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 Nos. 7a and 7b. Supplement No. 7b will be distributed at the meeting.]
   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)
   • SPFC Conference Grant Review Subcommittee Members.
8. Division II Perceptions survey. [Supplement No. 12] (Eric Hartung)

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

    a. Sportsmanship and Game Environment. [Supplement No. 13] (Jones)
    b. Diversity and Inclusion. [Supplement No. 14] (McCleary)
    c. FAR Engagement. [Supplement No. 15] (Eric Hartung)
    d. LGBTQ. [Supplement No. 16] (Katz)

11. Hot Topics.
    a. 2017 Legislation Voting Results. [Supplement No. 17] (Jeff Myers)
    b. Football Preseason Practice Recommendations. [Supplement Nos. 18a, 18b and 18c] (Myers)
    c. NCAA Board of Governors Update. (Cureton)
       • Presidential pledge. [Supplement No. 19]
       • Board of Governors Structure and Composition.

12. Other business. (Cureton)

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

2017 Division III Strategic Planning and Finance Committee

Corey Borchardt [Championships Committee chair]
Commissioner
Upper Midwest Athletic Conference (UMAC)
3003 Snelling Avenue North
St. Paul, Minnesota 55113
Phone: 651/286-7470
Cell Phone: 651/335-0333
Email: cpborchardt@umacathletics.com
Term Expiration: January 2018

Sean Cain [Management Council]
SAAC representative
Adrian College [Michigan Intercollegiate Athletic Conference]
1325 South Williams Street
Caine Student Center #1792
Adrian, Michigan 49221
Phone: 248/924-4164
Email: scain18@adrian.edu
Term Expiration – January 2019

Gail Cummings-Danson [Management Council]
Director of Athletics
Skidmore College [Liberty League]
815 North Broadway
Saratoga Springs, N.Y. 12866
Overnight Address:
97 Gloucester Street
Clifton Park, NY 12065
Phone: 518/580-5370
FAX: 518/580-5395
Email: gcumming@skidmore.edu
Assistant: Sharon Shearman
Email: sshearman@skidmore.edu
Term Expiration: January 2019

Alan Cureton [Presidents Council vice chair], chair
President
University of Northwestern (Upper Midwest Conference)
3003 Snelling Avenue North
St. Paul, MN 55113
Phone: 651/631-5250
FAX: 651/631-5129
Cell Phone: 612/281-0094
Email: alancureton@unwsp.edu
Assistant: Rachel Morgan
Phone: 651/631-5249
Email: ramorgan@unwsp.edu
Term Expiration: January 2018

Robert Davis, Jr. [Management Council]
Athletic Director/Chief of Staff
University of Scranton [Landmark Conference]
800 Linden Street
Scranton Hall
Scranton, PA 18510
Phone: 570/941-7500
FAX: 570/941-5960
Email: robert.davis@scranton.edu
Assistant: Tara Seely
Email: tara.seely@scranton.edu
Term Expiration: January 2019

Jeff Docking [Presidents Council]
President
Adrian College [Michigan Intercollegiate Athletic Association]
Administration Building
110 South Madison Street
Adrian, MI 49221-2575
Phone: 517/264-3167
Email: jdocking@adrian.edu
Assistant: Andrea Burt
Email: aburt@adrian.edu
Phone: 517/264-3100
Term Expiration: January 2019
Margaret Drugovich [Presidents Council]  
President  
Hartwick College [Empire 8]  
P.O. Box 4020  
1 Hartwick Drive  
Oneonta, New York 13820-4020  
Phone: 607/431-4000 (Ext. 4162)  
FAX: 607/431-4266  
Email: drugovichm@hartwick.edu  
Assistant: Kerri Green  
Email: greenk2@hartwick.edu  
Term Expiration: January 2020

Shaney Hill [Management Council vice chair]  
Assistant Vice President, Sr. Director of Athletics  
St. Joseph’s College (Long Island) [Skyline Conference]  
155 West Roe Boulevard  
Patachouque, N.Y. 11772  
Phone: 631/687-1445  
FAX: 631/447-3347  
Email: shill4@sjcny.edu  
Assistant: Danielle Wilson  
Email: dwilson4@sjcny.edu  
Term Expiration: January 2019

R. Brit Katz [Management Council chair – EX OFFICIO]  
Vice president and dean of student life  
Millsaps College [Southern Athletic Association]  
1701 N. State Street  
Jackson, Mississippi 39210  
Phone: 601/974-1206  
FAX: 601/974-1229  
Cell Phone: 601/842-7064  
Email: brit.katz@millsaps.edu  
Assistant: Larcie Burnett  
Email: burneld@millsaps.edu  
Term Expiration: January 2018

