council by a representative of the same conference or institution
for a period of at least one year. At no time shall two individuals from the same institution serve on the Presidents
Council and Management Council simultaneously. (Adopted: 1/14/97 effective 8/1/97, Revised: 8/3/06)

4.8.2.1 Exception—Student-Athlete Advisory Committee. The Management Council may waive the
application of Constitution 4.8.2 for Student-Athlete Advisory Committee members selected to serve on the
Management Council. (Adopted: 1/14/02, Revised: 5/4/11)

4.8.3 Duties and Responsibilities. The Management Council shall: (Adopted: 1/9/96 effective 8/1/97,
Revised: 1/14/97 effective 8/1/97)
(a) Implement policies adopted by the Association's Board of Governors and the Presidents Council; (Revised:
2/10/15)
(b) Resolve Division III issues;
c) Make recommendations to the Presidents Council related to Division III matters as it deems appropriate, including budgetary recommendations and recommendations related to championships;

d) Adopt noncontroversial and intent-based amendments, and administrative bylaws to govern Division III; *(Revised: 5/4/11)*

e) Sponsor legislative proposals in accordance with Constitution 4.4.2-(h); *(Revised: 1/15/11)*

f) Make interpretations of the bylaws of Division III;

(g) Delegate the resolution of Division III issues to the Division III substructure and consider relevant reports and recommendations from the Division III substructure;

(h) Review appeals by member institutions of decisions made by a Division III committee or the NCAA staff regarding the application of NCAA legislation to a particular situation when no other committee, subcommittee or conference has the authority to act. The Management Council shall review the complete record in order to determine whether there is sufficient basis to grant relief from the application of the legislation; and *(Adopted: 1/14/97 effective 8/1/97, Revised: 1/10/01, 5/4/11)*

(i) Administer duties related to the business session of the annual Convention, including arrangements, programs, rules, voting and the examination and approval of the voting credentials of delegates. *(Adopted: 1/14/97 effective 8/1/97)*

**4.8.4 Election/Term of Office.**

**4.8.4.1 Selection.** Members of the Management Council shall be selected by the Division III membership. Annually, a slate of candidates shall be solicited from the Division III membership. The nominees will be identified by the Management Council (or a subcommittee of the Management Council), and then forwarded to the Presidents Council for approval before consideration by the full Division III membership at the Convention. *(Adopted: 1/9/96 effective 8/1/97)*

**4.8.4.1.1 Vacancies.** When a vacancy occurs on the Council, the Council, by a majority vote, may fill the unexpired term. Members appointed to fill vacancies shall be appointed only for the unexpired portion of that term. *(Adopted: 1/9/96 effective 8/1/97)*

**4.8.4.2 Election.** The Management Council members shall be elected at the Division III Convention. Members shall be elected by the Division III membership present and voting. The election shall not be subject to the requirement in Robert’s Rules of Order, Newly Revised, that all candidates in an election remain in contention until one receives a majority. *(Adopted: 1/9/96 effective 8/1/97)*

**4.8.4.3 Term of Office.** Members of the Management Council shall serve four-year terms. Members shall not be eligible for re-election to another term on the Council until four years have elapsed. A member may not serve on the Council more than two terms. *(Adopted: 1/9/96 effective 8/1/97)*

**4.8.4.4 Staggered Terms.** The terms of service of Management Council members shall expire on a staggered basis to provide for continuity. Members may be appointed for less than full terms in order to accomplish this purpose. *(Adopted: 1/9/96 effective 8/1/97)*

**4.8.4.5 Determination of Full Term.** Management Council members who serve more than one-half of a term shall be considered to have served a full term. *(Adopted: 1/9/96 effective 8/1/97)*

**4.9 Committees/Cabinets.**

The bylaws shall provide for the establishment of such a governance substructure (e.g., cabinets, committees) as each division considers necessary. The number of members and tenure of each division’s governance substructure shall be stipulated in Bylaw 21. *(Adopted: 1/9/96 effective 8/1/97, Revised: 12/5/06)*

**4.11 Administrative Committee.**

**4.11.1 Composition.** The Administrative Committee shall consist of five members, including the chair of the Presidents Council, the vice chair of the Presidents Council and the chair of the Management Council. If the chair of the Management Council is a president or chancellor, the committee also shall include two athletics administrators who are senior members of the Management Council. If the chair of the Management Council is not a president or chancellor, the committee also shall include a president or chancellor serving on the Management Council and a senior member of the Management Council. *(Adopted: 1/14/97 effective 8/1/97, Revised: 10/3/05)*

**4.11.2 Duties.** The committee shall be empowered in the interim between meetings of the Presidents Council and Management Council to transact items of business clearly necessary to promote the normal and orderly administration of Division III. *(Adopted: 1/14/97 effective 8/1/97)*

**4.11.3 Ratification.** All actions of the Administrative Committee shall be reported to and subject to ratification by the Management Council and Presidents Council at their next regularly scheduled meetings. *(Adopted: 1/14/97 effective 8/1/97)*
4.13 Geographical Regions.

4.13.1 Geographical Regions. For the purpose of representation on the Presidents Council and the Management Council (see Constitution 4.4 and 4.8), the Association shall be divided into geographical regions. (Revised: 1/9/96 effective 8/1/97)

4.13.1.1 Division III. The geographical regions are as follows: (Revised: 1/9/96 effective 8/1/97)

(a) Region 1—Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, Rhode Island, Vermont; (Revised: 1/12/99)

(b) Region 2—New York, Pennsylvania; (Revised: 1/12/99)

(c) Region 3—Alabama, Arkansas, Florida, Georgia, Indiana, Kentucky, Louisiana, Michigan, Mississippi, North Carolina, Ohio, Puerto Rico, South Carolina, Tennessee, Virginia, West Virginia; and (Revised: 1/12/99)

Excerpt from the Report of the April 27, 2016, NCAA Board of Governors Meeting

5-a. **Ad Hoc Committee on Structure and Composition.** President Judy Bense reported on the successful work of the committee. The ad hoc committee previously proposed and received approval for the creation of a vice chair position. The ad hoc committee also created education opportunities like sessions at convention and the membership survey. And it was largely responsible for the "How the NCAA Works" a special report published in the Fall 2015 edition of the NCAA Champion Magazine. On behalf of the ad hoc committee, President Bense requested that members of the Governors discuss in their upcoming divisional meetings whether a proposal to increase the number of voting members representing Divisions II and III on the Board of Governors would receive support. A decision about a legislative proposal, if any, could be made at the August 2016 Governors meeting. President Schulz recognized President Bense's leadership and engagement. He noted that while her extended term had come to an end this month (April), there was opportunity for the ad hoc committee to continue the conversation.

Resolution adopted by the Board of Governors during its August 3, 2016, Meeting

WHEREAS the NCAA Division I Board of Directors and NCAA Divisions II and III Presidents Councils recognize the critical role the Board of Governors plays in the governance of intercollegiate athletics on behalf of the entire Association; in particular, the Governors’ role in providing final approval and oversight of the Association’s budget and strategic planning, identifying core issues that affect the Association, acting on behalf of the Association by adopting and implementing policies to resolve core issues, initiating and settling litigation, and employing the NCAA president; and

WHEREAS the Board of Governors (previously “NCAA Executive Committee”) began a recent examination of the role, function, purpose and structure of the Governors in 2013; and

WHEREAS the early results of the examination included a name change to the Board of Governors to be more aligned with similar bodies that oversee higher education matters, the creation and election of a vice chair from a division different than the chair, and the adoption and publishing of an integrity model of duties that better reflected the values underlying the constitutional duties of the Board of Governors; and

WHEREAS the Board of Governors recognized the need for an ongoing assignment to also evaluate its composition, the Governors re-established an Ad hoc Committee on Structure and Composition to conduct this examination; and

WHEREAS the composition of the Ad hoc Committee was balanced across divisions, consisting of two representatives from each division (chair and vice chair) and the Board of Governors chair; and

WHEREAS the Ad hoc Committee’s work was instrumental in evaluating and gathering input on possible new structures of the Governors, including through a membership survey and a related forum at the 2016 NCAA Convention; and

WHEREAS discussions around the possible new structures resulted in a reaffirmation that all divisions must support the Board of Governors’ role in addressing core issues impacting the Association, and that this role is best served when all divisions provide meaningful input and perspectives to address and resolve the core issues impacting intercollegiate athletics; and
WHEREAS these discussions also reaffirmed that the responsibility to identify core issues that affect the Association, and act on behalf of the Association by adopting and implementing policies to resolve core issues, should always remain with a divisionally-diverse Board of Governors; and

WHEREAS these discussions resulted in a recognition that divisional differences within the Board of Governors responsibilities should be accounted for when appropriate, particularly in the area of Division I oversight for its budget and financial matters disproportionately impacting Division I; and

WHEREAS any changes to the composition and structure to the Board of Governors should be considered in conjunction with a continued review of the issues as noted above.

NOW THEREFORE, IT IS RESOLVED that the Board of Governors ask the Division I Board of Directors, and Divisions II and III Presidents Councils to provide an initial report to the Ad hoc Committee on Structure and Composition not later than October 2016 and that the Ad hoc Committee continue to work with the Board and Councils and provide a follow up report to the Governors in January 2017 and that final reports be presented in April 2017 that addresses the following items:

- Evaluate the integrity model of the Board of Governors and identify any areas or sub-areas within the Board of Governors’ responsibilities that may be best left to each divisional structure to address (either within the Board of Governors structure or through the Division I Board of Directors and Divisions II and III Presidents Councils).

- Having identified these issues, provide recommendations to the Ad hoc Committee to better reinforce the Association-wide commitment to addressing and resolving core issues while providing for divisional decision-making delegated authority when appropriate.

- Having identified these issues, provide recommendations to the Ad hoc Committee as to changes in the compositional structure that considers the appropriate (and potential increased) representation from Divisions I, II and/or III on the core issues.

- Recommendation as to whether the Board of Governors would be strengthened if some or all of the Board of Governors’ membership were “untethered” from the divisional presidential bodies (Division I Board of Directors, Divisions II and III Presidents Councils), thus potentially increasing the number presidents in the governance of intercollegiate athletics, while allowing for a more focused engagement in the governance structure.

BE IT FURTHER RESOLVED that a final recommendation be considered by the Board of Governors not later than April 2017.
Division I Position

Excerpt from the Report of the February 1, 2017, Division I Board of Directors
Administrative Committee Teleconference

5. NCAA Board of Governors Responsibilities. The committee continued its review of the responsibilities of the Board of Governors and potential changes that would shift some roles and responsibilities to the NCAA Division I Board of Directors and could also enhance the Governors role in some areas. The committee discussed and determined the next steps to be taken under each of the six areas the NCAA Division I Board of Directors affirmed during its January meeting. It is anticipated that with the approved steps, these matters will be finalized during the April NCAA Board of Governors and divisional presidential meetings. The steps do not require legislative action, but do include potential policy changes for adoption in April.

(a) Board of Governors Divisional Diversity. The Board of Directors reaffirmed its support for the divisionally diverse Board of Governors to identify and act on behalf of the Association by adopting and implementing policies to resolve core issues. The current Board of Governors is divisionally diverse and the Board of Directors does not support compositional changes to the Governors at this time. No further Division I action is needed.

(b) Fiscal Responsibilities. The Board of Directors reaffirmed the Board of Governors’ fiscal responsibilities, which include final approval and oversight of budgetary matters of Association-wide issues (e.g., tax returns, regulatory requirements, investments, Association-wide budgets). In addition, the Board of Directors shall assume oversight and approval for Division I specific expenses and revenue distribution (e.g., Division I revenue distribution, Division I championships, Division I grants and scholarships). The Administrative Committee previously reviewed a charter for a new NCAA Division I Board of Directors Finance Committee, which will take responsibility for some current Board of Governors’ fiscal duties. The final policy changes will be presented to the committee on a future call and for approval and then presented to the Board of Governors and the Board of Directors in April.

(c) Litigation Responsibilities. The Board of Directors reaffirmed the Board of Governors’ role to initiate and settle litigation. In addition, a formal process of seeking Board of Directors feedback shall be developed for instances in which litigation significantly impacts Division I. The details of the process for the Governors to seek Division I Board feedback will be finalized by the staff and presented to the committee for approval on a future call and presented to the Board of Governors for approval in April.

(d) Amateurism. The Board of Directors reaffirmed the Board of Governors role in overseeing core amateurism issues (e.g., monitoring and providing direction for the collegiate model of amateurism). The Board of Directors also affirmed that amateurism issues that are not considered core should be addressed by each division consistent with the divisional philosophy. The committee recommends that the Board of Governor’s policies and procedures be amended in April to note
its role in this area and confirm that any noncore legislative changes in this area may be determined by each division separately.

(e) **Health and Safety.** The Board of Directors recommends clarification be provided to indicate the Board of Governors role in identifying, monitoring, and providing direction in health and safety matters that require a unified standard of care across all divisions, pose legal or reputational risk to the Association, and/or impact a core Association-wide value. The Board of Directors and NCAA Division I Council will continue to discuss the mechanics of the health and safety matters. While there is clear support for a Board of Governors’ role, much work remains to codify the details of the role of the Board of Governors, Board of Directors and the Council. More detailed information will be considered by the Council and Board Administrative Committee in the near future. Board of Governors’ policies and procedures can be updated in April to codify its role in health and safety.

(f) **Board of Governors’ Legislative Authority.** The committee recommends that the legislative authority of the Board of Governors remain as is (no legislative authority) and that the Board of Governors should continue to request that each division act separately on appropriate Association-wide matters.

**Division II Position**

**Excerpt from the Summary of Actions -- Winter 2017**

**Division II Management Council and Presidents Council Meetings**

8-b. **NCAA Board of Governors Ad Hoc Committee to Review Structure and Composition.** The Presidents Council received reports from the Division I Board of Directors Administrative Committee and the Division III Presidents Council relative to their stance on the structure and composition of the Board of Governors. The Division II Presidents Council discussed the positions of both bodies, as well as those of others.

The Presidents Council agreed that the current composition of the Board of Governors is appropriate and that it would not recommend any change to the body at the current time.
Division III Position

Role, Responsibilities and Composition of the NCAA Board of Governors
A Division III Perspective

This document is intended to reflect the latest discussions by the leadership of the Division III governance structure (Presidents Council, Management Council and Administrative Committee) to fulfill the August 2016 charge by the Board of Governors (BOG) related to the on-going work of the Board’s Ad Hoc Committee on Structure and Composition. This is intended to be a working document, subject to evolution and frequent revision.

Background

At the time of the renaming the Executive Committee to the Board of Governors (January 2015), there was a sense and acknowledgement that the BOG, in its current makeup, was a quasi-Division I board. It was the foundational belief that the BOG’s charge and representative membership should be differentiated from the Division I Board of Directors to better reflect the BOG’s Association-wide responsibilities and the Association’s membership composition. Lou Anna Simon, president of Michigan State, was then the chair of the Executive Committee/Board of Governors. She believed that the BOG’s composition should more reasonably reflect the Board’s membership-wide responsibilities and the overall membership of the Association. Chair Simon charged Tom Haas, president of Grand Valley State and chair of DII President’s Council, with engaging members of the Board of Governors in this discussion and to bring forth a recommendation. Chair Simon’s successor, Kirk Schulz, then president of Kansas State University, charged Judy Bense, president of the University of West Florida and Dr. Haas’ successor as DII President’s Council chair, with continuing the work begun by President Haas. This charge was formalized by the BOG and a task force was formed with two representatives from each division.

For the past two years, the task force has been examining these issues, in fulfillment of its charge. The task force has surveyed the membership (fall 2015), sought and received feedback and perspectives from members of the Division I Board, DII President’s Council, DIII President’s Council, worked with the communications staff to develop a feature article in Champions magazine in the fall of 2015 and hosted an educational session at the 2016 Convention.

In April of 2016, President Bense requested that members of the BOG discuss in their upcoming divisional meetings whether a proposal to increase the number of voting members representing Divisions II and III (i.e., from 12-2-2 to 12-4-4) would receive support. The BOG noted that a decision regarding a related legislative proposal, if any, could be made at its August meeting.

At its August 2016 meeting, the BOG adopted a resolution that charged each division with:

- Reviewing the integrity model (i.e., responsibilities) of the BOG, and identifying any areas better addressed through a BOG substructure and/or the divisional structures.
• Providing recommendations to the ad hoc committee to better reinforce Association-wide commitments to resolving core issues, while providing for delegated divisional decision-making when appropriate.
• Recommending to the ad hoc committee changes to the BOG’s compositional structure.
• Recommending whether the BOG would be strengthened if some or all of its members were “untethered” from membership in the divisional presidential bodies.

Recommendations

The following are the current recommendations under active discussion by the Division III governance structure leadership in response to the charge identified by the BOG and its task force. They reflect discussions by the Division III Presidents Council and Presidents Advisory Group (August 3-4), Administrative Committee (October 6), and Presidents Council (October 26-27).

1. Fiscal Responsibilities.

• Constitution 4.01.2.1 guarantees the division at least 3.18% of the Association’s annual general operating revenue from sources that existed in January 1996, as well as modified, extended or successor contracts from such sources.
• Constitution 4.01.2.3 and 4.01.2.4 guarantee national office programs and services at least at the level provided in January, 1996.
• Funding allocations to Divisions II and III, and to Association-wide/national office programs and services described immediately above, essentially constitute three separate, “off the top” funding commitments. It is the responsibility of the BOG to determine what further revenue, if any, should be allocated to those three areas.
• The allocation of revenue beyond the three destinations described above is the purview of Division I. The relevant governance structure and related administrative process to fulfill that responsibility is a matter of Division I autonomy.
• The responsibility of the BOG to give final approval and oversight of the Association’s budget includes the opportunity to consider and ratify each divisional budget.


• Student-Athlete well-being is a fundamental principle of the Association, including the related concept of student-athlete health and safety (Constitution 2.2.3). In addition, the Committee on Competitive Safeguards and Medical Aspects of Sports (CSMAS), as an Association-wide committee, ultimately reports to the BOG.
• The BOG has a responsibility to oversee health and safety issues at a strategic level, including CSMAS and the related activities of the Association’s Sports Science Institute (SSI).
3. **Amateurism.**

- Amateurism also is a fundamental principle of the Association (see Constitution 2.9). The BOG is responsible to ensure that the exercise of legislative autonomy in each division is consistent with the traditional “collegiate model” of intercollegiate athletics and does not cross the fundamental line into “pay for play.”

4. **Litigation.**

- Legal support (including legal fees and settlements) was a national office program and service that existed in January 1996. This principle was reinforced with the settlement of the Law (restricted earnings coach) anti-trust case in the late 1990s. Accordingly, the ultimate resolution of legal cases should remain with the BOG.

5. **Composition.**

- Increase the proportion of Divisions II and III voting members on the BOG (currently 12-2-2). Increased representation would better reflect the true size and diversity of the Association’s membership. It would enhance Association’s unity and identity, and better position the Association to address challenges to the NCAA’s status as a higher education association focused on the amateur model of intercollegiate athletics.
- Include on the BOG presidents who do not already serve on the divisional presidential bodies (i.e., “untethered”), while retaining some presidential representation from the governance structure leadership. The addition of “unthered” presidents will greatly enhance the BOG’s continuity and “institutional memory.”

6. **Legislative Role and Timetable.**

- As dominant provisions, any changes to the role, responsibilities or composition of the BOG require legislative approval by two-thirds of the Association’s membership. Division III leadership prefers a timetable to address these current issues no later than the January 2018 NCAA Convention, consistent with the schedule described in the August BOG resolution.
Pledge and Commitment to Promoting Diversity and Gender Equity in Intercollegiate Athletics

Consistent with our mission and values, [NAME OF NCAA MEMBER HERE*], a member institution of the National Collegiate Athletic Association (NCAA), pledges to specifically commit to establishing initiatives for achieving ethnic and racial diversity, gender equity and inclusion with a focus and emphasis on hiring practices in intercollegiate athletics to reflect the diversity of our membership and our nation.

We recognize and value the experiences individuals from diverse backgrounds bring to intercollegiate athletics. To that end, we will strive to identify, recruit and interview individuals from diverse backgrounds in an effort to increase their representation and retention as commissioners, athletics directors, coaches and other athletics leadership positions. As part of this commitment we will also engage in a regular diversity, inclusion and equity review to inform campus policy and diversity initiatives.