Candice Poiss Murray [At Large]  
Commissioner  
North Eastern Athletic Conference  
8 Heather Drive  
Gansevoort, New York 12821  
Phone: 518/306-6716  
Cell Phone: 518/339-3999  
Email: cpoiss@nycap.rr.com  
Term Expiration: January 2018

Troy VanAken [Management Council]  
President  
Elmhurst College (CCIW)  
190 Prospect Avenue  
Elmhurst, Illinois 60126-3296  
Phone: 630/617-3100  
Cell Phone: 724/456-9268  
Email: tvanaken@elmhurst.edu  
Assistant: Donna Stalker  
Email: donna.stalker@elmhurst.edu  
Term Expiration: January 2018

Joseph Walsh [Management Council]  
Commissioner  
Great Northeast Athletic Conference  
One Seal Harbor Road  
Winthrop, MA 02152  
Phone: 617/519-0008  
FAX: 617/207-3012  
Email: joewalsh@thegnac.com  
Term Expiration: January 2021

Brian Wigley [At Large]  
Faculty Athletic Representative  
Shenandoah University [Old Dominion Athletic Conference]  
1416 University Drive  
Winchester, Virginia 22601  
Phone: 540/771-0576  
FAX: 540/665-4644  
Cell Phone: 540/771-0576  
Email: bwigley@su.edu  
Assistant: Theresa Golding  
Email: tgolding08@su.edu  
Phone: 540/665-5428  
Term Expiration: January 2018
Dave Wolk [Presidents Council]
President
Castleton University [North Atlantic Conference]
119 Alumni Drive
Castleton, VT 05735
Phone: 802/468-1201
FAX: 802/468-6470
Email: dave.wolk@castleton.edu
Assistant: Rita Geno
Email: rita.geno@castleton.edu
Term Expiration: January 2019

NCAA Staff Liaisons

Daniel T. Dutcher
Vice-President for Division III
Email: ddutcher@ncaa.org

Louise McCleary
Director of Division III
Email: lmccleary@ncaa.org

Jay Jones
Associate Director of Division III
Email: jkjones@ncaa.org

Jeff Myers
Governance Liaison
Director of Academic and Membership Affairs for Division III
Email: jmyers@ncaa.org

Jeff O’Barr
Associate Director of Accounting
Email: jobarr@ncaa.org

Eric Hartung
Associate Director of Research for Division III
Email: ehartung@ncaa.org

Debbie Kresge
Executive Assistant for Division III
Email: dkrresge@ncaa.org

US MAIL ADDRESS
NCAA
P.O. Box 6222
Indianapolis, IN 46206-6222

FEDEX ADDRESS
NCAA Distribution Center
1802 Alonzo Watford Sr. Drive
Indianapolis, IN 46202

Telephone: 317/917-NCAA (6222)
Facsimile: 317/917-6972

The National Collegiate Athletic Association
March 13, 2017

DTD/LM:dsk
REPORT OF THE NCAA DIVISION III STRATEGIC PLANNING AND FINANCE COMMITTEE
NOVEMBER 10, 2016, TELECONFERENCE

ACTION ITEMS.

1. Legislative Items.
   - None.

2. Nonlegislative.
   - Sportsmanship and Game Environment Initiative.
     (1) **Recommendation.** Approve the use of $500,000, including $450,000 in new dollars, during the 2016-17 budget year to develop a sportsmanship and game environment training program in conjunction with the Disney Institute. [Attachments A and B] [NOTE: The Administrative Committee approved this recommendation on behalf of the Presidents and Management Councils on November 15, 2016. See Management Council Agenda No. 3b]

     (2) **Effective date.** Immediately.

     (3) **Rationale.** The working group’s primary goal is to create and sustain championship-level decorum and game environments at all Division III institutions. The training program’s three primary benefits for the Division III membership will be: (1) a five-module online training program designed for each institution to evaluate, learn and improve on its game environment and customer service standards; (2) game service standards that will define the proper environment at Division III for all regular season and championships athletics contests; and (3) toolkits and training through the Disney Institute that will ensure that the game standards are understood and able to be carried out for institutions at all resource levels.

     In addition to an introductory section, the primary learning modules of the online program will be: an institutional self-assessment tool; Division III game service standards; tools for assistance with conflict resolution and bystander intervention; and a template to create an institutional action plan to affect positive changes where needed. The online program will also integrate input and tools created by the Division III Student-Athlete Advisory Committee.

     The committee also emphasized the need to identify and incorporate evaluation criteria with the implementation of the initiative.

     (4) **Estimated budget impact.** $500,000 in 2016-17 and $250,000 annually in 2017-18 and 2018-19.

     (5) **Estimated student-athlete impact.** An improved game environment that will positively impact the student-athlete experience.
INFORMATIONAL ITEMS.

1. **Report from the June 27, 2016, teleconference.** The committee approved the report from its June 27, 2016, teleconference.

2. **Budget.** The committee reviewed the 2015-16 final budget, the 2016-17 budget-to-actual report as of September 30, 2016, and the future budget model. The budget-to-actual report reflects a three-year comparison with an additional column for charter expenses. The 2015-16 final budget reflected a $4 million surplus due to a higher than budgeted revenue and lower fuel costs for championship travel. The higher surplus has positively impacted the long-term future budget model. The final year, 2023-24, is the only year currently reflecting a deficit.

3. **Discuss Potential 2017-19 Budget Initiatives.**
   
a. **Championships.** The committee reviewed an excerpt from the Championships Committee’s September in-person meeting report and requested NCAA staff provide a financial analysis on the following championship priorities, to be evaluated during Strategic Planning and Finance Committee’s March 2017 in-person meeting as part of the 2017-19 budget planning process:
   
   - **Expand bracket/field sizes** – 2017-18 bracket expansion for team sports based on legislated access ratio and analysis of field size expansion for individual sports where merited.
   - **Increase team travel party size** – increase by 10% across all sports or evaluate select sports based on average squad size among sponsoring institutions and those participating in the championship.
   - **Reimburse teams flying to a championship site for local ground transportation** – various ways to implement: (1) full expense; (2) fixed amount for duration of travel; and (3) fixed amount by travel day.
   - **Add day off** – implement a day of rest between semifinal and final rounds of team sports (if appropriate); requires an additional day of per diem.
   - **Increase officials’ fees** – institute increases gradually (e.g., two to three percent in a given year).
   - **Sport committee initiatives** – support various sport-specific operations or championship format requests.

b. **Nonchampionships.**
   
   (1) **Senior Woman Administrator Program.** The committee received an update on the Division III senior woman administrator (SWA) program held October 8-9, 2016, in conjunction with the NACWAA Rally, noting 28 participants. The primary expectations met included networking and learning from others; education on expectations in the SWA role; and a focus on career advancement. During its March in-person meeting, the committee will evaluate funding this program during the next budget biennium.
(2) Faculty Athletics Representative (FAR) Institute. The committee received an update on the FAR Institute noting that $80,000 is currently budgeted for this program.

(3) Identity Initiative. The committee noted that the division recently signed a three-year contract extension (2016-19) with Source One Digital, which manages the Division III Purchasing Website. In September, a new $500 credit was offered to institutions and conferences for purchases during the 2016-17 year.

(4) Diversity and Inclusion. The committee reviewed a draft Division III hiring resource guide, noting the working group’s goal to have it available for the entire membership at the 2017 Convention.

4. Division III Conference Grant Program. During 2015-16, Division III distributed a total of $2,521,326 Strategic Initiative Grant dollars to 43 conferences plus the Association of Division III Independents. The amount each conference received ranged from $44,889 to $88,419 with an average distribution of $57,750. No unused funds were returned to the NCAA from conference offices this year.

During the review of the impact forms, the staff found that seven conferences misused grant funds, based on the established Conference Grant Policies and Procedures. The subcommittee reviewed these findings and issued a warning letter regarding the following concerns:

a. Capital Athletic Conference (CAC).

   Issue: Tier One – Compliance. There is a Tier One annual requirement to spend some dollars in the area of “compliance and rules seminar education.” For 2015-16, there was no spending identified in this area.

b. Division III Association of Independents (Independents).

   Issue No. 1: Tier One – sports information director (SID). Within Tier One, there is a requirement to spend at least $1,000 per year for member institutions’ SIDs. The Independents did not spend any money on SIDs during 2015-16.

   Issues No. 2: Tier One – senior woman administrator (SWA). There is a Tier One annual requirement to spend some dollars in the area of “campus senior woman administrators.” The Independents did not spend any money on SWAs during 2015-16.

c. Great Northeast Athletic Conference (GNAC).

   Issue: Tier One – faculty athletics representative (FAR). The GNAC did not report any money spent for an FAR, which is an annual spending requirement within the tier.
d. Heartland Collegiate Athletic Conference (Heartland).

Issue: Tier One – Ethnic Minority. Within Tier One, there is a biennial requirement to spend some dollars in the area of “ethnic minority professional development”. The Heartland did not spend any money in this area during 2014-15 or 2015-16.

e. New England Collegiate Conference (NECC).

Issue: Tier One – FAR. The NECC did not report any money spent for an FAR, which is an annual spending requirement within the tier.

f. Northern Athletic Conference.

Issue: Tier One – FAR. The Northern Athletics Conference did not report any money spent for an FAR, which is an annual spending requirement within the tier.

g. Upper Midwest Athletic Conference (UMAC).

Issue: Tier One – Ethnic Minority. Within Tier One, there is a biennial requirement to spend some dollars in the area of “ethnic minority professional development”. The UMAC did not spend any money in this area during 2014-15 or 2015-16.