We understand this to be a collective responsibility we owe to student-athletes, staff, our athletics programs and the entire campus community.

_________________________________
Member Institution Chancellor/President

Endorsed by the National Association of Collegiate Women Athletics Administrators (NACWAA)

* INSTITUTION / CONFERENCE / AFFILIATE MEMBERS
PRESIDENTIAL PLEDGE – UPDATED INFORMATION

To-date, 720 schools and 98 conferences (818 combined) have pledged.

Division I: 246 schools + 34 conferences = 280
http://www.ncaa.org/about/resources/inclusion/division-i-presidents-and-commissioners-diversity-pledge

Division II: 199 schools + 24 conferences = 223
http://www.ncaa.org/about/resources/inclusion/division-ii-presidents-and-commissioners-diversity-pledge

Division III: 275 schools + 40 conferences = 315
http://www.ncaa.org/about/resources/inclusion/division-iii-presidents-and-commissioners-diversity-pledge
CARDED HEALTH

Goal: Improve the cardiovascular health of NCAA student-athletes and the quality of cardiovascular care delivered to them.

Objective 1: Increase the number of member schools that include an integrated cardiovascular screen in their pre-participation examination.

Objective 2: Increase the number of student athletes whose cardiac screening includes a resting 12-lead ECG interpreted by a cardiologist/sports medicine physician with expertise in cardiac screening.

Objective 3: Increase the number of member schools that have access to specialized and tertiary sport cardiology experts so that student athletes have access to an NCAA-identified cardiac regional referral center.

Objective 4: Increase access to CPR and AED at all high-risk athletic venues.
CONCUSSION

**Goal:** To advance the science of concussion, improve the culture of concussion safety and to decrease student-athlete exposure and vulnerability to avoidable, repetitive head impact.

**RESEARCH OBJECTIVES**

**Objective 1:** Increase the length and expand the scope of the NCAA-DoD Concussion Assessment, Research and Education (CARE) Consortium study.

**CULTURAL OBJECTIVES**

**Objective 1:** Increase the percentage of student-athletes who are willing to disclose a suspected concussion.

**Objective 2:** Decrease the number of targeting fouls in the sport of football.

**CONCUSSION MANAGEMENT AND DIAGNOSIS OBJECTIVES**

**Objective 1:** Increase the number of member schools that participate in a concussion diagnosis and management process consistent with the inter-association consensus statements on concussion diagnosis and management.

**Objective 2:** Increase the number of schools that provide a one-time pre-participation baseline exam and have a formalized return to learn plan.
DOPING AND SUBSTANCE ABUSE

**Goal:** To reduce (or eliminate) student-athlete performance enhancing drug use and student-athlete misuse of alcohol and other recreational drugs.

**Objective 1:** Increase the number of member schools that have implemented comprehensive performance enhancing drug and alcohol/recreational drug use policies.

**Objective 2:** Increase the number of member schools that have implemented evidence-based educational programming for performance enhancing drug and recreational drug use.

**Objective 3:** Improve the efficacy of a deterrence model for performance enhancing drugs.

**Objective 4:** Increase the number of member schools that have implemented a screening and early intervention plan to identify and assist student-athletes with high risk of performance enhancing drug use and alcohol/recreational drug abuse.
MENTAL HEALTH

Goal: To improve access to quality mental healthcare and the acceptance of mental healthcare seeking for collegiate student-athletes.

ACCESSIBILITY OBJECTIVES

Objective 1: Increase the number of member schools that provide mental health services for student-athletes by a licensed mental healthcare provider.

Objective 2: Increase the number of member schools that have a documented mental health emergency action management plan and protocols for referring a student-athlete with mental health concerns to a qualified mental health practitioner.

ACCEPTABILITY OBJECTIVES

Objective 1: Increase the number of student-athletes who feel their athletics department support an environment of mental wellness.

Objective 2: Increase the number of student-athletes who feel they have tools to promote their own mental wellness and resiliency.

Objective 3: Increase the number of coaches/FARs who believe they have the tools to create a positive team culture that promotes personal growth, self-acceptance, autonomy, and positive relations with others.

KNOWLEDGE OBJECTIVES

Objective 1: Identify at least 1 mental health issue that affects student-athletes for which we have a knowledge gap.
INTERASSOCIATION CONSENSUS:
YEAR-ROUND FOOTBALL PRACTICE CONTACT
FOR COLLEGE STUDENT-ATHLETES
RECOMMENDATIONS
PURPOSE

The Second Safety in College Football Summit resulted in interassociation consensus documents for four paramount safety issues in collegiate athletics:
1. Independent medical care for college student-athletes.
2. Diagnosis and management of sport-related concussion.
3. Year-round football practice contact for college student-athletes.

This document addresses year-round football practice contact for college student-athletes. The final recommendations in this document are the offspring of presentations and discussions during the summit on key items that address safety and head impact exposure in football. Following the presentations and discussions, endorsing organization representatives agreed on foundational statements and practice contact limitation statements that became the basis for a draft consensus paper that was reviewed further by relevant stakeholders and the endorsing organizations. The final, endorsed year-round football practice contact recommendations for college student-athletes follow.

This document is divided into the following sections:

BACKGROUND
This section provides an overview of the challenges of football practice as an aggressive, rugged, contact sport.

DATA-DRIVEN DECISION MAKING
This section provides an overview of emerging data relevant to guiding decision-making for football practice contact.

FOUNDATIONAL STATEMENTS
This section outlines the concepts in the statements that were voted on by representatives of medical and football organizations during the summit, and provides a rationale for the statements.

YEAR-ROUND FOOTBALL PRACTICE CONTACT FOR COLLEGE STUDENT-ATHLETES RECOMMENDATIONS
This section provides the final, endorsed recommendations of the medical and football organizations for revised year-round football practice for college student-athletes.

REFERENCES
This section provides the relevant references for this document.

APPENDICES
This section lists the agenda, summit attendees and medical/football organizations that have endorsed or affirmed the value of this document.
BACKGROUND

Football is an aggressive, rugged, contact sport, yet the rules clearly state that there is no place for maneuvers deliberately designed to inflict injury on another player.\(^1\) Rules changes disallowing the head as the point of contact in tackling have yielded behavioral change resulting in marked reduction of catastrophic cervical spine injury and death.\(^2\) Rules enforcement is critical for player safety.\(^3\) Because football practices remain a major source of injury, including concussion and repetitive head impact exposure in all three NCAA division football practices,\(^4\) enhancing a culture of safety in college football practice is foundational and the basis for bringing college athletics stakeholders to a summit in 2014 and reconvening in 2016.

The 2014 Safety in College Football Summit document, “Inter-Association Consensus: Year-Round Football Practice Contact Guidelines,”\(^5\) states that no more than two live contact in-season practices per week are allowed in college football. In that document, live contact is defined as: “Any practice that involves live tackling to the ground and/or live or full-speed blocking. Live-contact practice may occur in full-pad or half-pad (also known as ‘shell,’ in which the player wears shoulder pads and shorts, with or without thigh pads). Live contact does not include ‘thud’ sessions or drills that involve ‘wrapping up,’ during which players are not taken to the ground and contact is not aggressive in nature. Live contact practices are to be conducted in a manner consistent with existing rules that prohibit targeting to the head or neck area with the helmet, forearm, elbow, or shoulder, or the initiation of contact with the helmet.” In 2015, the Big 12 Conference adopted a conference-wide limit on in-season live contact exposures in practice or competition to no more than two times per week, including game-day, and this was associated with a decreased incidence of practice concussions.\(^6\) In 2016, the Ivy League voted to
eliminate all inseason live tackling practices, although contact is still permitted and not specified further.7

Football practices allow for improved conditioning plus mastery of technique and skill, and are deemed under the control of the coach. Contemporary research in NCAA football reveals that the risk of concussion is greater in practices that allow tackling versus practices that allow contact without tackling.6 Such research also reveals that head-to-head contact carries a greater risk of concussion in football than head-to-ground contact.4,6 While the intensity and pace of a game is difficult to control, practice should be intentionally managed to limit player-to-player contact, particularly head-to-head, i.e. ‘taking the head out of the game.’ The fundamental cause of concussion is impact to the head. Intentional contact with or to a helmet is illegal in football and has no place in practice or competition. Avoidance of such helmet use warrants rigorous emphasis in practice and enforcement in competition.8

Because contact practices carry a greater risk of concussion than non-contact practices,6 defining “contact” is necessary, albeit daunting. The continuing rationale for defining and reducing live contact practice is to improve safety, including possibly decreasing athlete exposure for concussion—including repeat concussion—and overall head impact exposure.9-15 The biomechanical threshold (acceleration/deceleration) at which sport-related concussion occurs is unknown.16 Data supports football players are more frequently diagnosed with sport-related concussion on days with increased frequency and higher magnitude of head impact.11,17-19 However, there are no conclusive data for understanding the short- or long-term clinical sequelae of exposure to repetitive head impacts.

In addition to lowering concussion and repetitive head impact exposure risk, reduced frequency of live contact practice may also allow more time for teaching of proper tackling technique. Practice affords teaching technique. In particular, tackling and blocking should be performed with technique emphasizing hands and shoulder contact and elimination of head contact.

“Performance” is the expression of sport, and performance is impaired following concussion.6,20-23 Less obvious is that impaired performance may persist for weeks or months following concussion. For example, diminished performance plagues concussed major league baseball players even as symptoms have subsided, post-concussion testing has returned to pre-injury levels and they have returned to full participation. In particular, batting average, on-base percentage, slugging percentage and on-base plus slugging are diminished two weeks after return to play following concussion.24 Vestibular dysfunction, which is common after concussion, often persists in football players following concussion, which can impede performance and predispose to injury.25-27 Visual and sensory performance are factors key to any athlete and “… may influence an individual’s ability to interpret environmental cues, anticipate opponents’ actions and create appropriate motor responses ....”28 Research demonstrates that these deficits may persist in football players despite no longer displaying any concussion related symptoms and being cleared by their team physician to return to participation.28 Minimizing concussion risk and head contact exposure is part of “safe” football, which continues to mean “good” football.
DATA-DRIVEN DECISION MAKING

Emerging data from the historic NCAA-Department of Defense CARE Consortium study, which is part of the larger NCAA-DoD Grand Alliance, are helping to shape a science-driven approach to addressing concussion and head impact exposure in sport. In addition, many NCAA member schools have obtained important clinical and accelerometer data in football. Such emerging data, coupled with available science, were presented and discussed at the Second Safety in College Football Summit. Following presentations and discussions, all attendees were invited to weigh in on “foundational statements” and updated football practice contact guidelines. Foundational statements and recommendations were amended based on feedback, and when more than 80 percent consensus was reached among the participants, the statements and recommendations were then voted on by representatives of both medical and football endorsing organizations (see Appendix C for endorsing organizations). Only those statements and recommendations that were agreed upon by 100 percent of both endorsing organization representatives were then placed into this document for further review and final endorsement. We revised the foundational statements for this document and updated football practice contact guidelines with recommendations that follow, including a brief synopsis of the rationale that was agreed upon by the endorsing organization representatives.
FOUNDATIONAL STATEMENTS

The following foundational statements (in bold) were approved at the summit, with discussion points that follow.

**Head accelerometers are currently unable to function as concussion detectors.**

One can envision a future in which head impact exposure data can be individualized for each football player, and thus general football contact guidelines that apply to an entire team would no longer be necessary. At this point in time, the science of accelerometers, and accelerometer data coupled with clinical outcomes, are inadequate to provide such guidance.  

Although accelerometers are improving in providing head impact kinematics, all have limitations, ranging from inaccuracy in counting head impacts, measuring head acceleration, over-predicting rotational acceleration or inadequate field testing relative to dummy testing. Furthermore, there is no clear relationship between accelerometer measurements and clinical outcome. Thus, general guidelines for football practice are still necessary until the science of accelerometers can provide individualized guidance.

**Head accelerometers can be utilized to assess group differences among types of football practices and competition.**

Although head accelerometers cannot provide individualized data that allows a personalized approach to head contact exposure, the science has advanced sufficiently to allow group differences among various positions (e.g., lineman, safety, quarterback) with regard to head impact exposure risk. Such data can guide coaches and the medical team in devising a head contact exposure reduction plan for various football positions.

**Offensive and defensive linemen have a greater likelihood of sustaining repetitive head impact during practice.**

Analysis of group accelerometer data provide evidence that offensive and defensive linemen are exposed to more frequent repetitive head impacts during practice than football players in other positions. As emerging evidence points to both the importance of understanding the management of concussion, there is also emerging evidence that cumulative head impact exposure needs to be better understood with regard to long-term neurologic sequelae. Coaches and clinicians should be mindful of reducing unnecessary head impact exposure among offensive and defensive linemen. For example, there may be significant helmet-to-helmet contact between linemen even in individual line board drills, “pass pro” or one-on-one blocking, often as a result of poor technique such as offensive linemen dropping their heads and defensive linemen not using their hands.

**Across practice, the preseason period has the highest rate of concussion.**

Just as the acclimatization rule was put in place to address the documented increased risk of heat illness during preseason, emerging data inform us that preseason is also a time of considerable increased injury risk in general and concussion risk in particular. Indeed, conference-wide data inform us that preseason practices have the highest injury rate of any practices, and 58 percent of all-season practice concussions occur during preseason.

**Contact tackling practice carries a greater risk of concussion than contact non-tackling practice.**

As concussion risk is in part mediated by contact/collision forces, it makes intuitive sense that concussion risk is increased when comparing contact tackling practice to contact non-tackling practice. Such data help inform decision making for football practice guidelines, differentiating the higher concussion risk practice of contact with tackling versus the lower concussion risk practice of contact without tackling.
Proper tackling is an essential aspect of the sport of football, and thus the concussive risk of learning proper tackling technique must be balanced with the unforeseen risks of tackling with improper technique.

**Tackling and blocking should be performed with technique emphasizing hands and shoulder contact and elimination of head contact.**

Proper tackling means that the helmet is not utilized as a weapon, which increases the chance of catastrophic injury. Minimizing head contact in both tackling and blocking is an important learned technique that not only lessens head impact exposure, but also decreases overall injury risk.\(^4\,4^0\)

**Head-to-head contact accounts for the greatest risk of concussion, followed by head-to-ground contact.** Helmets cannot eliminate all concussion risk, but rather minimize the risk of skull fracture and intracranial hemorrhage.\(^4^1\) The helmet should not be used as part of football technique in tackling or blocking and should simply serve as protective gear. Thus, blocking and tackling technique must minimize all head-to-head contact, which would decrease concussion risk.\(^4\,4^0\) Furthermore, live tackling to the ground must be practiced safely and with less regularity in order to decrease concussion risk in football practice.

**Full pad practice, shell practice and helmet only practice all carry a risk of concussion. No helmet and no shoulder pad practice is the only evidence-based non-contact practice with negligible concussion risk.**

Even with the best of intent, emerging data inform us that football practice with equipment leads to behavior that increases concussion risk.\(^5\,1^7\) That being said, wearing full pads in practice can be utilized for conditioning purposes, and helmets may protect the skull from fracture due to inadvertent falls to the ground or other types of collisions. Thus, coaches and clinicians need to balance equipment as a conditioning/protection factor versus equipment that may lead to increased head impact exposure. Importantly, data can drive the intent of practice, and the nature of non-contact practice was discussed considerably during the summit. Although we have data that practices without helmet and shoulder pad are the only evidence-based non-contact practice with negligible concussion risk, we do not have data on potential downside risks of practicing without equipment.

*Given this foundational data, a post-meeting consensus was developed regarding the following definitions, with the intent of providing a framework on varying intensity levels from non-contact/minimal contact practices to live contact/tackling to the ground practices. This framework is consistent with USA Football as follows (italicized content is from USA Football):*

**Non-contact/minimal contact practices do not involve tackling, thud, “wrapping up” or full-speed blocking.** Non-contact/minimal contact practices are those practices in which drills are not run at a competitive speed, as follows:

- **Air.** Players run a drill unopposed without contact.
- **Bags.** Drill is run against a bag or other soft-contact surface.
- **Control.** Drill is run at an assigned speed until the moment of contact. One player is designated by the coach ahead of time as the pre-determined winner. Contact remains above the waist and players stay on their feet.

**Live contact/thud is any practice in which players are not taken to the ground, including “thud” sessions or drills that involve “wrapping up,” irrespective of uniform worn.**

Drill is run at competitive speed through the moment of contact with no predetermined winner. Contact remains above the waist, players stay on their feet and a quick whistle ends the drill. This definition provides a foundation for differentiating the increased concussion risk in live contact/tackling versus live contact practice that does not include tackling to the ground.
Live contact/tackling is any practice that involves tackling to the ground. 
Drill is run in game like conditions and is the only time that players are taken to the ground. This definition provides a foundation for allowances of live contact/tackling practice during the season, and differentiates live contact/tackling (which carries a higher concussion risk) from other types of contact practice.

Preseason practice: In any given seven days following the five-day acclimation period:
- Up to three days of practice may be live contact (tackling or thud).
- There must be three non-contact/minimal contact practices in a given week.
- A non-contact/minimal contact practice must also follow a scrimmage.
- One day must be no football practice.

Preseason is an intense practice time that focuses on proper conditioning and mastery of football technique, including tackling and blocking. Emerging data help us to make informed decisions that balance conditioning and mastery of technique with safety. Based on the increased risk of concussion in preseason and emerging data regarding the importance of recovery, non-contact/minimal contact days must be factored into the week’s schedule, and live contact needs to be decreased relative to prior preseason guidelines. As noted above, non-contact/minimal contact practice is conducted with the intent of a practice without shoulder pads or helmet. Coaches and medical staff should be cognizant of the behavioral risk of increased head impact exposure when equipment is worn.

Preseason practice: Two-a-day practices should not occur. A second session of activity can include walk-throughs or meetings.

Recovery is multi-dimensional, and proper recovery not only decreases the risk of exertional heat illness and overuse injuries, but also plays an important role in decreasing the risk of exertion after repetitive head impact exposure or possible concussion. In this regard, football is different from other sports where an initial practice does not involve potential repetitive head impact or concussion. Thus, the benefit of improved conditioning and technique mastery from two-a-day practices must be mitigated by the increased risk of catastrophic injury and concussion. Importantly, walk-throughs or meetings do not include any conditioning activities.

Inseason practice (all divisions):
- Three days of practice should be non-contact/minimal contact.
- One day of live contact/tackling is allowed.
- One day of live contact/thud is allowed.

Inseason practices provide an ongoing opportunity to maintain/improve conditioning and to further master proper technique. This opportunity must always be balanced with recovery from potential head impact exposure and minimizing head impact exposure while learning the essential aspects of blocking and tackling.

Postseason and bowl practices must be separated from inseason practice because there can be up to six weeks of non-competition time between the end of the season and the next bowl or postseason game.

This time period provides an opportunity for refinement in skill and technique on the one hand, while providing an opportunity for more intense training for those team players who have had little to no game experience. Although there was no foundational statement regarding postseason practice, a consensus developed following much discussion with key stakeholders as follows:
- If there is a two-week or less period of time between the final regular-season game or conference championship game (for participating institutions) and the next bowl or postseason game, then inseason practice recommendations should remain in place.
- If there is greater than two weeks between the final regular-season game or conference championship game (for participating institutions) and the next bowl or postseason game, then:
  - Up to three days may be live-contact (two of which should be live contact/thud).
  - There must be three non-contact/minimal contact practices in a given week.
◊ The day preceding and following live contact/tackling should be non-contact/minimal contact or no football practice.
◊ One day must be no football practice.

**Spring practice (Division I/Division II):** The day following live scrimmage should be non-contact/minimal contact.
This follows the theme of the importance of recovery following increased risk of head impact exposure from live scrimmage.

**Year-round training (Division I):** Coaches may work with players for two hours a week on football skills (with use of footballs, sleds, dummies, etc.) without helmets or pads during the following times:
• Before and after spring football during the school year.
• For four weeks over the summer.

• This can include 7-on-7 and team work of full offensive and defensive plays; all must be non-contact.
• This will be included in the eight-hour Countable Athletically Related Activities (CARA) time.