5. 2016 Women’s Basketball Joint Championship. The committee reviewed a financial summary from the 2016 combined women’s basketball championship, noting it was underbudget by 51.7% primarily due to favorable team travel charges.

6. Hot Topics.

a. NCAA Board of Governors updates. The committee received an update on recent Board of Governors actions, primarily: (1) Presidents Diversity Pledge; (2) championships and event policy (i.e., North Carolina); (3) alcohol pilot program at Division III men’s lacrosse; and (4) resolution on roles, responsibilities and composition.

b. Institutional Performance Program (IPP). The committee received an update on the IPP noting it officially launched in October.

c. 2017 Legislative Proposals. Staff noted the Division III legislative proposals for the 2017 NCAA Convention.

7. Future Meetings. The Strategic Planning and Finance Committee will hold its in-person meeting Tuesday, March 21 from 8 a.m. to 2 p.m. at the NCAA national office.
8. **Adjournment.** The meeting adjourned at 11:30 a.m.

*Committee Chair:* Jay Lemons, Susquehanna University, Landmark Conference  
*Staff Liaisons:* Louise McCleary, Division III Governance  
   Dan Dutcher, Division III Governance  
   Eric Hartung, Research  
   Jay Jones, Division III Governance  
   Jeff Myers, Academic and Membership Affairs  
   Jeff O’Barr, Administrative

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**NCAA Division III Strategic Planning and Finance Committee**  
**November 10, 2016, teleconference**

**Attendees:**
- Gail Cummings-Danson, Skidmore College  
- Jeff Docking, Adrian College  
- Margaret Drugovich, Hartwick College  
- Shantey Hill, St. Joseph’s College (Long Island)  
- Brit Katz, Millsaps College  
- Jay Lemons, Susquehanna University, chair  
- Candice Poiss Murray, North Eastern Athletic Conference  
- Chris Ragsdale, Heartland Collegiate Athletic Conference  
- Tracey Ranieri, State University of New York at Oneonta  
- Brian Wigley, Shenandoah University  
- Dave Wolk, Castleton University  
- Greg Woods, Springfield College  
- Gerald Young, Carleton College

**Absentees:**
- Troy VanAken, Elmhurst College.

**NCAA Staff Support in Attendance:**
- Dan Dutcher, Reed Fogle, Jay Jones, Debbie Kresge and Louise McCleary.

**Other NCAA Staff Members in Attendance:**
- Brian Burnsed, Eric Hartung, Jeff Myers, Jeff O’Barr, Adam Skaggs and Liz Suscha.
CREATING AND SUSTAINING
A CHAMPIONSHIP CULTURE

A GAME PLAN DOCUMENT FOR

NCAA DIVISION III
The Fan Experience

The secret to exceeding your fans’ expectations every time is not about doing any one thing 1,000% better; it’s doing many things throughout the fan experience just a little bit better. When combined, these details in your customer touchpoints create magic.

Walt Disney understood this and had an eye for detail, a deep understanding of what his Guests (customers) wanted, the know-how to execute his vision, and the ability to engage employees to perform their best toward that vision.

Walt created an effective corporate culture founded in values-based leadership, where employees are recognized for their achievements and encouraged to work as a team to exceed the expectations in our customer experiences around the world.

As one of the most recognized names in the industry, Disney Institute empowers organizations to create lasting change by bridging insight into action through Disney Best Practices.

Disney Institute would be honored to help NCAA Division III (“NCAA DIII”) achieve your goals. We invite you to experience the business behind the magic and “D’Think” your way to success.

Quality service is the cumulative result of things going right at every possible touchpoint.
### The Business Case

Based on leading research, there are three areas that are among the most pressing business challenges today:

<table>
<thead>
<tr>
<th>Quality Service</th>
<th>Employee Engagement</th>
<th>Leadership Excellence</th>
</tr>
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<tbody>
<tr>
<td><strong>What is the Priority Level?</strong></td>
<td><strong>Why is it a Critical Success Factor?</strong></td>
<td><strong>How Far is the Gap?</strong></td>
</tr>
<tr>
<td>Creating a strong, customer-centric culture is the #1 strategy favored by CEOs globally.</td>
<td>Front-line staff is critical to solving this challenge because they represent your brand. Enabling them to exceed customer expectations consistently is key.</td>
<td>“...[T]he vast majority of companies struggle to tie customer experience investments to business outcomes.”</td>
</tr>
<tr>
<td>Employee Engagement is one of the top two issues for HR.</td>
<td>A good company culture is at the center of solving many issues. Without an engaged workforce, improving customer experience and other goals are practically impossible.</td>
<td>Companies that have good cultures consistently outperformed the S&amp;P 500, while those known for poor cultures underperformed.</td>
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<td>86% rated leadership as “urgent” or “important.”</td>
<td>Only 13% say they do an “excellent” job in providing leadership development at all levels.</td>
<td>Only 15% believe they are ready to address it.</td>
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</table>

**Sources:**
THE DISNEY INSTITUTE DIFFERENCE

PRACTICAL

We shift perspectives by showcasing key business insights and real-world illustrations from our operations that showcase what success looks like.

INSPIRATIONAL

We leverage storytelling to inspire action and involve all levels to empower and align the team. This process enables maximum collaboration so everyone has ownership and connection throughout the journey.

ACTIONABLE

We drive results and sustainability by facilitating dialogue, acting as coaches, and developing action plans to implement new ideas, so approaches do not fade over time.

AUTHENTIC

Our team members are true “insiders.” Well-versed in business and passionate about Disney, they have worked in a variety of fields from marketing, sports, sales, retail, resorts, and guest relations, to HR, training, and entertainment.
**OUR COMPREHENSIVE APPROACH**

As part of our comprehensive approach, we include all levels of NCAA DIII, giving each group the information they need to solve their problems to take your organization to the next level.

- At the **executive level**, we work to transform your senior leaders’ thinking by helping them understand our strategies.
- We work with your **mid-level managers** to benchmark our best practices and help them inspire and engage your front-line leaders and staff.
- With your company’s **front-line leaders and staff**, we train them to develop the skills and behaviors necessary to bring NCAA DIII’s vision to life.

<table>
<thead>
<tr>
<th>AUDIENCE</th>
<th>GAP/NEED</th>
<th>SOLUTION</th>
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<tbody>
<tr>
<td>Executives</td>
<td>Transformational “Thinking”</td>
<td>Understand Strategies</td>
</tr>
<tr>
<td>Mid-Level Managers</td>
<td>Organizational “Enhancements”</td>
<td>Benchmark Best Practices</td>
</tr>
<tr>
<td>Front-Line Leaders &amp; Staff</td>
<td>Performance “Upskill”</td>
<td>Train Skills &amp; Behaviors</td>
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INSIGHTS-BASED APPROACH

Disney Institute uses a unique insights-based approach. Insights are designed to be thought provoking and challenge you to think differently to create solutions to your specific business challenges.

Our Approach Focuses on:

- **Prioritizing key themes** that emerge as we discover your company’s key goals and objectives
- **Identifying the frustration or problems** your company may be facing that are barriers to those goals and objectives
- **Showcasing a key insight, or belief,** on how businesses tackle that problem
- **Discovering a Disney Best Practice** through illustrations that may include:
  - Field Experiences
  - Video Case Studies
  - Experiential Activities
  - Interactive Storytelling
- **Adapting and applying those insights and illustrations** in a way that is relevant to your company

**Disney Institute’s Definition of “Overmanage”**

Overmanage is not the same as micromanage.

**Disney Institute Thesis**

“Disney’s consistent business results are driven by **overmanaging** certain things that most companies under manage or ignore—and that is a key source of what differentiates us. We have learned to be **intentional** where others are unintentional.”

**Sample Insight**

“Recognition is more powerful than most organizations can imagine.”
HOW WE THINK

The premise for how we can work together begins with understanding Disney’s “Chain of Excellence.” Each link of the chain is interdependent, and together the links drive business results and forge an enduring bond between inspired leaders, motivated employees, and satisfied customers. This drives financial results and sustains years of repeat business.

**DISNEY’S CHAIN OF EXCELLENCE**

![Disney Chain of Excellence Diagram]

**Leadership Excellence**
Effective Disney leaders create an environment in which both internal and customer-facing employees can thrive and deliver superior performance.

**Cast Excellence**
Disney leaders create superior employee performance through a culture where Disney Cast Members receive effective feedback, as well as have the authority to give input, and make and implement decisions.

**Guest Satisfaction**
When the Disney Cast is coached and empowered to make memories that last a lifetime through our Service Framework, Guests rate their experience with us higher.

**Business Results**
Tested data has shown that all of these elements are inextricably linked and drive results.
HOW WE WORK

As Disney’s insights and illustrations are what we teach, how we work comes together in our time-tested Engagement Model. This model bridges insights into sustained action and empowers organizations to create a lasting initiative.

OUR ENGAGEMENT MODEL

UNDERSTAND & PRIORITIZE
Your Needs
We go beyond the typical advisory assessment to gain an understanding of your organization so that we can make a real impact.

OPERATIONALIZE & SUSTAIN
for Ongoing Success
To sustain your desired initiative for the long term, Disney Institute provides sustainment strategies, ongoing coaching, and skills-based training.

ADAPT & APPLY
Disney Best Practices
This is when the real magic happens, where your organization begins to determine for itself which Disney approaches/benchmarks make sense for NCAA DIII.

REORIENT & UPSKILL
Your Teams
The key to rolling out the initiative is an inspiring and motivational launch. This is when Disney Institute engages your leaders, managers, and front-line staff to embrace the initiative and focus on the goals and objectives established.