**Note:** Although this foundational statement was embraced at the time of the summit because of the possibility of further improving technique during the off-season, it is not part of the final recommendations. CARA is an evolving concept within the NCAA and there are practical and legislative concerns about incorporating this concept into a formal recommendation at present. Furthermore, there is broad consensus by members of the American Football Coaches Association that the additional offseason time with coaches could have negative, unforeseen consequences.
YEAR-ROUND FOOTBALL PRACTICE CONTACT FOR COLLEGE STUDENT-ATHLETES RECOMMENDATIONS

The above foundational statements became the basis for the year-round football practice contact recommendations below, which must be differentiated from legislation. As these recommendations are based on consensus and emerging science, they are best viewed as a “living, breathing” document that will be updated, as we have with other health and safety interassociation guidelines, best practices and recommendations, based on emerging science or sound observations that result from application of such documents. The intent is to reduce injury risk, but we must also be attentive to unintended consequences of shifting a practice paradigm based on consensus.

Preseason practice recommendations
Two-a-day practices are not recommended. A second session of no helmet/pad activity may include walk-throughs or meetings; conditioning in the second session of activity is not allowed.

The preseason may be extended by one week in the calendar year to accommodate the lost practice time from elimination of two-a-days, and to help ensure that players obtain the necessary skill set for competitive play.

In any given seven days following the five-day acclimation period:
- Up to three days of practice can be live contact (tackling or thud).
- There should be a minimum of three non-contact/minimal contact practices in a given week.
- A non-contact/minimal contact practice should follow a scrimmage.
- One day should be no football practice.

Difference from the 2014 guidelines:
1. Recommendation to discontinue two-a-day practices.
2. Recommendation to allow an extension of the preseason by one week. This requires a legislative change if the preseason begins one week earlier.
3. Recommendation to reduce weekly live contact practices from four to three.
4. Non-contact/minimal contact practice recommendations have been added.
5. Non-contact/minimal contact practice recommendation the day following a scrimmage has been added.
6. One day of no football practice recommendation has been added.
7. Legislation 17.10.2.1 would need to be updated if the preseason practice time begins one week earlier.

Inseason practice recommendations
Inseason is defined as the period between six days prior to the first regular-season game and the final regular-season game or conference championship game (for participating institutions).

In any given week:
- Three days of practice should be non-contact/minimal contact.
- One day of live contact/tackling should be allowed.
- One day of live contact/thud should be allowed.

Difference from the 2014 guidelines:
1. Recommendation to no longer allow two live contact/tackling days per week.
2. Non-contact day/minimal contact recommendations have been added.
Postseason practice recommendations
NCAA Championships (Football Championship Subdivision/Division II/Division III), bowl (Football Bowl Subdivision)
• If there is a two-week or less period of time between the final regular-season game or conference championship game (for participating institutions) and the next bowl or postseason game, then inseason practice recommendations should remain in place.
• If there is greater than two weeks between the final regular-season game or conference championship game (for participating institutions) and the next bowl or postseason game, then:
  ◊ Up to three days may be live-contact (two of which should be live contact/thud).
  ◊ There must be three non-contact/minimal contact practices in a given week.
  ◊ The day preceding and following live contact/tackling should be non-contact/minimal contact or no football practice.
  ◊ One day must be no football practice.

Difference from the 2014 guidelines:
1. Current guidelines do not differentiate postseason/bowl practice from inseason practice.

Spring practice recommendations
(Divisions I and II)
• Of the 15 allowable sessions that may occur during the spring practice season, eight practices may involve live contact (tackling or thud); three of these live contact practices may include greater than 50 percent live contact (scrimmages). Live contact practices should be limited to two in a given week and should not occur on consecutive days. The day following live scrimmage should be non-contact/minimal contact.

Difference from the 2014 guidelines:
1. Non-contact/minimal contact practice recommendation the day following live scrimmage.
17. Trulock S, Oliaro S. Practice contact. Safety in College Football Summit. Presented January 22, 2014, Atlanta, GA.


AGENDA
National Collegiate Athletic Association
Safety in College Football Summit
Orlando, Florida
February 10-11, 2016

DAY 1
1. Welcome and summit overview. (Scott Anderson and Brian Hainline)

2. Topic 1: Sensor and clinical data regarding football practice and head exposure.
   a. Campus research. (Stefan Duma, Thomas Druzgal, Jacob Marucci, Jason Mihalik)
   b. Big 12 research. (Scott Anderson, Allen Hardin)
   c. Roundtable discussion and report out.
   d. Referendum: Year-round football practice contact.

   a. Traumatic. (Kevin Guskiewicz)
   b. Non-traumatic. (Scott Anderson, Doug Casa)
   c. Roundtable discussion and report out.

4. Topic 3: Diagnosis and management of sport-related concussion guidelines.
   a. Guidelines overview. (Brian Hainline, Scott Anderson).
      (Steven Broglio, Thomas McAllister, Michael McCrea)
   c. Re-examining concussion treatment: Agreements from the TEAM meeting? (Anthony Kontos)
   d. Roundtable discussion and report out.
   e. Referendum: Diagnosis and management of sport-related concussion.

DAY 2
1. Opening remarks. (Scott Anderson and Brian Hainline)

2. Topic 4: Independent medical care. (Scott Anderson and Brian Hainline)
   a. Roundtable discussion and report out.

3. Topic 5: Inter-association consensus statements.
   a. Year-round football practice contact.
   b. Catastrophic injury in football.
   c. Diagnosis and management of sport-related concussion.
   d. Independent medical care.

SAFETY IN COLLEGE FOOTBALL SUMMIT PARTICIPANTS

Jeff Allen, Head Athletic Trainer, University of Alabama (attending on behalf of Nick Saban)
Scott Anderson, College Athletics Trainers Society, University of Oklahoma
Doug Aukerman, Pacific 12 Conference
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Bob Boerigter, Commissioner, Mid-America Intercollegiate Athletics Association
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ENDORsing Medical Organizations

American Academy of Neurology (Affirmation of Value)
American Association of Neurological Surgeons
American Academy of Pediatrics
American College of Sports Medicine
American Medical Society for Sports Medicine
American Orthopaedic Society for Sports Medicine
American Osteopathic Academy of Sports Medicine
College Athletic Trainers’ Society
Competitive Safeguards and Medical Aspects of Sports
Congress of Neurological Surgeons
Korey Stringer Institute
National Athletic Trainers’ Association
National Operating Committee on Standards for Athletic Equipment
National Strength and Conditioning Association
Sports Neuropsychology Society

ENDORSING Football Organizations

American Football Coaches Association
National Football Foundation
NCAA Football Oversight Committee
NCAA Football Rules Committee
USA Football
MEMORANDUM

February 8, 2017

TO: Division III Presidents Council.

FROM: Dan Dutcher
Vice president for Division III.

SUBJECT: Interassociation Consensus Recommendations for Football Practice Contact.

In mid-January 2017, the NCAA's Sport Science Institute released Interassociation Consensus Recommendations on Year-Round Football Practice Contact for College Student-Athletes. The new recommendations update previously published guidelines (June 2014) addressing year-round football practice contact and include additional recommendations for preseason, in season, postseason and spring practice (Division I and II only). These updated recommendations, supported by the Committee on Competitive Safeguards and Medical Aspects of Sports, endorsed by the Division I Football Oversight Committee and 20 other scientific, medical and football organizations, are based on emerging scientific consensus.

The new preseason recommendations may require Division III to take two immediate actions to allow institutions to more easily comply with the preseason recommendations related to the upcoming 2017 season:

1. Establish a blanket one-time waiver for the 2017 football season to allow institutions to start their football preseason date four (4) days earlier; and
2. Adopt noncontroversial legislation at the March 1 in-person Division III Administrative Committee meeting to prohibit two-a-day practices in football.

Please email Jeff Myers, jmyers@ncaa.org, feedback on these two proposed actions no later than Monday, February 20. Your feedback will be shared with relevant staff and the Division III Administrative Committee. Also, please note that the Division III Football Committee, in conjunction with the Championships Committee, the NCAA Sport Science Institute and the Division III Management and Presidents Councils, will begin a thorough review on the best course of action to implement the interassociation recommendations on a permanent basis for the 2018 football playing and practice seasons and thereafter.

Listed below are a few reminders related to the new interassociation guidelines that may assist you as you formulate your feedback.

What are the Key Components of the Preseason Recommendations?

1. Recommendation to discontinue two-a-day practices. [currently bylaw 17.10.2.3 allows two-a-day practices]
2. Recommendation to extend the preseason by one week. [This extension would require a legislative change if the extension starts practice earlier]
3. Recommendation to reduce weekly live contact practices (tackling or thud) from four to three.
4. Recommendation to ensure three non-contact/minimal contact practices per week.
5. Recommendation to ensure non-contact/minimal contact practice the day following a scrimmage.
6. Recommendation to add one day per week of no football practice.

Frequently Asked Questions Related to the Preseason Recommendations.

1. Given the recommendation to discontinue two-a-day practices, what if any activities are recommended for programs to conduct during the second session of a practice day?
   A second session of no helmet/pad activity may include walk-throughs or meetings; conditioning in the second session of activity is not recommended.

2. What type of activities may a program conduct during the required one day of no football practice?
   Medical treatment is allowed if required. However, no formal football-related activity is permitted, including (1) no contact with sport coaches or strength and conditioning specialists; (2) no assigned drills, conditioning or film review.

3. If there are no two-a-day practices, will schools count practice opportunities the same way?
   Yes, for the 2017 season. The practice opportunities formula would continue to exist to determine the first permissible practice date. The waiver would then allow additional days for practice to account for the loss of multi-practice days. The football committee and governance structure will review whether this method for determining the first permissible practice date remains appropriate for future seasons.

Thank you, and if you have any questions, please contact Jeff Myers, jmyers@ncaa.org.
MEMORANDUM

VIA EMAIL

November 16, 2016

TO: NCAA Division I, Division II, and Division III Football Conference Commissioners.

FROM: Kevin Lennon, Vice President of Division I Governance.
Terri Steeb Gronau, Vice President of Division II Governance.
Dan Dutcher, Vice President of Division III Governance.
Brian Hainline, Chief Medical Officer.

The NCAA anticipates release of the latest interassociation consensus recommendations, Year-Round Football Practice Contact for College Athletes, to the membership this spring.

The recommendations are the product of the second Safety in College Football Summit, conducted in February 2016, and serve as an update to previously published guidelines (June 2014) addressing year-round football practice contact. These updated recommendations, supported by the Committee on Competitive Safeguards and Medical Aspects of Sports and endorsed by the Division I Football Oversight Committee and 19 scientific, medical and football organizations, are based on emerging science and consensus. The recommendations help coaches manage practices in a way that limits player-to-player contact, reduces the risk associated with head impact exposure and enhances an overall culture of safety for college football athletes.

Attached is a copy of the final recommendations as well as a companion briefing document designed to clarify the key components of the recommendations and provide answers to frequently asked questions.

Conference offices are invited to provide feedback to the briefing document not later than Friday, December 16, 2016. Your suggestions for improvements will be used to enhance the briefing document which will serve as an educational complement to the recommendations.

For questions regarding the Year-Round Football Practice Contact Recommendations or to share feedback about the briefing document, please email the Sport Science Institute at ssi@ncaa.org.

We look forward to working together with campuses and conference offices to reduce concussion and repetitive head impact exposure and to support a culture of safety for all college football athletes.
SUPPLEMENT NO. 07d

WILL BE

DISTRIBUTED

AT THE MEETING
REPORT OF THE NCAA DIVISION III
DIVERSITY AND INCLUSION WORKING GROUP
FEBRUARY 2, 2017, TELECONFERENCE

ACTION ITEMS.

• None.

INFORMATIONAL ITEMS.

1. Welcome and roster. The NCAA Division III Diversity and Inclusion Working Group commenced business at 1:05 p.m. Eastern time Thursday, February 2, 2017. Gerard Bryant, the working group’s new chair, commenced the teleconference. He welcomed the group, and President Javier Cevallos, Dan Schumacher, Jason Verdugo and Jessica Jean. Staff conducted a roll call.

2. Report of December 5, 2016, teleconference. The working group reviewed the report and no changes.

3. Feedback on Diverse Hiring Best Practices Resource. The working group reviewed the final resource: The Diverse Workforce: Recruitment and Retention Basics for Division III Athletics Departments. Working group members noted an initial positive reaction at the 2017 NCAA Convention, where the resource was unveiled and distributed to the membership. During the athletics direct report (ADR) Luncheon, ADRs participated in a diversity workshop using and citing the resource. The ADRs provided positive feedback on the resource. A few ADRs appeared genuinely surprised with the lack of diversity in the division and appreciate the creation of the resource. Staff noted that the resource was distributed via the February Monthly Update, posted on NCAA.org and direct mailed to all Division III presidents/chancellors, ADRs and commissioners. Staff also will take every opportunity to remind the membership of the benefits of using the resource.

4. Companion Program to Student Immersion Program. The working group continued its support of a companion program for participants of the Student Immersion Program. Staff recommended the establishment of an application process that will be sent to participants of the 2016 and 2017 Student Immersion Program. Participants, anticipate 20-25, will come to Indianapolis for a day of Division III-specific professional development Wednesday, May 31, and then attend the NCAA’s Career in Sports Forum, June 1-4. For the Division III-specific programming, the working group recommended staff work with the National Consortium for Academics and Sports to develop the programming.

5. Next steps. The working group brainstormed about its next steps. Concepts that received support included the following:
a. Review the Division III voluntary graduation rates, and specifically, the lower rate of men of color, and determine if there are any needed next steps. Staff will ask research to participate on the April teleconference.

b. Develop a resource to help undergraduate student-athletes chart a course on obtaining a career in athletics.

c. Create an annual award recognizing either an individual, institution or entity (either within or outside of the NCAA) for championing women and/or ethnic minorities pursuing careers in sport.

d. Develop a strategic plan.

6. **Adjournment.** The call adjourned at 1:55 p.m. Eastern time.

**Staff Liaisons:** Louise McCleary, Division III Governance
Nicole Hollomon, Research
Sonja Robinson, Office of Inclusion
Amy Wilson, Office of Inclusion

<table>
<thead>
<tr>
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<tr>
<td><strong>Attendees:</strong></td>
</tr>
<tr>
<td>Nnenna Akotaobi, Swarthmore College</td>
</tr>
<tr>
<td>Heather Benning, The Midwest Conference</td>
</tr>
<tr>
<td>Keith Brandon, Penn State University, Abington</td>
</tr>
<tr>
<td>Gerard Bryant, John Jay College of Criminal Justice</td>
</tr>
<tr>
<td>Javier Cevallos, Framingham State University</td>
</tr>
<tr>
<td>Jason Fein, Drew University</td>
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<tr>
<td>Joe Onderko, Presidents Athletic Conference</td>
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<tr>
<td>Dan Schumacher, University of Wisconsin, Eau Claire</td>
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<td>Jason Verdugo, Hamline University</td>
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<tr>
<td>Natalie Winkelfoos, Oberlin College</td>
</tr>
<tr>
<td>Nicole Wood, Salem State University</td>
</tr>
<tr>
<td><strong>Absentees:</strong></td>
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<tr>
<td>Jessica Jean, John Jay College of Criminal Justice</td>
</tr>
<tr>
<td><strong>NCAA Staff Support in Attendance:</strong></td>
</tr>
<tr>
<td>Louise McCleary, Sonja Robinson, Nicole Hollomon, and Amy Wilson.</td>
</tr>
<tr>
<td><strong>Other in Attendance:</strong></td>
</tr>
<tr>
<td>None.</td>
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</table>
Division III Sportsmanship Working Group Summary
February 16-17, 2017 meeting with Disney Institute

Article written by: Kristin DiBiase

The Division III Sportsmanship Working Group met with facilitators from the Disney Institute February 16-17, 2017 in Orlando to begin the first phase of its development work for the Division III game environment initiative. During a two-day discussion with Disney representatives, 11 Division III administrators, two DIII National SAAC student-athletes and six members of the NCAA national office staff began to develop a process to help Division III institutions more clearly promote civility and sportsmanship at their athletics events.

The first, and most important, lesson the group learned was the concept of service as the bedrock of a positive guest experience. After reviewing case studies and real-life examples of how The Walt Disney Company derives its success from a service mindset, the working group concentrated on developing the elements of an appropriate service framework for the Division III game experience.

A service framework is the root of a service-focused culture, and consists of three main components: a common purpose, service standards and behavioral guidelines. To begin creating the framework, the group first identified the common purpose. The common purpose is the foundation that serves as the basis for all other service decisions, and is applicable to all Division III institutions. Determining this element was one of the most challenging aspects of the meeting, due to the unique and varied nature of the Division III membership. But the working group was up to the challenge. After brainstorming and discussing the Division III brand, the group agreed that all DIII institutions are united in the common service purpose of creating a respectful, engaging and educational environment through athletics for everyone.

With the common purpose identified, the group then began to establish service standards for Division III athletic events. Service standards are operating priorities that ensure a consistent and high-quality service experience. When completed, each service standard will encompass clearly defined and measurable behavioral guidelines that work in concert to create a first-rate customer service experience. The standards will also help to better define the professional direction needed to deal with negative behavioral issues that might develop during Division III athletics contests. The group will continue working on the standards and develop the behavioral guidelines during a second planning session with Disney Institute staff in mid-April 2017 in Indianapolis.
REPORT OF THE
NCAA DIVISION III FACULTY ATHLETICS REPRESENTATIVE ENGAGEMENT WORKING GROUP
DECEMBER 12, 2016 TELECONFERENCE

KEY ITEMS

• None.

ACTION ITEMS.

• None.

INFORMATIONAL ITEMS.

1. Welcome. The NCAA Division III Faculty Athletics Representative (FAR) Engagement Working Group commenced business at 2:30 p.m. Eastern time Monday, December 12, 2016.

2. Acceptance of November 9, 2016 Report. The working group reviewed and accepted the report from the November 9, 2016 meeting.

3. Review of potential components of engagement. Staff led a discussion of further refinement of potential components of engagement for the working group to consider as it compiles and recommends best practices and potential policy. The group reviewed the list of campus level, conference level and national level components compiled from the November 9, 2016 teleconference and added items in each category. Particular focus was given to the potential components at the conference level.

4. Identification of knowledge gaps. The discussion of potential components of engagement led into the identification of knowledge gaps and how the working group would proceed. Engagement at the conference level is an area the working group is very interested in exploring through data collection and analysis. The group is also interested in learning more about institutions where two individuals are appointed FAR and effective professional development opportunities at the campus and conference levels. The group is open to considering the use of multiple data collection modes in the coming year, including survey, focus groups and telephone interviews.

5. Next steps. The group determined that a February teleconference was preferable. Members were asked to email Eric Hartung if they were interested in serving as chair of the working group. A chair will be appointed prior to the next teleconference. Additionally, the group endorsed the use of subcommittees as work progresses in the coming year.

6. Adjournment. The meeting adjourned at 3:30 p.m.
**Staff Liaison:** Eric Hartung, Research

<table>
<thead>
<tr>
<th>Attendees</th>
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<tbody>
<tr>
<td>Kurt Beron, University of Texas, Dallas</td>
<td>Brad Banskton, Old Dominion Athletic Conference</td>
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<tr>
<td>Les Canterbury, University of Redlands</td>
<td>Rosamaria Riccobono, Eastern Connecticut State University</td>
</tr>
<tr>
<td>Ellen Faszewski, Wheelock College</td>
<td>Karen Tompson-Wolfe, Westminster College (MO)</td>
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<td>Dan Fisher, Landmark Conference</td>
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<td>Nancy Hubbard, Goucher College</td>
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<td>Scott Kilgallon, Webster College</td>
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<td>Dennis Leighton, University of New England</td>
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<td>Cheryl Stuntz, St. Lawrence University</td>
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<tr>
<td>Michelle Walsh, Vassar College</td>
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<td><strong>NCAA Staff Members in Attendance</strong></td>
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<tr>
<td><strong>Louise McCleary, Division III Governance</strong></td>
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</tr>
</tbody>
</table>
ACTION ITEMS.
• None.

INFORMATIONAL ITEMS.

1. Welcome and introductions. The Division III LGBTQ Working Group commenced business at 2:01 p.m. Eastern time Monday, February 6, 2017. Staff welcomed the working group to its first teleconference.

2. Working group roster. The working group reviewed the roster. Besides changes to Kyrstin Krist’s contact information, there were no additional changes.