Your Disney Institute Engagement Team supports and energizes your organization by:
- Acting as coaches
- Enabling the creation of unique content
- Advising you through the Disney perspective
Disney Institute has developed the following timeline as an engagement resource for NCAA DIII.

**THE GAME PLAN**

**Understand & Prioritize**
- Discovery Visit
  - 2 Athletic Departments, TBD
  - 3 Days
  - Nov. 2016

**Adapt & Apply**
- Service Standards & Behaviors Creation
  - Indianapolis, IN
  - 2 Days
  - Feb. 2017

- Pilot Service Framework #2
  - Athletic Department, TBD
  - 2 Days
  - Early Mar. 2017

**Re-Orient & Upskill**
- Storytelling and Support of Service Framework
  - Indianapolis, IN
  - 2 Days
  - Late Mar. 2017

- Ambassador Engagement Session
  - Walt Disney World® Resort
  - 2 Days
  - Jul. 2017

- E-Learning Rollout
  - Virtual
  - Aug. 2017

**Common Purpose & Service Standards Creation**
- Walt Disney World® Resort
- 2 Days
- Late Jan. 2017
Disney Institute has developed the following timeline as an engagement resource for NCAA Division III.

**THE GAME PLAN (CONTINUED)**

Continuous Communication & Leader Alignment (Throughout Journey)

- **DIII Game Environment Summit**
  - Walt Disney World® Resort
  - 2 Days
  - Jul. 2018

Operationalize & Sustain

- **Regional Game Environment Summit**
  - TBD
  - 1.5 Days
  - Jul. 2018

- **DIII Game Environment Summit**
  - Walt Disney World® Resort
  - 2 Days
  - Jul. 2019

- **Regional Game Environment Summit**
  - TBD
  - 1.5 Days
  - Jul. 2019

Continuous Communication & Leader Alignment (Throughout Journey)
## Proposed Engagement Details