3. Proposal for working group. Staff reviewed the history behind the creation of the working group. At its October 2016 in-person meeting, the Division III Management Council endorsed a proposal to establish a working group to examine the current and potential programming, resources, and recognition of the LGBTQ community and its allies in Division III. Also, to increase engagement and collaboration at the institutional, conference, and national levels. Possible outcomes include the examination of the current involvement and role of athletics departments related to LGBTQ resources and programming; creating a best practices resource and collaboration with the Office of Inclusion to develop programming as needed.

Staff also provided background on the Board of Governor’s Presidential Pledge. Presidents and chancellors at NCAA member institutions have been encouraged to sign a pledge that commits their schools to achieving ethnic and racial diversity and gender equity in intercollegiate athletics hiring practices.

4. Mission and objectives of working group. The working group engaged in an initial discussion regarding its mission and key objectives. The working group discussed having its mission focus primarily on Division III student-athletes, as well as Division III coaches, administrators, alumni and fans through the following channels:

a. Education;
b. Resources;
c. Visibility and recognition; and
d. Communication.

The working group also expressed a desire to conduct an anonymous survey to the Division III membership, including Division III student-athletes, to assist the working group’s long-term objectives and priorities. The working group underscored the importance of ensuring the voice of the Division III LGBTQ community is captured and central to all working
group considerations henceforth. Inasmuch, the working group concluded that if a survey is made available, it is important to solicit specific, anonymous feedback from LGBTQ individuals. Further, the working group noted the importance of disaggregating data, based on whether an individual identifies as LGBTQ or heterosexual/cisgender. Lastly, the working group noted that when soliciting feedback from LGBTQ individuals, as well as others, it is critical to respect the security, dignity, and self-worth of each respondent.

The list below represents additional highlights from the discussion:

a. **Education:**
   - Provide meaningful educational opportunities to those in Division III who do not identify as LGBTQ.
   - Solicit verbal histories from former and current LGBTQ student-athletes in Division III (i.e., “Student-athlete Role Models”).

b. **Visibility and recognition:**
   - Consider partnership opportunities with the “Fearless Project”.
   - Publicly recognize and honor those in Division III who identify as LGBTQ, including respected members of the Division III vanguard. Comparable recognitions include “Woman of the Year” and “Champions of Diversity and Inclusion”.

c. **Communication:**
   - Explore ways to solicit feedback from student-athletes about LGBTQ issues.

5. **2017 NCAA Inclusion Forum and future teleconferences.** The working group discussed scheduling a March teleconference, as well as an in-person meeting at the 2017 NCAA Inclusion Forum, April 21-23, in Providence, Rhode Island. The staff indicated it would send a Doodle request to determine availability for a teleconference and an in-person meeting.

6. **Other business.** The working group expressed interest in creating a repository for potential survey questions. Staff will create a Google doc or another comparable resource for the working group to use.

7. **Adjournment.** The meeting adjourned at 3 p.m. Eastern time.
Staff Liaisons: Jess Duff, Office of Inclusion  
Louise McCleary, Division III Governance  
Jean Orr, Academic and Membership Affairs

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<tr>
<th>Attendees</th>
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<tbody>
<tr>
<td>Christopher Deddo, State University of New York</td>
<td>Malcolm Huggins, State University of New York at Oswego</td>
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<tr>
<td>Maritime College</td>
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<td>Margaret Drugovich, Hartwick College</td>
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<td>R. Brit Katz, Millsaps College</td>
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<td>Christopher Kimball, California Lutheran University</td>
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<td>Kyrstìn Krist, Methodist University</td>
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<td>Donna Ledwin, Allegheny Mountain Collegiate Conference</td>
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<td>Julie Shaw, University of La Verne</td>
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<td>Michael Vienna, Emory University</td>
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<td>Neil Virtue, Mills College</td>
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<td>Other Participants:</td>
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<tr>
<td>Jess Duff, NCAA</td>
<td></td>
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<tr>
<td>Louise McCleary, NCAA</td>
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<tr>
<td>Jean Orr, NCAA</td>
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2016 Division III Graduation Rates Report
October 2016
Overview

- Introduction
- Federal Rate Comparisons
- Federal & Success Rate Comparisons
- Next Steps
Background

- 2016 is the seventh year of the voluntary collection of student-athlete graduation rates for Division III schools.
- The sample:
  - 253 schools have participated at some point in the four years.
  - 193 schools provided data in 2015. Reporting will focus on this group.
  - 112 have provided data for the 2006-2009 cohorts – the four-year rolling average.
  - 68 schools provided data each of the six years.
  - 40 schools provided data for the first time in 2014.
- Academic success defined as graduation.
- Central goal of higher education.
- Allows for the comparison of student-athletes and the student-body.

The Rates - Federal & ASR

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<th>Federal Numerator</th>
<th>Federal Denominator</th>
<th>ASR Numerator</th>
<th>ASR Denominator</th>
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<td>Freshmen (Mid-Year)</td>
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<td>Incoming Transfers (2-Year and 4-Year)</td>
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<td>Those who left in good academic standing</td>
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<td>Allowable Exclusions</td>
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<td>Graduates (Fall Freshmen)</td>
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<tr>
<td>Graduates (Mid-Years/Transfers)</td>
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FINDINGS

FEDERAL RATE COMPARISONS:
DIVISION III VOLUNTARY SCHOOLS

Average Federal Rates for Division III Student Body and Student-Athletes
(2016 Voluntary Schools)

<table>
<thead>
<tr>
<th></th>
<th>Four-Class Average Rates (%)</th>
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<tbody>
<tr>
<td></td>
<td>Student-Body</td>
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<tr>
<td>Overall</td>
<td>62</td>
</tr>
<tr>
<td>Men</td>
<td>58</td>
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<tr>
<td>Women</td>
<td>64</td>
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FEDERAL & SUCCESS RATE COMPARISONS

OVERALL

Average Federal Rates and ASRs for Division III Student-Athletes (Voluntary Schools)

<table>
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<tr>
<th>Four-Class Average Rates (%)</th>
<th>ASR</th>
<th>Federal Rate</th>
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<tbody>
<tr>
<td>Overall</td>
<td>87</td>
<td>69</td>
</tr>
<tr>
<td>Men</td>
<td>82</td>
<td>63</td>
</tr>
<tr>
<td>Women</td>
<td>94</td>
<td>77</td>
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</tbody>
</table>
FINDINGS
FEDERAL & SUCCESS RATE COMPARISONS BY SPORT

<table>
<thead>
<tr>
<th>SPORT</th>
<th>Four-Class Average Rates (%)</th>
<th>ASR</th>
<th>Federal Rate</th>
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<td>Baseball</td>
<td>86</td>
<td>66</td>
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<tr>
<td>Basketball</td>
<td>80</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Cross Country/Track</td>
<td>88</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>Football</td>
<td>75</td>
<td>53</td>
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<td>Golf</td>
<td>88</td>
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<tr>
<td>Ice Hockey</td>
<td>86</td>
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<tr>
<td>Lacrosse</td>
<td>87</td>
<td>67</td>
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<tr>
<td>Soccer</td>
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<td>Swimming</td>
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<tr>
<td>Tennis</td>
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<td>Wrestling</td>
<td>82</td>
<td>63</td>
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Division III Women’s Sports (Voluntary Schools)

<table>
<thead>
<tr>
<th>SPORT</th>
<th>Four-Class Average Rates (%)</th>
<th>ASR</th>
<th>Federal Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball</td>
<td></td>
<td>92</td>
<td>72</td>
</tr>
<tr>
<td>Cross Country/Track</td>
<td></td>
<td>94</td>
<td>80</td>
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<tr>
<td>Field Hockey</td>
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<td>Softball</td>
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FINDINGS

FEDERAL & SUCCESS RATE COMPARISONS
BY RACE/ETHNICITY GROUP
### Average Federal Graduation Rates for the Division III Student Body and Student-Athletes by Race/Ethnicity Group (Voluntary Schools)

<table>
<thead>
<tr>
<th></th>
<th>Four-Class Average Rates (%)</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Student-Body</td>
<td>Student-Athletes</td>
</tr>
<tr>
<td>Overall</td>
<td></td>
<td>62</td>
<td>69</td>
</tr>
<tr>
<td>American Indian</td>
<td></td>
<td>49</td>
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</tr>
<tr>
<td>Asian</td>
<td></td>
<td>61</td>
<td>75</td>
</tr>
<tr>
<td>African American</td>
<td></td>
<td>41</td>
<td>47</td>
</tr>
<tr>
<td>Hispanic</td>
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<td>47</td>
<td>58</td>
</tr>
<tr>
<td>Non-Resident Alien</td>
<td></td>
<td>58</td>
<td>70</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
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<td>64</td>
<td>60</td>
</tr>
<tr>
<td>Two or More Races</td>
<td></td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>White/Non-Hispanic</td>
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<td>65</td>
<td>72</td>
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<tr>
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</table>

### Average Federal Graduation Rates and ASRs for Division III Student-Athletes by Race/Ethnicity Group (Voluntary Schools)

<table>
<thead>
<tr>
<th></th>
<th>Four-Class Average Rates (%)</th>
<th>Federal Rate</th>
<th>ASR</th>
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</thead>
<tbody>
<tr>
<td>Overall</td>
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<td>White/Non-Hispanic</td>
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<td>89</td>
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<tr>
<td>Unknown</td>
<td></td>
<td>63</td>
<td>85</td>
</tr>
</tbody>
</table>
Next Steps

- Additional presentation of findings
- Continued analysis of the rates for football and African-Americans.
- 2017 data collection opens in March.

THANK YOU

Contact info: Eric Hartung

email: ehartung@ncaa.org
phone: 317-917-6306
## 2016 Division III Aggregate Graduation Rates Report
for Voluntary Reporting Institutions (193 institutions)

### FRESHMAN-COHORT GRADUATION RATES

<table>
<thead>
<tr>
<th></th>
<th>All Students</th>
<th>Student-Athletes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 Graduation Rate</td>
<td>64%</td>
<td>68%</td>
</tr>
<tr>
<td>Four-Class Average</td>
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<td>69%</td>
</tr>
<tr>
<td>Student-Athlete Academic Success Rate</td>
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### 1. Graduation-Rates Data

#### a. All Students

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<th>Freshman Rate</th>
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<tr>
<td></td>
<td>Men 09-10 4-Class</td>
<td>Women 09-10 4-Class</td>
</tr>
<tr>
<td>N % N %</td>
<td>N % N %</td>
<td>N % N %</td>
</tr>
<tr>
<td>Am. Ind./AN</td>
<td>183 51 828 46</td>
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<tr>
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<td>2550 63 11033 56</td>
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<tr>
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<td>4211 59 19765 49</td>
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#### b. Student-Athletes

<table>
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<tr>
<td></td>
<td>Men 09-10 4-Class</td>
<td>Women 09-10 4-Class</td>
</tr>
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<td>N % ASR % N %</td>
<td>N % ASR % N %</td>
<td>N % ASR % N %</td>
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<tr>
<td>Am. Ind./AN</td>
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### Baseball

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<td>86-e 82-e 90-e</td>
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<td>Nat. Haw./PI</td>
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<td>Nat. Haw./PI</td>
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<td>58-e 60-e 80-e</td>
<td>Total</td>
<td>73-e 73-e 88-e</td>
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### Football

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<td>Asian</td>
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<tr>
<td>Black</td>
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<td>Hispanic</td>
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<td>Nat. Haw./PI</td>
<td>63-b 69-c 90-b</td>
<td>Nat. Haw./PI</td>
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<td>50-b 47-c 70-b</td>
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<td>66-e 62-e 84-e</td>
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<tr>
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<td>69-e 70-e 87-e</td>
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<tr>
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<td>Total</td>
<td>68-e 69-e 86-e</td>
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### Women's Basketball

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<th>2009 4-Class ASR</th>
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<td>80-e 78-e 93-e</td>
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<tr>
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<td>57-e 63-e 83-e</td>
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<td>83-e 78-e 94-e</td>
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<td>Two or More</td>
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<td>Two or More</td>
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<td>Two or More</td>
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<td>78-e 73-e 90-e</td>
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<tr>
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<td>76-e 76-e 95-e</td>
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<td>Total</td>
<td>79-e 80-e 94-e</td>
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<td>77-e 77-e 94-e</td>
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</table>

Values for N (a. 1-5, b. 6-10, c. 11-15, d. 16-20, e. greater than 20)
### Academic Success Rate Report

**Cohorts: 2006 - 2009**

**Division: Division III**

<table>
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<th>Fed Rate</th>
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<td>94</td>
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<td>Crew/Rowing</td>
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<td>86</td>
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<td>88</td>
<td>70</td>
<td>Field Hockey</td>
<td>97</td>
<td>81</td>
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<tr>
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<tr>
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<td>Women's Equestrian</td>
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Information about the Graduation Rates Report

Introduction.

This information sheet and the NCAA Division III Academic Success Rate Report have been prepared by the NCAA, based on data provided by the institution for the Division III voluntary graduation rates reporting program.

The ASR Report provides information about two groups of students at the college or university identified at the top of the form: all undergraduate students who were enrolled in a full-time program of studies for a degree and student-athletes who were on an official team roster on or after the first date of competition during the championship season.

The report gives graduation information about the most recent graduating class of students and student-athletes entering as freshmen in 2009-10. The graduation rate (percent) is based on a comparison of the number (N) of students who entered a college or university and the number of those who graduated within six years. For example, if 100 students entered and 60 graduated within six years, the graduation rate is 60 percent.

Two different measures of graduation rates are presented in this report: Federal Graduation Rate and ASR. The freshman-cohort Federal Graduation Rate indicates the percentage of freshmen who entered during a given academic year and graduated within six years. The ASR adds to the first-time freshmen, those students who entered midyear, as well as student-athletes who transferred into an institution. Both the freshman-cohort rate and ASR subtracts students from the entering cohort who are considered allowable exclusions (i.e., those who either die or become permanently disabled, those who leave the school to join the armed forces, foreign services or attend a church mission). The ASR also subtracts those who left the institution prior to graduation, had athletics eligibility remaining and would have been academically eligible to compete had they returned to the institution.

ASR Report

1. Graduation Rates Data. The box at the top of the ASR Report provides freshman-cohort graduation rates for all students and for student-athletes at this college or university. Additionally, this box provides ASR data for the population of student-athletes. [Note: Anytime a cell containing cohort numbers includes only one or two students, the data in that cell and one other will be suppressed so that no individual can be identified.]

a. All Students. This section provides the freshman-cohort graduation rates for all full-time, degree-seeking students by race or ethnic group. It shows the rate for men who entered as freshmen in 2009-10 and the four-class average, which includes those who entered as freshmen 2006-07, 2007-08, 2008-09 and 2009-10. The same rates are provided for women. The total for 2009-10 is the rate for men and women combined, and the four-class average is for all students who entered in 2006-07, 2007-08, 2008-09 and 2009-10.

b. Student-Athletes. This section provides the freshman-cohort graduation rates and also the GSR for student-athletes in each race and ethnic group who received athletics aid. Information is provided for men and women separately and for all student-athletes.

c. Student-Athletes by Sports Categories. This section provides the identified graduation rates as in 1-b for each of the eight sports categories. (The small letters indicate the value of N.)
DIVISION III IDENTITY INITIATIVE

Division III Purchasing Website

After signing a three-year contract extension (2016-2019), the Division III Purchasing Website is in its seventh year of operation, and its fifth year of management by Source One Digital. In September, a new $500 credit was offered to institutions and conferences for purchases from the site during the 2016-17 year. Thus far, approximately 30 percent of the institutions and conference offices have used their credit, which ends on August 31 of 2017. In 2017, a promotion will be launched to encourage member institutions to use their credit.

Championships

The following new enhancements will be applied to the 2016-17 championships:

- In coordination with NCAA statistics, staff created an archived championships brackets section for each sport that is housed within the Record Books section on NCAA.org. Click here to see an example.
- In order to better promote the Division III brand, all 2016-17 webcasted championships will have a live player branding graphic.
- To enhance the championship webcasts, staff committed to providing an on-site announcer for all Division III championships this year. We have also secured the addition of a fourth camera and/or an additional commentator at selected championships.

Division III/D3SIDA Recognition Award

A panel of Division III College Sports Information Directors of America (D3SIDA) members recently selected a new recipient for the Winter D3SIDA Recognition Award. The Division III and D3SIDA Recognition Award is a partnership between the Division III governance staff and 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 2017 CoSIDA convention in Orlando, Florida.

Social Media

The NCAA Division III Facebook has surpassed 25,511 fans, while the @NCAADIII Twitter feed has over 36,600 followers. 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 August, staff established #MotivationMonday, #ThrowBackThursday, and #HappyFridays to be a part of the weekly posts for Division III social media. In January we added #D3rules and NCAATop10 to the weekly posts. These posts are unique and create alternative ways of telling stories with a Division III photograph, along with a meaningful caption.

Division III is also considering launching an Instagram page to expand its social media presence.
Special Olympics

Special Olympics bracelets were provided to a few fall championships this year to help enhance the overall partnership and will be provided at all winter and spring championships. To date, over 35 institutions and two (2) conference offices reported Division III Special Olympics activities during the 2016-17 year involving approximately 4,500 Division III student-athletes and 2,000 Special Olympic athletes. The division dedicated just over 6,000 volunteer hours and raised more than $3,000 so far, as a result of these activities. Staff continues to encourages schools and conferences to report their events. Fliers were provided throughout the Convention on the basic steps of planning a successful Special Olympics event.

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.

Division III Week

The sixth annual Division III Week will occur April 3-9, 2017. A communications kit for this week was distributed in late February.
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.

CONTENTS

Philosophy Statement...page 3
Strategic Positioning Platform Summary...page 4
Strategic Priorities for the Budget Biennium...page 5
NCAA Goals and Related Division III Programs and Objectives...page 9
Budget Justification...page 16
History of the Strategic Plan...page 20
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.
DIVISION III STRATEGIC PRIORITIES FOR 2015-17 BUDGET BIENNium [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 on-going sport specific summits (e.g. basketball, lacrosse). Provide constant and consistent communication with the membership regarding new SSI inter-association guidelines and best practices.

- 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.

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

- *Monitor a performance scorecard for regular accountability of key Division III programs.*

- *Monitor the formal performance metrics for the governance structure staff liaisons.*

- 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.
Appendix A

NCAA Association Wide Goals and Related
Division III Programs and Objectives
Association Wide Goal 1: Athletics as Integral to Higher Education. Student-athletes will be better educated and prepared for increased and lifelong achievement and success.

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

<table>
<thead>
<tr>
<th>Division III Programs and Initiatives</th>
<th>Desired Outcomes</th>
<th>Resource Allocation from Division III Budget</th>
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<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>
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</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 sportsmanship in intercollegiate athletics among student-athletes, coaches and fans.

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<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 terms 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/Reclassifying 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>
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</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>
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<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.

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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>
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<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>
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</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>
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<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>
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<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><strong>Continually monitor Division III membership size and related access to championship and other services.</strong></td>
<td>The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.</td>
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<tr>
<td><strong>Athletics Direct Report (ADR) Institute.</strong></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><strong>Financial Aid Reporting Process.</strong></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>
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<tr>
<td><strong>Faculty Athletics Representative (FAR) Fellows Institute.</strong></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><strong>Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.</strong></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><strong>Programming at the NCAA Convention.</strong></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.

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<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>
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<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>
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</tr>
<tr>
<td>Conference Contact program.</td>
<td>Continue to service all conferences and ensure new conferences are accommodated according to program guidelines.</td>
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</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.