<table>
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<th><strong>Timeline</strong></th>
<th><strong>Description</strong></th>
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| **Discovery Visit**  
Nov. 2016  
2 Athletic Departments, TBD  
(2 Days) | During your Discovery Visit, Disney Institute will:  
- Observe the game day experiences at these schools and conduct interviews (private and group) with Athletics department staff members. These interviews will:  
  - Offer opportunities to delve deeper into common themes and opportunities.  
  - Entertain nuances of opinion and perception of the current NCAA DIII organizational culture from individual points of view.  
- Review existing customer and employee satisfaction metrics, as well as leadership behavioral expectations, current customer service models, and existing customer service training. |
| **Common Purpose & Service Standards Creation**  
Late Jan. 2017  
Walt Disney World® Resort  
(2 Days) | In your Common Purpose & Service Standards Creation session, Disney Institute will help your leaders create important components of a Service Framework for the DIII Fan Experience, which include a Common Purpose and Service Standards. During the session, your Disney Institute team will:  
- Explain our journey together and how these deliverables fit into a larger picture.  
- Present a brief overview of how Disney approaches these deliverables.  
- Work on the cornerstone of a Service Framework for NCAA DIII (A Common Purpose and Service Standards).  
For more detailed information regarding your Service Framework, see page 13 of this document. |
| **Service Standards & Behavioral Guidelines Creation**  
Feb. 2017  
Indianapolis, IN  
(2 Days) | In your Service Standards & Behavioral Guidelines Creation session, Disney Institute will help your leaders complete the remaining components of a Service Framework for NCAA DIII, which include prioritizing Service Standards and creating Behavioral Guidelines. During the session, your Disney Institute team will:  
- Explain our journey together and how these deliverables fit into a larger picture.  
- Present a brief overview of how Disney approaches these deliverables.  
- Finalize the previously drafted Service Standards for NCAA DIII.  
- Help your leaders in developing defined Behavioral Guidelines for each Service Standard that support a consistent, service-centric customer experience.  
For more detailed information regarding your Service Framework, see page 13 of this document. |
| **Service Framework Pilot #1**  
Late Feb. 2017  
TBD  
(2 Days) | Once we have finalized the Service Framework together, the next step is to work with different DIII Athletic Departments to put the Service Framework into action. Through this process your Disney Institute team will:  
- Gather best practices  
- Gain illustrations for practical use of the Service Framework  
- Uncover obstacles to uptake so we can adjust messaging for when it is communicated out to the rest of the DIII Athletic Departments  
- Create advocates for the Service Framework with the Pilot Athletic Departments |
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<th>Duration</th>
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<td>Service Framework Pilot #2</td>
<td>Once we have finalized the Service Framework together, the next step is to work with different DIII Athletic Departments to put the Service Framework into action. Through this process your Disney Institute team will: • Gather best practices • Gain illustrations for practical use of the Service Framework • Uncover obstacles to uptake so we can adjust messaging for when it is communicated out to the rest of the DIII Athletic Departments • Create advocates for the Service Framework with the Pilot Athletic Departments</td>
<td>TBD (2 Days)</td>
<td>Early Mar. 2017 TBD</td>
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<tr>
<td>Storytelling and Support of Service Framework</td>
<td>In your Compilation &amp; Storytelling of Service Framework session, your Disney Institute team will: • Work with the NCAA DIII Fan Experience team to adapt and apply DIII illustrations to the DIII Service Framework. • Incorporate lessons learned from Service Framework Pilot #1 and Service Framework Pilot #2 into content for DIII Service Framework. • Facilitate conversation around storytelling components to help NCAA DIII communicate their Service Framework in a vivid and imaginative way. • Discuss accountability for schools to use the Service Framework. • Discuss recognition to recognize athletic departments excelling in their use of the Service Framework. • Discuss strategies to incentivize athletic departments to use the Service Framework. • Discuss additional support offerings for schools expressing deeper support</td>
<td>(2 Days)</td>
<td>Early April. 2017 Indianapolis</td>
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<tr>
<td>Ambassador Engagement Session</td>
<td>The mission of the Ambassador Engagement Session is to develop culture advocates who can serve as trainers and “super users” to lead and role model the NCAA DIII’s enhanced service culture. Disney Institute will facilitate a deep-dive immersion in your Service Framework at a local level and Disney’s approach to the customer experience and world-class service. • Training will include content from Disney’s Approach to Quality Service and the NCAA DIII Service Framework. • Training will also focus on how to become a better trainer and facilitator from Disney’s Facilitation Skills program. • The result will be a group of skilled and motivated trainers who will serve as coaches and motivate their colleagues to embrace their roles in the service initiative.</td>
<td>(2 Days)</td>
<td>July 2017 Walt Disney World® Resort</td>
</tr>
<tr>
<td>DIII Fan Experience Summit</td>
<td>It is critical for both leaders and staff to understand that a service-focused culture is not just about an event, but about excellence in service every day and in every interaction, driving consistency and accountability. In your DIII Fan Experience Summit, your Disney Institute engagement team will: • Conduct high-energy rollout sessions for all employees and staff, introducing and reinforcing the newly designed NCAA DIII Service Framework. • Explain how to apply your Service Framework to all roles and responsibilities. • Provide Disney-proven insights on how to integrate the appropriate behaviors in your employees’ daily roles to drive increased employee engagement and consistent, exceptional service delivery.</td>
<td>(2 Days)</td>
<td>July 2018 Walt Disney World® Resort</td>
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<tr>
<td>Regional Game Environment Summit #1</td>
<td>A condensed, regionally located version of the DIII Fan Experience Summit. This version of the Summit will be created to offer an additional date for those schools interested in creating a service mindset, but who may have had a conflict in attending the DIII Fan Experience Summit at the Walt Disney World® Resort.</td>
<td>(1.5 Days)</td>
<td>July 2018 Walt Disney World® Resort</td>
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### Regional Game Environment Summit #2
*July 2018*
*Walt Disney World® Resort (1.5 Days)*

A condensed, regionally located version of the DIII Fan Experience Summit. This version of the Summit will be created to offer an additional date for those schools interested in creating a service mindset, but who may have had a conflict in attending the DIII Fan Experience Summit at the Walt Disney World ® Resort.

### DIII Fan Experience Summit
*July 2019*
*Walt Disney World® Resort (2 Days)*

It is critical for both leaders and staff to understand that a service-focused culture is not just about an event, but about excellence in service every day and in every interaction, driving consistency and accountability. In your DIII Fan Experience Summit, your Disney Institute engagement team will:

- Conduct high-energy rollout sessions for all employees and staff, introducing and reinforcing the newly designed NCAA DIII Service Framework.
- Explain how to apply your Service Framework to all roles and responsibilities.
- Provide Disney-proven insights on how to integrate the appropriate behaviors in your employees’ daily roles to drive increased employee engagement and consistent, exceptional service delivery.

### Regional Game Environment Summit
*July 2019*
*Walt Disney World® Resort (1.5 Days)*

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### Regional Game Environment Summit
*July 2019*
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A condensed, regionally located version of the DIII Fan Experience Summit. This version of the Summit will be created to offer an additional date for those schools interested in creating a service mindset, but who may have had a conflict in attending the DIII Fan Experience Summit at the Walt Disney World ® Resort.
ENGAGEMENT OUTCOMES

THE SERVICE FRAMEWORK

A Service Framework is the foundation of building a service-focused culture. A Service Framework consists of a Common Purpose, Service Standards, and Behavioral Guidelines.

A Common Purpose defines an organization’s purpose, aligns that purpose with customer expectations, and communicates that alignment to employees. A Common Purpose is the essential foundation on which all other service decisions can be developed.