<table>
<thead>
<tr>
<th>Programs and Initiatives</th>
<th>Desired Outcomes</th>
<th>Resource Allocation from Division III Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.</strong></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><strong>Division III Identity Initiative.</strong></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><strong>Special Olympics Partnership.</strong></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><strong>Academic All-America Partnership with CoSIDA.</strong></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><strong>Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).</strong></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>
</table>
Appendix B

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

| Revenue: | Division III 3.18% Revenue Allocation | $30,389,760 |
| Expenses: | Total Championships Expense (excluding overhead) | $21,589,109 |
| | Strategic Initiative Conference Grant Program | $2,541,000 |
| | NAD3AA Partnership | $52,000 |
| | Conference Commissioners/SID Meeting | $20,000 |
| | Conference Rules Seminar Association-wide | |
| | NACWAA Enhancement Grants | $28,000 |
| | Division-wide Sportsmanship Initiative | $50,000 |
| | Strategic Alliance Matching Grant | $708,600 |
| | Women & Minority Intern Program | $1,130,000 |
| | Student-Athlete Leadership Forum | $365,000 |
| | Campus Based Student-Athlete Leadership Programming | $80,000 |
| | 360 Proof | $200,000 |
| | FAR Fellows Institute | $80,000 |

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

- **Division III Institutions....**

#### Revenue
- 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)

#### Expenses
- 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))
- 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)
- The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance. (Constitution 2.8.2)
- Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
- Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))
- Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
- 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)
- 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.
- 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)
- 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</td>
<td>Intercolligate 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>Corrected</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>Voluntary Grad Rate Reporting Stipend</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>Convention Programming including specific</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>student-athlete programs</td>
<td></td>
</tr>
<tr>
<td>Athletics Direct Report (ADR) Institute</td>
<td></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 and D3CA leadership meeting</td>
<td>The executive leadership groups from NADIII 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</td>
<td>N/A</td>
</tr>
<tr>
<td>Office staffing) **</td>
<td></td>
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<tr>
<td>Total Division III Expenses</td>
<td>$29,256,709</td>
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</tbody>
</table>

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

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

History of the

Division III Strategic Plan
History

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

In 2008-09, the strategic plan underwent a format change to create a forward looking document that highlights the goals and expectations of a budget biennium. Much of the reporting done in previous plans was moved into a Division III Annual Report, and standard committee operations are now reflected in each committee's policy and procedure guide (available on each committee's home page on ncaa.org). 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.
## Revenue:

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Difference</th>
<th>Charter</th>
</tr>
</thead>
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<tr>
<td>Division III 3.18% Revenue Allocation</td>
<td>27,117,000</td>
<td>29,639,760</td>
<td>2,522,760</td>
<td>7,346,862</td>
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<tr>
<td>Division III Other Revenue</td>
<td>- 100,001</td>
<td>100,001</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Total Revenue</td>
<td>27,117,000</td>
<td>29,639,760</td>
<td>2,522,760</td>
<td>7,346,862</td>
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</tbody>
</table>

## Expenses:

### Championship Expenses

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<th>Difference</th>
<th>Charter</th>
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</thead>
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<tr>
<td>Men's Championships</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Baseball</td>
<td>1,825,000</td>
<td>1,824,027</td>
<td>973</td>
<td>23,601</td>
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<tr>
<td>Cross Country</td>
<td>519,000</td>
<td>525,965</td>
<td>6,965</td>
<td>498,581</td>
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<tr>
<td>Football</td>
<td>1,747,000</td>
<td>1,505,230</td>
<td>241,770</td>
<td>1,278,179</td>
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<td>Golf</td>
<td>523,000</td>
<td>547,712</td>
<td>24,712</td>
<td>8,857</td>
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<td>Ice Hockey</td>
<td>303,000</td>
<td>320,834</td>
<td>17,834</td>
<td>341</td>
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<td>Lacrosse</td>
<td>431,000</td>
<td>504,354</td>
<td>73,354</td>
<td>1,170</td>
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<td>Soccer</td>
<td>1,008,000</td>
<td>1,020,050</td>
<td>12,050</td>
<td>861,305</td>
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<td>Swimming &amp; Diving</td>
<td>496,000</td>
<td>547,533</td>
<td>51,533</td>
<td>2,884</td>
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<tr>
<td>Tennis</td>
<td>592,000</td>
<td>563,310</td>
<td>28,690</td>
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<td>Track, Indoor</td>
<td>546,000</td>
<td>599,056</td>
<td>53,056</td>
<td>12,090</td>
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<tr>
<td>Track, Outdoor</td>
<td>744,000</td>
<td>914,715</td>
<td>170,715</td>
<td>1,443</td>
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<td>Volleyball</td>
<td>164,200</td>
<td>141,279</td>
<td>22,921</td>
<td>1,631</td>
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<tr>
<td>Wrestling</td>
<td>367,500</td>
<td>340,176</td>
<td>27,324</td>
<td>1,188</td>
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<tr>
<td>Total Men's Championships</td>
<td>10,225,600</td>
<td>10,301,887</td>
<td>76,287</td>
<td>2,691,495</td>
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</table>

<table>
<thead>
<tr>
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<th>Budget</th>
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<th>Difference</th>
<th>Charter</th>
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</thead>
<tbody>
<tr>
<td>Women's Championships</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Basketball</td>
<td>1,250,000</td>
<td>946,040</td>
<td>304,860</td>
<td>4,563</td>
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<tr>
<td>Cross Country</td>
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<td>530,543</td>
<td>7,457</td>
<td>498,184</td>
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<td>Field Hockey</td>
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<td>429,348</td>
<td>12,848</td>
<td>355,930</td>
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<td>Golf</td>
<td>311,000</td>
<td>312,607</td>
<td>1,607</td>
<td>5,284</td>
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<td>Ice Hockey</td>
<td>273,000</td>
<td>194,987</td>
<td>78,013</td>
<td>402</td>
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<tr>
<td>Lacrosse</td>
<td>686,000</td>
<td>624,848</td>
<td>61,152</td>
<td>3,277</td>
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<td>Rowing</td>
<td>294,000</td>
<td>344,172</td>
<td>50,172</td>
<td>14,715</td>
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<td>Soccer</td>
<td>1,182,000</td>
<td>1,076,645</td>
<td>105,355</td>
<td>924,375</td>
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<tr>
<td>Softball</td>
<td>1,369,000</td>
<td>1,345,424</td>
<td>23,576</td>
<td>435</td>
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<tr>
<td>Swimming &amp; Diving</td>
<td>508,000</td>
<td>531,712</td>
<td>23,712</td>
<td>4,637</td>
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<tr>
<td>Tennis</td>
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<td>604,484</td>
<td>19,516</td>
<td>466</td>
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<tr>
<td>Track, Indoor</td>
<td>592,000</td>
<td>593,021</td>
<td>1,021</td>
<td>72</td>
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<tr>
<td>Track, Outdoor</td>
<td>778,000</td>
<td>866,324</td>
<td>88,324</td>
<td>44</td>
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<tr>
<td>Volleyball</td>
<td>963,000</td>
<td>963,713</td>
<td>713</td>
<td>829,960</td>
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<tr>
<td>Total Women's Championships</td>
<td>9,785,400</td>
<td>9,367,083</td>
<td>418,317</td>
<td>2,622,557</td>
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<table>
<thead>
<tr>
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<th>Budget</th>
<th>Actual</th>
<th>Difference</th>
<th>Charter</th>
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<tbody>
<tr>
<td>Total Revenue</td>
<td>27,117,000</td>
<td>29,639,760</td>
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</table>

### Budget:

- **Supplement No. 15a**
- DIII AdCom 03/17
- Year-to-date
- **2016-17**

### Updated:

- 2/22/2017 7:10 AM
### Expenses (continued):

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<th>Expense Category</th>
<th>2014-15 Budget</th>
<th>2014-15 Actual</th>
<th>Difference</th>
<th>Year-to-date Budget</th>
<th>Year-to-date Actual</th>
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<th>Year-to-date Budget</th>
<th>Year-to-date Actual</th>
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<tr>
<td>Non-Championship Expenses</td>
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<td>Strategic Initiative Conference Grants</td>
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<td>2,478,140</td>
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<tr>
<td>Women &amp; Minority Intern Program</td>
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<td>Strategic Alliance Matching Grant</td>
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<td>615,230 (15,230)</td>
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<td>Student-Athlete Leadership Conference</td>
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<td>Division III Identity Program</td>
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<td>DI/II Diversity Initiatives</td>
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<td>360 Proof (formerly Drug Education and Research)</td>
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<td>ADR Institute</td>
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<td>-</td>
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<td>FAR Institute</td>
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<td>Campus-based Student-Athlete Leadership Programs</td>
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<td>Annual Convention</td>
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<tr>
<td>New AD and Commissioner Orientation</td>
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<td>-</td>
<td></td>
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<tr>
<td>NAIAIAA Partnership</td>
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<td>(551)</td>
<td>25,551</td>
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<td>Division-wide Sportmanship Initiative</td>
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<td>13,250</td>
<td>1,750</td>
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<td>Co-SIDA Partnership</td>
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<td>Division III Event Cancellation Insurance</td>
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<td>109,000</td>
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<td>45,631</td>
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<td></td>
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</tr>
<tr>
<td>Special Olympics Partnership</td>
<td>35,000</td>
<td>28,000</td>
<td>7,000</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>SWA Enhancement Grant Program (NACWA/HER)</td>
<td>26,000</td>
<td>29,699 (3,699)</td>
<td>1,162</td>
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<td>Academic Reporting Honorarium</td>
<td>25,000</td>
<td>24,208</td>
<td>792</td>
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<td>Conference Commissioners Meeting</td>
<td>15,000</td>
<td>12,257</td>
<td>2,743</td>
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<tr>
<td>Other Working Groups</td>
<td>21,000</td>
<td>24,435</td>
<td>(3,435)</td>
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<tr>
<td>Additional Spring In-Person SAAC Meeting</td>
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<td>18,184</td>
<td>16,816</td>
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<tr>
<td>DI/III and Commissioner Meeting</td>
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<tr>
<td>Miscellaneous Division III Initiatives</td>
<td>25,000</td>
<td>7,761</td>
<td>17,239</td>
<td>12,283</td>
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<tr>
<td>Sickle Cell Trait Testing Reimbursement Program</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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</tr>
<tr>
<td>Non-Championships Expense</td>
<td>6,203,400</td>
<td>5,379,107</td>
<td>824,293</td>
<td>4,372,836</td>
<td></td>
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<tr>
<td>Overhead Allocation</td>
<td>920,000</td>
<td>920,000</td>
<td>-</td>
<td>383,333</td>
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<tr>
<td>Total Non-Championships Expenses</td>
<td>7,123,400</td>
<td>6,299,107</td>
<td>824,293</td>
<td>4,756,169</td>
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</table>

### Excess Revenue over Expense

| Excess Revenue over Expense | (342,400) | 3,446,694 |
| Add: Previous Year's Fund Balance (Unallocated/Unused Funds) | 18,310,554 | 18,310,554 |
| Total Fund Balance (Funds Available for Reserve/Future Use) | 17,968,154 | 21,757,248 |
| Add: Event Cancellation Insurance Policy | 5,000,000 | 5,000,000 |
| Less: Mandated Reserve Funds Needed (Note 1) | (13,558,500) | (13,558,500) |
| Total Division III Projected Unallocated Funds | 9,409,654 | 13,198,748 |
Current Scenario - Per Diems + Bracket Expansion + 80/20 Split and Supplemental Spending

Assumptions:
- Game Operations increases by 2%/each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.
- Committee expenses increase by 2%/each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.
- Transportation increases by 2%/each fiscal year based on cost per travelled travelload for FY2009-10 thru FY2015-16.
- $1.100 membership dues increase for institutions and $550 increase for conferences in 2017-18.
- Gradually drift to 80/20 Split in champs/non-champs spending beginning in 2018-19 by keeping non-champs base budget flat.

The National Collegiate Athletic Association
Division III Budget Projections

### Revenue:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Actual</th>
<th>Actual%</th>
<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
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<tbody>
<tr>
<td>2014-15</td>
<td></td>
<td></td>
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<tr>
<td>Division III 3.18% Revenue Allocation</td>
<td>$29,639,760</td>
<td>$30,340,829</td>
<td>$30,852,829</td>
<td>$31,565,829</td>
<td>$32,312,829</td>
<td>$33,093,829</td>
<td>$33,876,829</td>
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<tr>
<td>Projected Revenue Increase</td>
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### Expenses:

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<th>Fiscal Year</th>
<th>Actual</th>
<th>Actual%</th>
<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
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<tr>
<td>2014-15</td>
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<tr>
<td>Championships Game Operations</td>
<td>$4,124,762</td>
<td>$4,283,748</td>
<td>$4,345,746</td>
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<td>Non-Championships Base Budget</td>
<td>$5,373,107</td>
<td>$5,391,102</td>
<td>$5,521,000</td>
<td>$5,650,000</td>
<td>$5,780,000</td>
<td>$5,910,000</td>
<td>$6,040,000</td>
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<td>Non-Championships Travel Budget</td>
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<td>$980,000</td>
<td>$1,000,000</td>
<td>$1,010,000</td>
<td>$1,020,000</td>
<td>$1,030,000</td>
<td>$1,040,000</td>
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<tr>
<td>Total Non-Championships Expenses</td>
<td>$6,296,107</td>
<td>$6,382,102</td>
<td>$6,522,099</td>
<td>$6,772,099</td>
<td>$7,022,099</td>
<td>$7,272,099</td>
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<td>Supplemental Non-Championships Spending from reserves</td>
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<td>-</td>
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<tr>
<td>Total Supplemental Spending</td>
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<td>-</td>
<td>-</td>
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### Total DIV Expenses:

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<th>Actual%</th>
<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
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</thead>
<tbody>
<tr>
<td>2014-15</td>
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### Net Change in Fund Balance:

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<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
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</thead>
<tbody>
<tr>
<td>2014-15</td>
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<tr>
<td>$3,464,094</td>
<td>$4,062,432</td>
<td>$4,470,255</td>
<td>$4,875,738</td>
<td>$5,281,757</td>
<td>$5,687,775</td>
<td>$6,093,785</td>
<td>$6,500,795</td>
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### Cash available in excess of reserve policy:

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<th>Fiscal Year</th>
<th>Actual</th>
<th>Actual%</th>
<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
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<tbody>
<tr>
<td>2014-15</td>
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<td></td>
</tr>
<tr>
<td>$3,329,790</td>
<td>$3,578,495</td>
<td>$3,922,328</td>
<td>$4,266,161</td>
<td>$4,619,994</td>
<td>$4,974,827</td>
<td>$5,339,660</td>
<td>$5,714,493</td>
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</tbody>
</table>

### Notes:
1. Mandated reserve is 5% of the annual DIII revenue allocation, including $5M insurance policy coverage beginning in fiscal year 2014-15.
AGENDA

The National Collegiate Athletic Association
Division III Strategic Planning and Finance Committee

Theodore Roosevelt Room
NCAA National Office
March 21, 2017
8 a.m. to 2 p.m. Eastern Time

1. Welcome and review roster. [Supplement No. 1] (Al Cureton)

2. Report from the November 10, 2016 teleconference. [Supplement No. 2] (Cureton)

3. Division III Strategic Plan. [Supplement No. 3] (Louise McCleary)

4. Division III budget. (Jeff O’Barr)
   a. Review 2016-17 budget-to-actual. [Supplement No. 4]
   b. Future projections. [Supplement No. 5]

5. Division III proposed budget initiatives. (Dan Dutcher/Corey Borchardt/McCleary/O’Barr/Liz Suscha)
   a. Nonchampionship budget initiatives. [Supplement No. 6]
   b. Championships February 2017 report. [Supplement No. 7]
   c. Championship budget initiatives. [Supplement No. 8]
   d. Discuss proposed updated future projections. [Supplement No 9]

   a. Athletic Direct Report (ADR) Institute. [Supplement Nos. 10a and 10b] (Brit Katz)
   b. Student Immersion Program. [Supplements Nos. 11a, 11b and 11c] (McCleary)

7. Division III Conference Grant Program. (Jay Jones)
   a. Review and approval of updated policies and procedures. [Supplement No. 12]
Division III Strategic Planning and Finance Committee
March 21, 2017
Page No. 2

b. Referrals related to conference grant spending. [Supplement No. 13]
c. SPFC Conference Grant Review Subcommittee Members.


9. 2018 Division III Membership-wide survey. (Hartung)

   a. Sportsmanship and Game Environment. [Supplement No. 15] (Jones)
   b. Diversity and Inclusion. [Supplement No. 16] (McCleary)
   c. FAR Engagement. [Supplement No. 17] (Eric Hartung)
   d. LGBTQ. [Supplement No. 18] (Katz)

11. Hot Topics.
   a. 2017 Legislation Voting Results. [Supplement No. 19] (Jeff Myers)
   b. Football Preseason Practice Recommendations. [Supplement Nos. 20a, 20b and 20c] (Myers)
   c. NCAA Board of Governors Update.
      • Presidential pledge. [Supplement Nos. 21] (Cureton)

12. Other business. (Cureton)

13. Future meetings – June 2017 teleconference call. (Cureton)

# Division III Championships Committee

## 2017-19 Budget Priorities Recommended to SPFC

<table>
<thead>
<tr>
<th>Request Type</th>
<th>Sport</th>
<th>Item</th>
<th>2017-18</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bracket expansion</td>
<td>BSE</td>
<td>Bracket increase (56 to 58)</td>
<td>$48,000</td>
<td></td>
</tr>
<tr>
<td>supported by legislation</td>
<td>WGO</td>
<td>Bracket increase (22 to 26, pending final sponsorship review)</td>
<td>$34,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>WIH</td>
<td>Bracket increase (8 to 9)</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MLA</td>
<td>Bracket increase (34 to 36)</td>
<td>$17,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>WLA</td>
<td>Bracket increase (40 to 42)</td>
<td>$17,000</td>
<td></td>
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<tr>
<td>Reimbursement policy</td>
<td>Team Sports</td>
<td>Ground transportation for teams/participants traveling by air</td>
<td>$250,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team Sports</td>
<td>Team travel party increase for select sports, to be determined</td>
<td>$250,000</td>
<td></td>
</tr>
<tr>
<td>Officiating</td>
<td>All</td>
<td>Increase officiating fees</td>
<td>$65,000</td>
<td></td>
</tr>
<tr>
<td>Officiating - sport-specific</td>
<td>MBB</td>
<td>National coordinator of officials</td>
<td>$7,350</td>
<td>$7,350</td>
</tr>
<tr>
<td></td>
<td>WBB</td>
<td>National coordinator of officials</td>
<td>$7,350</td>
<td>$7,350</td>
</tr>
<tr>
<td></td>
<td>WVB</td>
<td>National coordinator of officials</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Format change</td>
<td>MVB</td>
<td>Championships format (change from 8-team to 4-team at finals site)</td>
<td>$38,000</td>
<td></td>
</tr>
<tr>
<td>Sport-specific requests</td>
<td>MBB</td>
<td>Officials evaluator at all championship sites</td>
<td>$5,085</td>
<td></td>
</tr>
<tr>
<td></td>
<td>WBB</td>
<td>Officials evaluator at all championship sites</td>
<td>$5,085</td>
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</tr>
<tr>
<td></td>
<td>FH</td>
<td>Officials radio communication system</td>
<td>$3,000</td>
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<tr>
<td></td>
<td>FH</td>
<td>Officials evaluator at preliminary round sites</td>
<td>$960</td>
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<td></td>
<td>MIH</td>
<td>Video replay capability at finals site</td>
<td>$3,200</td>
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<td></td>
<td>MIH</td>
<td>Fee for replay official</td>
<td>$390</td>
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<td></td>
<td>MIH</td>
<td>Stipend for supervisor of officials at finals site</td>
<td>$250</td>
<td></td>
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<tr>
<td></td>
<td>WIH</td>
<td>Video replay capability at finals site</td>
<td>$3,200</td>
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<tr>
<td></td>
<td>WIH</td>
<td>Fee for replay official</td>
<td>$490</td>
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<td></td>
<td>WIH</td>
<td>Stipend for supervisor of officials at finals site</td>
<td>$250</td>
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<td></td>
<td>MWSD</td>
<td>Increase number of officials</td>
<td>$2,600</td>
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<td></td>
<td>WVB</td>
<td>Supervisor of officials</td>
<td>$300</td>
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<td>Additional Concepts Considered</td>
<td>MITF</td>
<td>Field size increase</td>
<td>$139,000</td>
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<tr>
<td></td>
<td>WITF</td>
<td>Field size increase</td>
<td>$89,000</td>
<td></td>
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<tr>
<td></td>
<td>MGO</td>
<td>Change access ratio; add teams (42 to 45)</td>
<td></td>
<td>$27,000</td>
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<tr>
<td></td>
<td>WGO</td>
<td>Change access ratio; add teams (22 to 24)</td>
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<td>$17,000</td>
</tr>
<tr>
<td></td>
<td>MTE</td>
<td>Change access ratio; add teams (43 to 46)</td>
<td>$21,000</td>
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<tr>
<td></td>
<td>WTE</td>
<td>Change access ratio; add teams (49 to 53)</td>
<td>$30,000</td>
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<tr>
<td>Format change</td>
<td>Team Sports (Select)</td>
<td>Add day of rest between semifinal and final competition</td>
<td>$40,660</td>
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<tr>
<td>Softball</td>
<td>Increase officiating fees to equal fees for baseball in super regional format</td>
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<td>$20,600</td>
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<tr>
<td>Sport-specific requests</td>
<td>MBB</td>
<td>Branded court</td>
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<tr>
<td></td>
<td>MGO</td>
<td>Add one individual not on a team</td>
<td>$3,000</td>
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<tr>
<td></td>
<td>WVB</td>
<td>Lodging or mileage for assistant site representatives</td>
<td>$1,700</td>
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</table>
### Summary - Budget Items Discussed at February 2017 Meeting of Division III Championships Committee

#### Request Type

<table>
<thead>
<tr>
<th>Sport</th>
<th>Item</th>
<th>Notes</th>
<th>2017-18</th>
<th>2018-19</th>
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</thead>
<tbody>
<tr>
<td>BSE</td>
<td>Bracket increase (56 to 58)</td>
<td></td>
<td>$48,000</td>
<td></td>
</tr>
<tr>
<td>WGO</td>
<td>Bracket increase (22 to 24 or 26)</td>
<td>Expense to go to 24; field size number to be confirmed in May 2017 following championship selections to ensure accurate 2016-17 sponsorship number.</td>
<td>$17,000</td>
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<tr>
<td>WHI</td>
<td>Bracket increase (6 to 9)</td>
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<td>$15,000</td>
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<td>WLA</td>
<td>Bracket increase (34 to 36)</td>
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<td>$17,000</td>
<td></td>
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<tr>
<td>WOA</td>
<td>Bracket increase (40 to 42)</td>
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<td>$17,000</td>
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**Total for: Bracket expansion required by legislation** $114,000

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<th>Item</th>
<th>Notes</th>
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<th>2018-19</th>
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<tr>
<td>MGO</td>
<td>Change access ratio; add teams (42 to 45)</td>
<td>Cost to increase to 44 teams (vs. 45) is $18,000.</td>
<td>$27,000</td>
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<td>WGO</td>
<td>Change access ratio; add teams (22 to 24)</td>
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<td>$17,000</td>
<td></td>
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<tr>
<td>MTE</td>
<td>Change access ratio; add teams (43 to 46)</td>
<td></td>
<td>$21,000</td>
<td></td>
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<tr>
<td>WTE</td>
<td>Change access ratio; add teams (49 to 53)</td>
<td>Cost to increase to 52 teams (vs. 53) is $21,000.</td>
<td>$30,000</td>
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<tr>
<td>MITF</td>
<td>Field size increase</td>
<td>Alternate recommendation to increase only MITF by 60 participants at cost of $110,000</td>
<td>$139,000</td>
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<td>WITF</td>
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<td>$89,000</td>
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**Total for: Bracket/Field expansion per policy or requiring change to legislation** $279,000

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<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGV</td>
<td>Change access ratio; add teams (42 to 45)</td>
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<td>$38,000</td>
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<td>WGV</td>
<td>Change access ratio; add teams (22 to 24)</td>
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<td>$17,000</td>
<td></td>
</tr>
<tr>
<td>MTE</td>
<td>Change access ratio; add teams (43 to 46)</td>
<td></td>
<td>$21,000</td>
<td></td>
</tr>
<tr>
<td>WTE</td>
<td>Change access ratio; add teams (49 to 53)</td>
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<td>$30,000</td>
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<tr>
<td>MITF</td>
<td>Field size increase</td>
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<tr>
<td>WITF</td>
<td>Field size increase</td>
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**Total for: Format change** $38,000

<table>
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<th>2018-19</th>
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<tbody>
<tr>
<td>Team Sports</td>
<td>Ground transportation for teams traveling by air</td>
<td>Concept has several cost scenarios; cost indicated is for most expensive scenario. For additional options, refer to Attachment 8 in the folder for Supplement No. 7 attachments.</td>
<td>$380,000</td>
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<tr>
<td>Ind-Team Sports</td>
<td>Ground transportation for teams/participants traveling by air</td>
<td></td>
<td>$554,300</td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>Increase officiating fees</td>
<td>Concept has several cost scenarios; cost indicated is for most expensive scenario. MIH/WIH separately requested to increase officials fees; cost approx $3,500 per gender; and MVB separately requested to increase officials fees; cost $1,000.</td>
<td>$65,000</td>
<td></td>
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<tr>
<td>Softball</td>
<td>Increase officiating fees to equal fees for baseball in super regional format</td>
<td></td>
<td>$20,600</td>
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<tr>
<td>Team Sports</td>
<td>Squad size increase (according to number of individuals previously cut from travel party size)</td>
<td>WLA separately requested increase squad size [28 to 30]; cost $49,000 already included in total. Committee can discuss limiting increases to select sports vs. all team sports.</td>
<td>$1,015,000</td>
<td></td>
</tr>
<tr>
<td>Team Sports (Select)</td>
<td>Add day of rest between semifinal and final competition</td>
<td>Field Hockey separately requested day of rest between semifinals and finals; cost $6,740 already included in total.</td>
<td>$40,660</td>
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**Total for: Championships program changes** $2,054,960

<table>
<thead>
<tr>
<th>Sport</th>
<th>Item</th>
<th>Notes</th>
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<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBB</td>
<td>Branded court</td>
<td>[Notes: $6400 recoating fee every five years and $9000 annual storage fee if championship moves from Salem, VA. ]</td>
<td>$80,000</td>
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<tr>
<td>MBB</td>
<td>Officials evaluator at all championship sites</td>
<td></td>
<td>$5,085</td>
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<tr>
<td>WIB</td>
<td>Officials evaluator at all championship sites</td>
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<td>$5,085</td>
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<tr>
<td>FH</td>
<td>Officials radio communication system</td>
<td>One-time expense</td>
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<td>FH</td>
<td>Officials evaluator at preliminary round sites</td>
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<tr>
<td>MGO</td>
<td>Add one individual not on a team</td>
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<tr>
<td>MIH</td>
<td>Video replay capability at finals site</td>
<td></td>
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<tr>
<td>MIH</td>
<td>Fee for replay official</td>
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<tr>
<td>MIH</td>
<td>Stipend for supervisor of officials at finals site</td>
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<tr>
<td>WIB</td>
<td>Video replay capability at finals site</td>
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<td>WIB</td>
<td>Fee for replay official</td>
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<td>$490</td>
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<tr>
<td>WIB</td>
<td>Stipend for supervisor of officials at finals site</td>
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<td>$250</td>
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<tr>
<td>MWSD</td>
<td>Increase number of officials</td>
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<tr>
<td>WVIB</td>
<td>Supervisor of officials</td>
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<tr>
<td>WVIB</td>
<td>Lodging or mileage for assistant site representatives</td>
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<td>$1,700</td>
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**Total for: Additional sport-specific requests** $109,510

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**Total for: National coordinator** $29,700

**Total expense by year** $2,346,170

Revised 2/2/2017
Division III Championships Budget Items for Discussion
Rationale Summary
2017-19 Budget Cycle

This document includes the rationale for the budget proposals outlined in Supplement No. 7A. Many of the proposals were originally reviewed and tabled during the committee’s 2016 business. Other proposals are presented for the first time and include a reference to the relevant supplement number (rationale is duplicated here).

Bracket Expansion Required by Legislation

The requests for bracket increases as noted below are a result of increased sport sponsorship and a commitment to maintaining the 1:6.5 access ratio for team sports (1:7 in the case of women’s golf). As a reminder, during its September 2013 in-person meeting, the committee agreed to ensure that championship brackets have an even number of teams for administrative and financial reasons and to give more preference for bracket expansion when accommodating automatic qualifiers rather than at-large teams.

1. Baseball – increase from 56 to 58 teams.
2. Women’s Golf – increase from 22 to 24 or 26 teams, depending on final sponsorship number for 2016-17.
3. Men’s Lacrosse – increase from 34 to 36 teams.
4. Women’s Lacrosse – increase from 40 to 42 teams.

In addition, increase the bracket from 8 to 9 teams in women’s ice hockey to accommodate six Pool A (AQ) allocations, one Pool B allocation, and two Pool C allocations. In this instance, accommodating the Pool B and C allocations conflicts with the principles for establishing bracket size. Refer to Supplement No. 8 for additional discussion material. In September 2016, the championships committee reviewed a proposal from the women’s ice hockey committee to increase to nine teams.

Bracket/Field Expansion per Policy or Requiring Change to Legislation

1. Men’s Golf (proposed in September 2016). Change the access ratio in Bylaw 31.3.1.1 from 1:7 to 1:6.5. The Men’s Golf Committee believes that the access ratio should be modified to provide more access to deserving Pool C teams. The committee understands the rationale regarding the current 1:7 ratio for golf; however, only five true individuals are selected to the championships, which accounts for less than 3 percent of the total participants at the championships. Team sports access ratios are 1:6.5. The at-large percentage for team sports is between 25 percent and 40 percent of the field. Currently, 21 percent of the men’s golf team field size is at-large. If the access ratio for men’s golf were adjusted to 1:6.5, the field would expand from 42 teams to 45 teams. The percentage of at-large teams would then increase to 27 percent of the field. This percentage is more in line with team sports that have automatic qualifiers. In addition, the committee acknowledges that the Championships Committee has principles of increasing bracket size to even numbers but feels this does not have to be the case
for golf. The tournament can be conducted fairly and efficiently with an odd-numbered team field size.

2. **Women’s Golf (proposed in September 2016).** Change the access ratio in Bylaw 31.3.1.1 from 1:7 to 1:6.5. The Women’s Golf Committee believes that the access ratio should be modified to provide more access to at-large teams. The access ratio for men’s and women’s golf is currently set at 1:7. Team sport access ratios are 1:6.5. The at-large percentage for team sports is between 25 percent and 40 percent of the bracket. For women’s golf, it is 18 percent of the bracket. If the access ratio for women’s golf were adjusted to 1:6.5, the bracket would expand from 22 teams to 24 teams. The percentage of at-large teams would increase to 25 percent of the bracket. This percentage is more in line with team sports that have automatic qualifiers. The committee understands the rationale regarding the 1:7 ratio for golf; however, only six true individuals are selected to the championships, which accounts for 5 percent of the total participants at the championships.

3. **Men’s and Women’s Tennis (proposed in September 2016).** Change the access ratio for men’s and women’s tennis from 1:7.5 to 1:7. The men’s and women’s tennis committees believe that the access ratio should be modified to provide additional access to at-large teams. As noted in Bylaw 31.3.1.1, the approximate access ratio for golf and tennis may be in the range of 1:7 and 1:7.5. The access ratio for men’s and women’s tennis is currently 1:7.5.

Like golf, the committees understand the rationale regarding the 1:7.5 ratio for tennis, given the individual fields that have been afforded to the sport. The individual fields do offer 64 additional slots available for institutional participation per gender. However, when examining those numbers over the last three years; an average of 14 (men) and 13 (women) slots have been awarded to individuals that are not participating on teams already in the championship field. This would be the approximate equivalent of two full tennis teams.

Also, worth noting is the at-large percentage for team sports in comparison to men’s and women’s tennis. Other team sports are in the range of 25 to 40 percent of their respective brackets. For men’s tennis, the percentage of at-large teams participating in the bracket is at 18 and women’s tennis is at 20. If the access ratio were to increase to 1:7; the men’s and women’s brackets would recognize an increase from 43 to 46 teams (men) and 49 to 53 teams (women), respectively. Please note that the women’s committee is cognizant of the Championships Committee’s intent on maintaining even-numbered brackets and would appreciate the opportunity to expand to 52 teams, if possible. Again, if this increase were to occur, it would move the percentage of at-large teams to 24 (men) and 26 (women), respectively. While these percentages are still on the low end of comparisons; it would bring them into the range with other sports as it relates to the composition of automatic qualifiers and at-largers that are selected into the field.

4. **Men’s and Women’s Indoor Track and Field (proposal presented for first time – refer to Supplement No. 13).** Add five spots to each men’s indoor track and field event and three spots to each women’s indoor track and field event, bringing the maximum number of
The increase will allow for a maximum of 120 additional student athletes to compete in the indoor track and field championships, however, considering student athletes that may compete in multiple events, the committee expects that only 72 new student athletes will be added to the meet.

[Note: If the Division III Championships Committee does not approve the increase to both the men’s and women’s access ratio, the track and field and cross country committee recommends that four additional competitors be added to all men’s indoor track and field events, resulting in 60 new access spots for men and a maximum of 381 men’s competitors allowed to compete in the meet. This would bring the men’s access ratio down from 1:28.97 to 1:24.4, which is closer to the 1:16-1:24 range.]

Championship Program Changes

During the September 2016 meeting, the Championships Committee discussed input from the sport committee chairs and agreed to gather financial analysis on the following ideas for further evaluation:

1. **Team sports ground transportation and individual-team sports ground transportation.** This proposal would reimburse teams flying to a championship site for local ground transportation. For individual-team sports, the analysis reflects various ways to implement: 1) full expense; 2) fixed amount for duration of travel; and 3) fixed amount by travel day.

2. **Increase officiating fees.** NCAA staff is not able to find any approved increases to officials’ fees since the 2008-09 championship year. The cost reflects implementation based on a percentage increase of 10 percent. Additional available scenarios include a flat dollar increase (e.g., $5 and $10) or a 5 percent increase. For softball, the request brings officials fees in line with the planned fee structure for the baseball super regional format scheduled for implementation in 2018-19 ($800 for umpires at regions with four teams; $600 for umpires at super regionals and regionals with three teams; and $1500 for umpires at the finals site).
3. **Team sports squad size increases.** Increase squad size (or team travel party size) by 10 percent across all sports or focus analysis on select sports based on average squad size among sponsoring institutions and those participating in the championship. Staff can provide expense on a sport-by-sport basis.

4. **Add day of rest between semifinal and final competition.** Staff can provide expense on a sport-by-sport basis for relevant sports (MWBB, FH, MWIH, WLA, MWSO, WVB).

**Sport-Specific Budget Requests**

1. **Men’s Basketball. Branded court (proposed to in September 2016).** Purchase a new “used” basketball court for semifinal and final rounds. The Men’s Basketball Committee believes that purchasing a new “used” court from the Division I Men’s Basketball Championship will provide a better and safer playing surface for the student-athletes. This will eliminate dead spots on the court that currently exist and remove the need for decals on the playing surface. The court will provide a better playing surface suitable for semifinal and final rounds of the championship. This new court will also provide the opportunity to paint logos on the court (center court and Division III) and give space for host baseline decal logos.

2. **Men’s and Women’s Basketball. Officials evaluator at all championship sites (proposal presented for first time by men’s committee – refer to Supplement No. 9; proposed by women’s committee in December 2016).** Provide a $150 stipend and two days of per diem for an individual to attend and evaluate officials at preliminary-round sites. If a national coordinator is not approved, the committee would send an evaluator to the semifinals/final site as well. Having paid officials evaluators at competition sites will help the committee and/or national coordinator (if approved) evaluate officials with real-time feedback from a knowledgeable evaluator to advance officials to the sectional round, to assign the selected crews to the semifinals and final, and to develop a pool of officials for the future.

   Currently, a few evaluators attend preliminary-round games on a voluntary basis (non-paid) and will evaluate the officials and provide feedback; however, very few attend a site each year. A voluntary model does not afford the committee the feedback it needs to properly evaluate officials throughout the tournament. In addition, sites in regions that are geographically challenged rarely have an evaluator present, which leaves an imbalance in evaluating officials from those regions.

3. **Field Hockey.**

   a. **Officials radio communication (proposed in December 2016).** Purchase a three-person communication system for officials to use at the finals site. On-field officials using radio headsets is the most common model for field hockey. While officials typically bring their own headsets, it is not required, creating a possibility of not having a set to use for a game. In addition, there is more than one kind of system and, unfortunately, they are not compatible. Compounding this problem is the NCAA postseason model, which uses a
three-person officiating crew. Two on-field officials and a table official make up the three-
person crew. Most do not work a three-person crew during the regular season, so the
equipment they bring may not allow for the third headset. This makes communication from
the table to the on-field crew more difficult.

For example, at the 2015 championship, a timeout called by a coach was not issued in a
timely manner as the field officials did not see the table official call for it. Much time
elapsed before the time out was awarded that the coach ultimately declined the timeout.

Providing the equipment for the officials would alleviate any compatibility issues and
would ensure that each crew has the same tools. It also would allow for open
communication between the field and the table, allowing the on-field officials to focus
more attention on the field by not having to monitor the table and bench areas so closely.

b. Officials evaluator at preliminary round sites (proposed in December 2016). Provide
a $150 stipend and two days of per diem for an official evaluator to attend and evaluate
officials at the second/third-round sites. Having paid officials evaluators at the
second/third-round sites will help the national coordinator evaluate officials with real-time
feedback for developing a pool of officials for the future. Currently, evaluators attend on a
voluntary basis (non-paid); however, it is not required so it isn’t guaranteed that an
evaluator will be at each site.

4. Men’s Golf – add one individual not on a team. Proposed and approved in concept in
September 2016, the championships committee approved increasing the number of individuals
selected into the men’s golf championship not on a team to six (from five) to provide an even
number of threesome pairings, effective with the 2018 championship.

5. Men’s and Women’s Ice Hockey.

a. Video replay capability at finals site (proposed in September 2016). Institute video
replay for all games played at the finals site. The Division I ice hockey committees have
had great success in using video replay at the Women’s Frozen Four and the Men’s Frozen
Four. And, depending on the venue, the Division III Men’s Ice Hockey Championship has
also benefited from the replay capability in the past as its been available (e.g., Ridder
Arena). The committee would use video replay specifically to review officials’ calls
regarding goals and major penalties. Expense for the equipment and installation would
apply only at venues that are not currently equipped with video replay. Reviewing the
accuracy of officials’ calls and correcting calls as needed would enhance the experience of
the student-athletes at the championship and would result in only a minimal delay in
competition.

b. Fee for replay officials and stipend for supervisor of officials at finals site (proposed
in September 2016). Add fees for a video replay official and a stipend be paid to the
supervisor of officials at the finals site only. A knowledgeable and experienced official is
necessary when video replay is set up at the finals site. Further, having a supervisor allows the committee to evaluate officials with real-time feedback from a knowledgeable evaluator to advance officials from the semifinals to the finals. Currently, a supervisor attends the finals site without a stipend (lodging and mileage are reimbursed).

6. **Men’s and Women’s Swimming and Diving – increase number of officials (proposed in June 2016 – original proposal requested an increase from six to 10).** Increase the number of swimming officials at the Division III Men’s and Women’s Swimming and Diving Championships from six to eight. Currently, only six swimming officials are paid to officiate the meet. This inadequate number makes it difficult for the officials to judge the entire width of the pool, including the turns on both ends of the pool. Feedback from championship evaluations and officials indicates the need to increase the number of officials at a meet this size and caliber. Additionally, the possibility of the 100 Individual Medley being added to the meet in the near future would increase the number of sprint events that require officials to diligently monitor the turns.

7. **Men’s Volleyball – championship format (proposed in September 2016).** Modify the championship format to include four three-team first-round sites and a four-team finals site. A four-team finals site is in the best interest of the sport as it will increase the number of potential hosts. In the eight-team finals-site format, there are a limited number of institutions that are able and willing to host due to facility constraints and number of personnel required to execute this championship.

   With the 2018 championship being hosted by Carthage College in Kenosha, Wisconsin, the committee believes this would be the perfect opportunity to make the format change as there is the potential that all eight teams advancing to the championship would have to fly. The four team finals format would also require teams to be on-site one less day reducing missed class time. The banquet would also be reduced to half of its current size adding to the cost savings of a smaller finals site. The committee also believes that having fewer student-athletes at the finals site could allow hosts to enhance the student-athlete experience since they will not have to accommodate as many teams.

   This format also lends itself well to potential bracket increases in the coming years, as each additional team could be plugged into an existing first-round site and accommodate up to a 16-team bracket.

8. **Women’s Volleyball.**

   a. **Supervisor of officials (proposal presented for the first time – refer to Supplement No. 14).** Add fee for the supervisor of officials at the final site. The supervisor of officials at the final site currently receives mileage, per diem and lodging. This reimbursement may cover actual expenses on site, but it does not cover lost wages and/or vacation time for this individual, who is required to travel to the championship site on Wednesday and attend the administrative meeting that night, attend three days of championship competition
(Thursday-Saturday) and then travel home on Sunday. Providing this stipend to our supervisor of officials would bring the women’s volleyball championship in line with other Division III championships that provide a stipend for their supervisor of officials at the final site.

b. **Assistant site representatives (proposal presented for the first time – refer to Supplement No. 14).** Provide assistant site representatives at regional sites reimbursement for their lodging or mileage expenses, whichever are less. For many years, an assistant site representative has been assigned to assist the site representative at each of the eight regional sites. These individuals are extremely helpful in sharing the many responsibilities of overseeing the competition. For example, on the practice day when there are eight consecutive one-hour practice sessions, it is beneficial to have two individuals to oversee practices, greet and orient teams as they arrive, assist the host with preparations, follow up on questions from the teams/officials/host, and prepare for the administrative meeting that evening. On competition days, it is helpful to have one site representative remain in the arena to oversee the matches and have one site representative attend the press conferences and address any issues as needed to ensure that all other areas of the regional tournament are running smoothly.

Assistant site representatives currently receive only per diem ($75) for the practice day and three days of competition ($300 maximum). No lodging or mileage is provided. Although the women’s volleyball committee and the NCAA staff make every effort to identify an individual in the immediate locale to serve as the assistant site representative, often the individual is a member of the regional advisory committee for that sport region who lives two to three hours from the regional site. This individual commits a substantial amount of time and is required to take off work two or three days to assist with the regional tournament. The site representative sometimes offers to share a hotel room with the assistant site representative if the assistant site representative is the same gender, and sometimes the host provides a separate hotel room to the assistant site representative at the host’s expense, but usually the assistant site representative bears the expense of lodging and mileage and loses money to work the tournament. Given the significant assistance that these individuals provide and the fact that many assistant site representatives end up serving as the primary site representative at subsequent regional tournaments because of the experience they gained as an assistant site representative, the committee believes that assistant site representatives should receive reimbursement for either their lodging or mileage expenses, whichever are less.

**National Coordinator Requests**

1. **Men’s Basketball (presented revised proposal – refer to Supplement No. 9).** Hire a national coordinator to work with Division III men’s basketball year-round and specifically manage the officiating recommendations and advancement for the Division III Men’s Basketball Championship. The committee is often criticized for officiating selections. The committee members do not have the availability to properly monitor officials during the regular season.
and vet officials prior to selection for the championship. This individual could work solely on officiating year-round, manage officiating on a national level with input from the committee and conference coordinators, and implement a formal process for selection and advancement of officials during the championship.

Scope of work:
- Maintain a regional and national database of officials.
- Assign and advance officials for all rounds of the championships, confirm assignments with the national committee, NCAA staff and host institutions.
- Designate the referee for each game.
- Notify officials of their assignments.
- Monitor that officials selected to work post season follow the criteria set forth for selection (i.e. working minimum number of NCAA contests, years of experience, test score, conference recommendation, background check information).
- Work with NCAA staff and national coordinator of officials on the basketball officiating program (recruitment, training, education, retention).
- Attend NCAA officials’ clinics (if requested).
- Provide annual report to committee and NCAA staff.
- Communicate travel, game and meeting times, and lodging arrangements (if necessary) with each official.
- Work with NCAA staff to annually update officiating policies and procedures.
- Attendance at annual meeting (if requested).
- Assign evaluators to each preliminary-round tournament site to evaluate officials.
- Travel to the championship final site to evaluate the officials (cannot be an active NCAA coach, Division III basketball official, or conference coordinator/assignor).
- Perform other duties as assigned by the national coordinator, NCAA staff and/or Division III Men’s Basketball Committee.

2. Women’s Basketball (presented for the first time – refer to Supplement No. 10). Hire a national coordinator of officials to work on Division III women’s basketball officiating year-round and specifically manage officiating recommendations from the conferences and the assignment and advancement of officials for the Division III women’s basketball championship. This position will manage, evaluate, and assign officials for the Division III women’s basketball championship. In the future, it is anticipated this position would have additional duties with the women’s basketball officiating improvement program, working with the Division I national coordinator of officials on officiating programming, development and training.

Scope of work:
- Cannot be an active NCAA coach, Division III basketball official, or conference coordinator/assignor.
- Maintain a regional and national database of officials.
- Assign and/or advance officials for all rounds of the championships, confirm those assignments with the national committee, NCAA staff and host institutions.
• Designate the lead referee for each game.
• Notify officials of their assignments.
• Monitor that officials selected to work postseason are following the criteria set forth for selection (e.g., working minimum number of NCAA contests, years of experience, test score, conference recommendation).
• Communicate travel, game and meeting times, and lodging arrangements (if necessary) with each official.
• Assign evaluators to each preliminary-round tournament site to evaluate officials.
• Travel to the championship final site to evaluate the officials.
• Provide annual report to committee and NCAA staff.
• Attendance at annual meeting (if requested).
• Work with NCAA staff to annually update officiating policies and procedures.
• Work with NCAA staff and national coordinator of officials on the basketball officiating program (recruitment, training, education, retention).
• Attend NCAA officials’ clinics (if requested).
• Perform other duties as assigned by the national coordinator, NCAA staff and/or Division III Women’s Basketball Committee.

3. **Women’s Volleyball (presented for the first time – refer to Supplement No. 14).** Provide an annual stipend of $5,000 to the national coordinator of women’s volleyball officials for identifying, evaluating, recommending and confirming assignments of officials for regionals and the final site for the Division III women’s volleyball championship. In addition, the national coordinator will ensure that all officials meet all eligibility requirements, and identify a supervisor of officials for the final site and crew chiefs for each of the regional sites. The past few years, the national coordinator has worked informally with a committee of four Division III regional advisors to recommend potential postseason officials to the women’s volleyball committee, notify approved officials of their assignments and track that all approved officials complete all eligibility requirements successfully by the designated deadlines. The national coordinator has assisted in identifying replacement officials as needed and communicating with Division I and II conference coordinators to release those officials from assignments to be able to work the Division III championship. In addition, the national coordinator has assisted in identifying a head of officials for the final site and crew chiefs for each regional site. The national coordinator also has submitted an annual report and/or participated via teleconference in the women’s volleyball committee’s annual meeting to assist in evaluating and selecting officials. None of these tasks were included in the previous national coordinator’s job description. The national coordinator and the regional advisors committed a substantial amount of time, without compensation, to ensure that the best possible available officials worked the Division III championship.

The expertise, coordination of efforts across all three divisions and communication by the national coordinator in the selection of officials have been invaluable to the women’s volleyball committee, and the quality of postseason officiating has increased significantly the past few years. The involvement of the national coordinator has encouraged top officials who
otherwise may have committed to working Division I or II conference matches to instead commit to working the Division III championship.

A national search is currently underway for a new national coordinator of women’s volleyball officials. The selection, assignment and notification of officials, as well as additional championship duties, for the Division III championship are specifically included in the job description that was posted January 17. The national coordinator’s provision of these services, which are extremely helpful to the women’s volleyball committee and provide significant value to the women’s volleyball championship, merits additional compensation, like other Division III championships that pay a stipend to their national officiating coordinator for these services.
### Non-Championship Expenses

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<td>Division III Identity Program</td>
<td>446,000</td>
<td>293,460</td>
<td>152,540</td>
<td>68,489</td>
<td>360,000</td>
<td>126,464</td>
<td>233,536</td>
<td>300,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIII Diversity Initiatives</td>
<td>231,000</td>
<td>97,018</td>
<td>133,982</td>
<td>3,393</td>
<td>231,000</td>
<td>66,613</td>
<td>164,387</td>
<td>250,000</td>
<td></td>
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<tr>
<td>360 Proof (formerly Drug Education and Research)</td>
<td>200,000</td>
<td>81,294</td>
<td>118,706</td>
<td>28,017</td>
<td>200,000</td>
<td>24,699</td>
<td>175,310</td>
<td>150,000</td>
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<td></td>
</tr>
<tr>
<td>ADR Institute</td>
<td>80,000</td>
<td>95,266</td>
<td>(15,286)</td>
<td>8,890</td>
<td>90,000</td>
<td>13,535</td>
<td>76,465</td>
<td>90,000</td>
<td></td>
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<tr>
<td>FAR Institute</td>
<td>80,000</td>
<td>82,365</td>
<td>(2,356)</td>
<td>61,349</td>
<td>80,000</td>
<td>34,451</td>
<td>45,548</td>
<td>85,000</td>
<td></td>
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</tr>
<tr>
<td>Campus-based Student-Athlete Leadership Programs (DIII)</td>
<td>80,000</td>
<td>80,023</td>
<td>(23)</td>
<td>170</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
<td>80,000</td>
<td></td>
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</tr>
<tr>
<td>Annual Convention</td>
<td>70,000</td>
<td>42,443</td>
<td>27,557</td>
<td>-</td>
<td>70,000</td>
<td>70,000</td>
<td>70,000</td>
<td>70,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New AD and Commissioner Orientation</td>
<td>50,000</td>
<td>40,121</td>
<td>9,879</td>
<td>-</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NADIIAA Partnership</td>
<td>52,000</td>
<td>42,196</td>
<td>9,804</td>
<td>-</td>
<td>52,000</td>
<td>25,173</td>
<td>26,827</td>
<td>75,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division-wide Sportmanship Initiative</td>
<td>50,000</td>
<td>-</td>
<td>50,000</td>
<td>-</td>
<td>50,000</td>
<td>-</td>
<td>50,000</td>
<td>250,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CoSIDA Partnership</td>
<td>44,000</td>
<td>39,500</td>
<td>4,500</td>
<td>39,500</td>
<td>44,000</td>
<td>39,500</td>
<td>4,500</td>
<td>44,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division III Event Cancellation Insurance</td>
<td>55,000</td>
<td>49,953</td>
<td>10,047</td>
<td>41,463</td>
<td>41,000</td>
<td>40,960</td>
<td>40</td>
<td>41,000</td>
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<td></td>
</tr>
<tr>
<td>Special Olympics Partnership</td>
<td>35,000</td>
<td>37,489</td>
<td>(2,489)</td>
<td>1,500</td>
<td>35,000</td>
<td>50</td>
<td>34,500</td>
<td>35,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SWA Enhancement Grant Program (Packaged)</td>
<td>28,000</td>
<td>28,200</td>
<td>(200)</td>
<td>28,000</td>
<td>28,000</td>
<td>28,000</td>
<td>38,000</td>
<td>30,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Reporting Honorarium</td>
<td>25,000</td>
<td>24,282</td>
<td>718</td>
<td>24,111</td>
<td>25,000</td>
<td>24,605</td>
<td>395</td>
<td>45,000</td>
<td></td>
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</tr>
<tr>
<td>Conference Commissioners Meeting</td>
<td>20,000</td>
<td>47,808</td>
<td>(27,808)</td>
<td>-</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Working Groups</td>
<td>21,000</td>
<td>19,084</td>
<td>1,916</td>
<td>2,927</td>
<td>16,000</td>
<td>16,000</td>
<td>25,000</td>
<td>38,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CoSIDA D3 Day</td>
<td>15,000</td>
<td>19,077</td>
<td>(4,077)</td>
<td>-</td>
<td>15,000</td>
<td>15,000</td>
<td>25,000</td>
<td>25,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Spring In-Person SAAC Meeting</td>
<td>10,000</td>
<td>5,283</td>
<td>4,717</td>
<td>-</td>
<td>10,000</td>
<td>5,283</td>
<td>4,717</td>
<td>10,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division III Governance Staff Reclassifications</td>
<td>10,000</td>
<td>5,802</td>
<td>4,198</td>
<td>3,875</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td>4,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Championships Expense</td>
<td>5,988,000</td>
<td>5,359,191</td>
<td>628,809</td>
<td>4,145,539</td>
<td>6,255,600</td>
<td>4,620,912</td>
<td>1,634,688</td>
<td>6,589,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overhead Allocation</td>
<td>957,000</td>
<td>990,000</td>
<td>(33,000)</td>
<td>238,250</td>
<td>1,069,000</td>
<td>267,250</td>
<td>801,750</td>
<td>1,101,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplement for Reserve Surplus</td>
<td>6,945,000</td>
<td>6,549,191</td>
<td>595,809</td>
<td>4,384,769</td>
<td>7,324,600</td>
<td>4,888,162</td>
<td>2,436,438</td>
<td>7,690,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NOTES**

- 10% increase = $200,000
- Increase to 25 internships ($133,200 in 17-18 and $330,200 in 18-19)
- Funds 7-9 grants (increased in 15-17 budget cycle)
- Decrease of $60,000
- Decrease of $50,000
- Increase by $5,000
- Increase by $25,000 - New NADIIAA partnership with NACDA, more expensive
- Increase by $23,000 - Allows for 50 (51,500) grants
- Increase by $2,000 - Grants of $200 for 225 institutions
- Increase by $20,000 - Grants of $200 for 225 institutions
- Funds 7-9 grants (increased in 15-17 budget cycle)
- Funds 7-9 grants (increased in 15-17 budget cycle)
- 10% increase
- Support for 38 institutions
- Increased in 15-17 budget cycle
- Increased in 15-17 budget cycle
- Increase by $5,000
- Increased in 15-17 budget cycle
COMMUNICATION SURVEY RESULTS

2016 Email Survey

Total responses:
666 people
33% DI
32% DII
35% DIII
20% ADs
19% FARs
17% SWAs
12% compliance officers
10% SIDs
7% assistant/associate athletics director
5% conference commissioners
5% presidents
5% other

When I email the NCAA, I receive a timely response (overall):
61% agree
34% somewhat agree
(95% agree or somewhat agree)
4% somewhat disagree
1% disagree

I read the majority of the emails I receive from the NCAA (Overall):
55% agree
37% somewhat agree
(92% agree or somewhat agree)
7% somewhat disagree
1% disagree

I consider the majority of the email I receive from the NCAA important and informative:
42% agree
46% somewhat agree
(88% agree or somewhat agree)
11% somewhat disagree
1% disagree
Which regular NCAA mailings do you find most useful? (Open-ended – Overall responses)

Championships – 45
Leadership development – 20
SSI – 19
EC – 17
NCAA stats - 6
FARA – 5
Communications – 2

Which regular NCAA mailings do you find most useful? (Open-ended -- DI)

Championships – 16
Governance/legislation – 12
Leadership development – 9
SSI – 9
EC – 8
Legislative updates – 4
Honors/awards – 2
Communications – 1

Which regular NCAA mailings do you find most useful? (Open-ended -- DII)

Championships – 18
Monthly governance – 9
EC – 9
Legislative updates – 7
SSI – 4
Leadership development – 4
Stats - 1
Awards – 1

Which regular NCAA mailings do you find most useful? (Open-ended -- DIII)

Monthly governance – 52
Championships - 11
Leadership development - 7
FARA – 4
Legislative updates – 4
SSI - 4
Stats - 3
How likely are you to use a custom email preference center?

32% Very likely
40% somewhat likely
   (72% somewhat or very likely)
20% somewhat unlikely
8% extremely unlikely

How likely are you to refer back to an email newsletter archive?

23% very likely
45% somewhat likely
   (68% very or somewhat likely)
22% somewhat unlikely
10% extremely unlikely

Would you be interested in receiving text messages from the NCAA?

66% No
34% Yes

Please rate your overall experience with NCAA email communications over the last year:

20% Excellent
66% Good
   (86% “good” or higher)
13% Fair
1% Poor
.16% Terrible

Topics most interested in receiving email updates about (Overall):

1. Legislative issues – 69% are interested
2. Academics – 65%
3. Health and safety – 56%
4. Leadership development programs and resources – 55%
5. Divisional governance updates – 53%
6. Championships – 52%
7. Playing rules – 51%
8. Diversity and inclusion – 46%
9. NCAA honors and awards – 44%
10. Communication initiatives – 36%
11. Financial affairs – 30%
12. Research – 28%
13. Champion – 25%
Other:
Eligibility issues
Compliance
Legal issues

Topics most interested in receiving email updates about (DI):

1. Academics -- 74%
   • Frequency: Monthly (52%)
2. Legislative issues – 68%
   • Monthly (47%)
3. Health and safety – 62%
   • Monthly (47%)
4. Divisional governance updates – 57%
   • Monthly (47%)
5. Leadership development programs and resources – 51%
   • Monthly (48%)
6. Diversity and inclusion – 49%
   • Monthly (51%)
7. Championships – 49%
   • Monthly (59%)
8. NCAA honors and awards – 44%
   • Quarterly (49%)
9. Playing rules – 40%
   • Quarterly (38%)
10. Financial affair – 39%
    • Quarterly (48%)
11. Research – 36%
    • Quarterly (55%)
12. Communication initiatives – 34%
    • Monthly (44%)
13. Champion – 25%
    • Quarterly (53%)

Topics most interested in receiving email updates about (DII)

1. Legislative issues – 70%
   • Monthly (47%)
2. Academics – 69%
   • Monthly (58%)
3. Leadership development programs and resources – 55%
   • Monthly (60%)
4. Championships – 54%
   • Monthly (64%)
5. Divisional governance updates – 53%
   • Monthly (46%)
6. Health and safety – 52%
   • Monthly (53%)
7. Playing rules – 50%
   • Monthly (39%)
8. NCAA honors and awards – 47%
   • Monthly (44%)
9. Diversity and inclusion – 45%
   • Monthly (54%)
10. Communication initiatives – 38%
    • Monthly (53%)
11. Financial affairs – 28%
    • Quarterly (42%)
12. Champion magazine – 26%
    • Monthly/quarterly (44% each)
13. Research – 25%
    • Monthly (45%)

Topics most interested in receiving email updates about (DIII)

1. Legislative issues – 69%
   • Monthly (49%)
2. Playing rules – 61%
   • Monthly (41%)
3. Leadership development – 58%
   • Monthly (64%)
4. Health and safety – 54%
   • Monthly (61%)
5. Championships – 53%
   • Monthly (63%)
6. Academics – 52%
   • Monthly (62%)
7. Divisional governance updates – 50%
   • Monthly (53%)
8. Diversity and inclusion – 44%
   • Monthly (56%)
9. Honors and awards – 41%
   • Monthly (48%)
10. Communication initiatives – 35%
    • Monthly (58%)
11. Champion – 24%
    • Monthly (57%)
12. Research – 23%
    • Quarterly (62%)
13. Financial affairs – 21%
    • Quarterly (50%)
Topics most interested in receiving email updates about (DI ADs)

1. Financial affairs -- 88%
2. Health and safety -- 81%
3. Academics -- 77%
4. Legislative issues -- 73%
5. Championships -- 65%
6. Diversity and inclusion -- 62%
7. Divisional governance -- 58%
8. Leadership development -- 42%
9. Playing rules -- 42%
10. Research -- 35%
11. Honors and awards -- 27%
12. Communication initiatives -- 27%
13. Champion -- 19%

Topics most interested in receiving email updates about (DII ADs)

1. Championships -- 77%
2. Health and safety -- 75%
3. Legislative issues -- 75%
4. Leadership development -- 73%
5. Diversity and inclusion -- 60%
6. Academics -- 58%
7. Divisional governance -- 56%
8. Playing rules -- 54%
9. Financial affairs -- 48%
10. Honors and awards -- 42%
11. Communication initiatives -- 38%
12. Champion -- 29%
13. Research -- 20%

Topics most interested in receiving email updates about (DIII ADs)

1. Legislative issues -- 82%
2. Championships -- 70%
3. Health and safety -- 67%
4. Playing rules -- 63%
5. Leadership development -- 58%
6. Diversity and inclusion -- 52%
7. Divisional governance -- 50%
8. Academics -- 47%
9. Communication initiatives -- 37%
10. Honors and awards -- 35%
11. Financial affairs -- 28%
12. Champion -- 25%
13. Research -- 20%
Topics most interested in receiving email updates about (DI SWAs)

1. Leadership development – 78%
2. Diversity and inclusion – 72%
3. Academics – 70%
4. Championships – 70%
5. Health and safety – 69%
6. Legislative issues – 67%
7. Divisional governance – 60%
8. Honors and awards – 57%
9. Playing rules – 50%
10. Communication initiatives – 33%
11. Financial affairs – 31%
12. Research – 28%
13. Champion – 24%

Topics most interested in receiving email updates about (DII SWAs)

1. Leadership development – 80%
2. Health and safety – 80%
3. Diversity and inclusion – 73%
4. Legislative issues – 70%
5. Academics – 67%
6. Honors and awards – 67%
7. Championships – 60%
8. Divisional governance – 53%
9. Playing rules – 47%
10. Financial affairs – 40%
11. Champion – 30%
12. Communication initiatives – 23%
13. Research – 23%

Topics most interested in receiving email updates about (DIII SWAs)

1. Leadership development – 75%
2. Playing rules – 71%
3. Legislative issues – 68%
4. Health and safety – 57%
5. Academics – 46%
6. Championships – 46%
7. Honors and awards – 42%
8. Diversity and inclusion – 39%
9. Divisional governance – 25%
10. Research – 18%
11. Champion – 14%
12. Communication initiatives – 11%
13. Financial affairs – 4%
Topics most interested in receiving email updates about (DI FARs)

1. Academics – 100%
2. Legislative issues – 71%
3. Health and safety – 69%
4. Divisional governance – 52%
5. Research – 52%
6. Diversity and inclusion – 48%
7. Honors and awards – 44%
8. Leadership development – 31%
9. Financial affairs – 31%
10. Champion – 29%
11. Communication initiatives – 27%
12. Playing rules – 21%
13. Championships – 21%

Topics most interested in receiving email updates about (DII FARs)

1. Academics – 94%
2. Health and safety – 58%
3. Legislative issues – 58%
4. Divisional governance – 50%
5. Research – 36%
6. Honors and awards – 25%
7. Communication initiatives – 19%
8. Leadership development – 17%
9. Playing rules – 17%
10. Champion – 17%
11. Diversity and inclusion – 17%
12. Financial affairs – 11%
13. Championships – 8%

Topics most interested in receiving email updates about (DIII FARs)

1. Academics – 90%
2. Health and safety – 60%
3. Leadership development – 48%
4. Diversity and inclusion – 45%
5. Legislative issues – 43%
6. Honors and awards – 40%
7. Research – 38%
8. Divisional governance – 35%
9. Playing rules – 33%
10. Communication initiatives – 23%
11. Champion – 18%
12. Championships – 15%
13. Financial affairs – 13%
Topics most interested in receiving email updates about (Commissioners)

1. Championships – 84%
2. Legislative issues – 84%
3. Divisional governance updates – 81%
4. Playing rules – 78%
5. Leadership development – 65%
6. Health and safety – 65%
7. Academic – 59%
8. Diversity and inclusion – 59%
9. Financial affairs – 57%
10. Communication initiatives – 57%
11. Honors and awards – 54%
12. Research – 38%
13. Champion – 27%

How could national office improve its email communication with you?

Clear and concise:

“Clear subject lines”

“Make sure emails are clear and concise for the layperson. Sometimes, depending on the subject, you need to read it several times to make sure you understand and didn’t miss anything.”

Bullet points – “More bullets rather than long text ... easier to “fit in” reading the important messages and then can come through text further below if needed. Sometimes I am very familiar with a topic and a few bullets are a good reminder. Other times, having a longer text reference can be helpful if I need clarification on the top. I am thinking of it like an exec summary vs the entirety of the document.”

“Short executive summary to start every correspondence.”

“Keep them short!”

“Messages need to be short, actionable. I give up when I see lots of small text and can’t tell what action the message may or may not lead to.”

Opt in/out:

“Make it easier for staff members to join mailing lists.”

“Please allow option in and out based on job function. It may be best if a single source sign-on administrator designated specific users for specific topics. As things stand now, some of our staff receive emails either 5 times (forwarded from others) or not at all.”

“Let me easily get out of some topics.”
Distribution list:

“It would be extremely helpful to know the distribution list (to and cc’s) so that I know who in the office and/or membership to forward the email to, without duplicating what they might have already received.”

“It really helps me to see who has been copied on an email that I receive from the NCAA. For example, I received a memo via email and it did not mention that the email went to the student-athlete’s school staff as well (AD, SWA, etc.) Thank you for the opportunity to provide feedback.”

“It is sometimes difficult to ascertain who else received the email and whether or not it needs to be forwarded to member institutions.”

Timing:

“Timing of monthly emails – so many of them overlap, and then there are times when you don’t get any.”

Positive feedback:

“I thought this past academic year and the start of this year has had many informative emails sent out by the NCAA, so I am pleased with the current communications.”

“You all do a great job.”

“I believe you are going in the right direction.”

“Keep it up!”

“You have just done that by asking for our preferences... thank you”

Relevance (particularly to presidents)

“Anything regarding legislation leading up to the convention is the most vital to share with president/chancellor.”

Other:

“I’m a member of the D3 Swimming and Diving Championships Committee. But sport specific info only goes to ADs, SWAs, and coaches. As such, I do not receive information that would be extremely helpful to have to improve the quality of communication with coaches (info from rules secretary, info on deadlines, etc.) Specifically, as the chair, I am often contacted about info that has gone from the national office... But I sadly don’t have reference points to help. This is one area that needs significant attention.”
73% of respondents said the subject line has the biggest influence on whether they open an email from the NCAA.

78% of respondents said relevance to their job is the biggest factor in whether they read an email in its entirety. Other key factors are length of email and clarity of writing.

91% read emails most frequently on their desktop or laptop computer.

Many noted they open all emails from the NCAA, skim it to see if it’s relevant to them, and if not, decide who they need to pass it on to.
2016 Division III Governance Communication Platforms Survey
Executive Summary

What is your primary position?

<table>
<thead>
<tr>
<th>Answer</th>
<th>%</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics Director</td>
<td>30%</td>
<td>195</td>
</tr>
<tr>
<td>Associate or Assistant AD</td>
<td>21%</td>
<td>133</td>
</tr>
<tr>
<td>Athletics Communication/Sports Information Director</td>
<td>11%</td>
<td>74</td>
</tr>
<tr>
<td>Athletics Communication/ Sports Information Assistant</td>
<td>0%</td>
<td>1</td>
</tr>
<tr>
<td>Athletics Direct Report (ADR)</td>
<td>4%</td>
<td>25</td>
</tr>
<tr>
<td>Athletics Compliance Director</td>
<td>6%</td>
<td>42</td>
</tr>
<tr>
<td>Faculty Athletics Representative (FAR)</td>
<td>13%</td>
<td>87</td>
</tr>
<tr>
<td>Commissioner</td>
<td>3%</td>
<td>22</td>
</tr>
<tr>
<td>Assistant Commissioner</td>
<td>3%</td>
<td>18</td>
</tr>
<tr>
<td>Other, please specify</td>
<td>8%</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>647</strong></td>
</tr>
</tbody>
</table>

*Note: The following tables show responses of the majority (more than 30%).*

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
<th>%</th>
<th>Participant Response</th>
<th>Total Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you receive the NCAA Division III monthly update e-newsletter?</td>
<td>Yes</td>
<td>96%</td>
<td>620</td>
<td>648</td>
</tr>
<tr>
<td>How did you hear about the e-newsletter?</td>
<td>NCAA governance staff</td>
<td>38%</td>
<td>230</td>
<td>604</td>
</tr>
<tr>
<td>Over last year, how often did you read the e-newsletter?</td>
<td>Every month</td>
<td>55%</td>
<td>338</td>
<td>620</td>
</tr>
<tr>
<td>Why do you only read a few or none of the e-newsletters?</td>
<td>No time</td>
<td>66%</td>
<td>35</td>
<td>53</td>
</tr>
<tr>
<td>Do you forward the e-newsletter to colleagues?</td>
<td>Yes</td>
<td>52%</td>
<td>293</td>
<td>563</td>
</tr>
<tr>
<td>Do you watch the monthly update video?</td>
<td>Yes</td>
<td>40%</td>
<td>256</td>
<td>646</td>
</tr>
<tr>
<td>How did you hear about the video?</td>
<td>NCAA governance staff</td>
<td>49%</td>
<td>124</td>
<td>254</td>
</tr>
<tr>
<td>Over last year, how often did you watch the video?</td>
<td>Every month</td>
<td>44%</td>
<td>112</td>
<td>256</td>
</tr>
<tr>
<td>The video is an appropriate length of time</td>
<td>Agree</td>
<td>94%</td>
<td>208</td>
<td>221</td>
</tr>
<tr>
<td>Why do you only watch a few or none of the videos?</td>
<td>Read the e-newsletter instead</td>
<td>59%</td>
<td>19</td>
<td>32</td>
</tr>
<tr>
<td>How often do you go to the DIII website homepage on NCAA.org for info?</td>
<td>A few times per month</td>
<td>37%</td>
<td>239</td>
<td>645</td>
</tr>
<tr>
<td>How would you rate finding information?</td>
<td>Moderate</td>
<td>69%</td>
<td>391</td>
<td>568</td>
</tr>
<tr>
<td>Why do you only go to NCAA.org a few times a year or never?</td>
<td>Not relevant</td>
<td>36%</td>
<td>27</td>
<td>75</td>
</tr>
</tbody>
</table>
Summary of additional comments regarding our social media platforms.

NCAA has come a long way in this area.

Is the @NCAADIII Twitter account’s philosophy to not retweet or favorite anything? Not even true-blue #whyd3 initiatives (conference-wide community service project)? This opens up possible new audience that may know about the NCAA but not a particular school or conference.

Is a NCAA DIII Instagram account in the works or does it exist?

Provide clear hashtags and handles so that we can get information to you that you could retweet/like.

Retweet or repost content from other school's accounts.

It needs to be about the student-athlete, particularly DIII.

Follow and like more of DIII schools content.

It seems like the same schools/conferences are featured on a regular basis.

I would like to see information from the SSI that sports medicine departments could share with their student-athletes via social media.

Promote more academics success of the SA

Might be better if mixed in student, campus staff/coaches, or other voices and short features. Needs more collaboration with NCAA.com in highlighting Division III—there’s just too much of a Div. I presence on that website and our division sometimes get lost.

Summary of why rankings were selected.

Great improvement in the NCAA communication efforts

NCAA does more than an adequate job

I think the NCAA does a GREAT job in communicating with its member institutions!

The communication is relevant, it is timely and not too lengthy.

Monthly e-newsletter:

Hard core information and it is excellent as it covers so many more issues in depth with links to more information.

Difficult to digest it all in how lengthy it gets and its density at times.

Time constraints make it difficult to get through the entire newsletter.

Would like a different layout that did not create such a long email (a lot of scrolling).

Needs to improve original content, especially the unique, everyday SA stores in D3.

---

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
<th>%</th>
<th>Participant Response</th>
<th>Total Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you follow NCAA Division III on social media?</td>
<td>Yes</td>
<td>52%</td>
<td>334</td>
<td>648</td>
</tr>
<tr>
<td>Why not?</td>
<td>Don't use social media</td>
<td>62%</td>
<td>187</td>
<td>301</td>
</tr>
<tr>
<td>Overall, how would you rate the Division III communication efforts?</td>
<td>Good</td>
<td>64%</td>
<td>405</td>
<td>637</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
<th>%</th>
<th>Participant Response</th>
<th>Total Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicate your level of agreement with the following statements:</td>
<td>Content is relevant</td>
<td>Agree</td>
<td>97%</td>
<td>216</td>
</tr>
<tr>
<td></td>
<td>Video released before monthly written update.</td>
<td>Disagree</td>
<td>53%</td>
<td>108</td>
</tr>
<tr>
<td>Rank you preference of the social media platforms listed.</td>
<td>Twitter</td>
<td>1</td>
<td>67%</td>
<td>215</td>
</tr>
<tr>
<td></td>
<td>Facebook</td>
<td>2</td>
<td>56%</td>
<td>177</td>
</tr>
<tr>
<td></td>
<td>YouTube</td>
<td>3</td>
<td>69%</td>
<td>217</td>
</tr>
<tr>
<td>Rank how we could improve our social media platforms.</td>
<td>More coverage of championships.</td>
<td>1</td>
<td>46%</td>
<td>132</td>
</tr>
<tr>
<td></td>
<td>More original content.</td>
<td>2</td>
<td>39%</td>
<td>116</td>
</tr>
<tr>
<td></td>
<td>More retweets and likes.</td>
<td>3</td>
<td>41%</td>
<td>118</td>
</tr>
<tr>
<td></td>
<td>Use of new social media platforms.</td>
<td>4</td>
<td>33%</td>
<td>96</td>
</tr>
<tr>
<td></td>
<td>Less content.</td>
<td>5</td>
<td>51%</td>
<td>144</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
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<td>Good</td>
<td>64%</td>
<td>405</td>
<td>637</td>
</tr>
</tbody>
</table>
Social media:
Recommend DIII compliance twitter. 
Been disappointed with @NCAADIII on twitter for the past year, especially during Division III Week there wasn’t a ton of tweets or RTs. This is the one week D3 promotes and there should have been.
Effort done to promote what D3 members were doing.
More done through social media especially during championships.

Video:
The videos seem a little fluffy at times, but there is usually good information.
I would be more likely to watch part or all of the video if I was given the contents in an email text prior, that way I could see if there was something that relates to my work.

Website:
The NCAA.org website is not intuitive. Takes too long to find anything. (when googling a question gets you to the site better than the site itself, there is a problem…). 

General:
More information on legislation and interpretations.
More information on compliance issues.
Some sort of automatic notice when any compliance rules are populated instead of going to the web.
Send reminders about deadlines for championship bidding.
Hard to find information quickly, especially for championships.

Summary of other comments.
Communications have improved steadily in recent years.
Things are looking up. Communication and finding information is better than it was a few years ago. (Even this survey is a positive step forward).
I really appreciate the current level and structure of communication.

Monthly e-newsletter:
The monthly update could include new LSDBi interpretations or a monthly rule clarification. This would make it more relevant to coaches/administrators.
Put more attention to the academics of the SA D3.
Please be more specific and less generic.

Website:
Navigating the NCAA.org website is terribly difficult.
The website should be the best tool, for instance if you want the DIII manual, it is not listed as an option under governance.
The website is still not greatly intuitive. Championship information especially seems way too hard to find.
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Division III Presidents/Chancellors Advisory Group

Rationale for Establishment of Division III Presidents/Chancellors Advisory Group

The Division III Presidents/Chancellors Advisory Group (PAG) was established in response to the desire of the Division III Presidents Council to more directly and effectively engage presidents and chancellors in governance discussions at the national, conference and institutional levels.

Current Position of this Advisory Group within the Governance Structure

The Division III Presidents/Chancellors Advisory Group is not a legislated entity within the Division III governance structure. This allows the opportunity to develop a meeting structure and schedule that best benefits the Division III presidents/chancellors, conferences and the Division III Presidents Council.

Goals and Objectives of the Division III Presidents/Chancellors Advisory Group

The main objectives of the Division III Presidents/Chancellors Advisory Group are:

- To enhance the level of understanding by presidents/chancellors in the NCAA governance process related to key issues facing Division III.
- To enhance the leadership of presidents/chancellors in the governance of intercollegiate athletics at the national, conference/independent and institutional levels. Special emphasis will be placed on key legislative proposals and policies and strategic direction.
- To enhance the integration of athletics programs within the educational mission of Division III schools and conferences. Special emphasis will be placed on strategic initiatives implemented through the new Division III Conference Grant Program.
- To better recognize and accommodate the differing models of conference governance and expectations of leadership by chancellor/presidents within Division III.
- To establish a pool of candidates for potential service on the Presidents Council or Management Council.
- Although not mandated, vacancies on the Division III Presidents Council are generally filled from the PAG.
Structure of the Division III Presidents/Chancellors Advisory Group

Composition

The Division III Presidents/Chancellors Advisory Group consists of one chancellor or president from each Division III voting conference not currently represented on the Presidents Council or by a chancellor/president on the Management Council. The group also includes two representatives from the Association of Division III Independents. Appropriate efforts shall be made to ensure the diversity of the group. As a minimal goal, group membership should include at least one person who is an ethnic minority and at least two persons of each gender; a single member shall not be considered to meet both minimums.

During its August 2012 meeting, the Presidents Council approved a new policy to permit a president from the same conference to be appointed to the PAG if that conference already has a president serving on the Presidents/Management Councils and has a second president who is interested in serving in a leadership capacity (especially a president from a group historically underrepresented in the governance structure).

Appointment

Each commissioner of conferences not currently represented by a president/chancellor on the Presidents or Management Councils will be asked to identify a president/chancellor to serve on the Advisory Group.

Duties

The Division III Presidents/Chancellors Advisory Group advises and provides input to the eighteen members of the Division III Presidents Council, and facilitates communication from the Council to president/chancellor colleagues in their respective conferences/group of independents.

Term of Office

Representatives to the group serve a minimum of two years, and a maximum of three years. If a representative assumes responsibility for a term midyear, that individual shall still complete his or her term in conjunction with an NCAA Convention, and shall not exceed three years of service. Each Division III conference and the Association of Division III Independents are authorized to determine the exact term of office of their respective Advisory Group member.
Further, after completing a term of office, members of the Advisory Group may not serve again for two years. The term of office shall be annually reported to the Division III Presidents Council. Alternates or designees may be invited to attend the meeting, if necessary.

**Frequency of Meetings and Conference Calls**

- In-person meetings will be held in August and January given the Division III legislative cycle. For 2016-17, the in-person meetings will be January 19, 2017 and August 8, 2017.

- The August in-person meeting shall be held the day before the Division III Presidents Council meeting. The January in-person meeting shall coincide with the annual presidential luncheon at the NCAA Convention.

- Conference calls could be held before the October or April Presidents Council meeting and as required during other times of the year. Conference calls would be no longer than one hour in length.

**Methods of Communication**

Communication will occur predominantly through e-mail following the quarterly Management Council meetings but before the Presidents Council meetings so that information and input from the Division III Presidents/Chancellors Advisory Group can be shared with the Division III Presidents Council members. These policies will continue to evolve in order to implement the most efficient and effective means of communication.
Nnenna Akotaobi
1. Centennial Conference
2. Allegheny Mountain Athletic Conference

Stevie Baker-Watson
1. North Coast Athletic Conference
2. Ohio Athletic Conference

Brad Bankston
1. Old Dominion Athletic Conference
2. American Southwest Conference

Heather Benning
1. Midwest Conference
2. Upper Midwest Athletic Conference

Gail Cummings-Danson
1. Liberty League
2. North Eastern Athletic Conference
3. City University of New York Athletic Conference (CUNYAC)

Robert Davis
1. Landmark Conference
2. Capital Athletic Conference
3. Middle Atlantic Conference

Shantey Hill
1. Skyline Conference
2. State University of New York Athletic Conference (SUNYAC)

Brit Katz
1. Southern Athletic Association
2. Southern Collegiate Athletic Conference

Christopher Kimball
1. Southern California Intercollegiate Athletic Conference
2. Northwest Conference

Dennis Leighton
1. Commonwealth Coast Conference
2. Little East Conference
3. ECAC
Laura Mooney
1. Massachusetts State College Athletic Conference (MASCAC)
2. New England Men’s and Women’s Athletic Conference
3. New England Collegiate Conference

Kate Roy
1. North Atlantic Conference
2. Empire 8 Conference
3. New England Small College Athletic Conference

Kandis Schram
1. USA South Athletic Conference
2. Colonial States Athletic Conference

Karen Tompson-Wolfe
1. St. Louis Intercollegiate Athletic Conference
2. Independents
3. Michigan Intercollegiate Athletic Conference

Denise Udelhofen
1. Iowa Intercollegiate Athletic Conference
2. Northern Athletics Conference

Troy VanAken
1. College Conference of Illinois & Wisconsin (CCIW)
2. Presidents Athletic Conference

Michael Vienna
1. University Athletic Association
2. Heartland Collegiate Athletic Conference

Joseph Walsh
1. Great Northeast Athletic Conference
2. New Jersey Athletic Conference

Gerald Young
1. Minnesota Intercollegiate Athletic Conference
2. Wisconsin Intercollegiate Athletic Conference