Service Standards are those operating priorities that ensure a consistent and high-quality customer service experience.

Each of these Service Standards has Behavioral Guidelines that are clearly defined and measurable, and are aligned to create a world-class customer service experience.

---

Diagram:

- **Common Purpose**
- **Service Standards**
- **Behavioral Guidelines**
  - Selection
  - Training
  - Communication
  - Care
- **Leadership**
HELPING COMPANIES AROUND THE WORLD

Since the founding of Disney Institute in 1986, millions of professionals from 45 countries have experienced the time-tested best practices, sound methodologies, and real-life business lessons that have sustained Disney’s global success.

BROOKLYN NETS/BARCLAYS CENTER CASE STUDY
Situation:
Barclays Center is a multi-purpose indoor arena in Brooklyn, N.Y., that is home to the Brooklyn Nets and host to concerts, conventions, and sporting events. The Brooklyn Nets’ leadership saw an opportunity to differentiate the arena by providing outstanding customer service from the moment the doors opened. With help from Disney Institute, Barclays Center established a customer service leadership model designed to make each guest’s visit to Barclays Center memorable.

Disney Institute Solution:
Senior leadership from the Brooklyn Nets, AEG, and Levy Restaurants began work with Disney Institute to develop a methodology for delivering top-notch service to Barclays Center guests by uniting the different business units around a common service framework. They created the “Brooklyn’s Best” service strategy that unites expectations, language, symbols, stories, and values for all employees. This in turn creates a seamless, well-organized experience for guests.

Key Results:
The finishing touches were put on the arena, and it opened to the public in September 2012. The arena itself has received accolades for its architecture, but as one visitor noted, the thing that truly sets the Barclays Center apart is the staff: “It’s unlike anything we’ve experienced. Helpful isn’t the word. Gracious is. So is proud… We had one staffer walk us the entire length of the arena to help us get where we’re going.”

Brooklyn Nets owner Bruce Ratner said that of all the things at the Barclays Center, he is most proud of the arena staff, stating: “The No. 1 compliment I get about the arena is about the people who work there. They’re friendly, helpful, and so on. I’m probably proudest of that among anything else.”

ORLANDO MAGIC/AMWAY CENTER CASE STUDY
Situation:
Faced with mediocre customer service results and a scheduled relocation to the newly built Amway Center, the Orlando Magic basketball organization turned to Disney Institute to help introduce a new service-oriented culture to its nearly 1,000 employees.

Disney Institute Solution:
After meeting with the Orlando Magic’s senior management, Disney Institute recommended a series of sessions about leadership excellence, all designed to improve the fan experience and positively impact the bottom line. In all, nearly 1,000 employees attended the Disney Institute sessions.

Key Results:
✓ By implementing a wide range of Disney Best Practices, the Orlando Magic saw employee morale soar and customer service satisfaction results jump to 95%.
✓ Amway was honored with the 2013 Customer Experience Award during the Stadium Business Awards presentation in Manchester, England. It was the largest dedicated meeting in the world of the owners, operators, and developers of the world’s leading stadiums, arenas, and major sports venues.
✓ Amway Center was named “Sports Facility of the Year” in 2012 by the Sports Business Journal.
YOUR INVESTMENT

Below is the investment for our potential engagement, based on our recent conversations.

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Changes to the scope and/or length will affect pricing. Pricing subject to change until signed contract is received. All pricing is in USD.

PRICING DETAILS

Pricing Includes:
- Design and development time
- Delivery of advisory and training services by Disney Institute team member(s)
- Materials (as needed)
- Coordination of logistics for services

Pricing Does Not Include:
- Audio/visual requirements
- Food and beverage
- Venue rental fees
- Reimbursable travel expenses for each Disney Institute Engagement team member:
  - Coach class airfare to and from your site(s)
  - Accommodations
  - $125 per day for ground transportation, meals, and incidentals
- Applicable taxes
We are honored to have the potential opportunity to further work with your team. Please take a moment to review the ground rules on the next page that lay the foundation as we continue our journey. We look forward to working with NCAA Division III on this initiative to create and sustain a championship culture!

**Thank You!**

**Jeff B. Leiken**  
Account Director  
407.566.6506 office  
407.765.0876 mobile  
jeff.b.leiken@disney.com

**David Millay**  
Account Manager  
407.566.6407 office  
321.217.3009 mobile  
david.millay@disney.com
GROUND RULES

As a necessary formality, we would like to confirm the basis on which we are proceeding with our discussions. Accordingly, by continuing our discussions, each party agrees to the following ground rules:

1) During our discussions, neither party will be exchanging any confidential or proprietary information, and any ideas or information shared between the parties may be used or disclosed by either party without liability or compensation.

2) Each party will keep confidential the fact that the parties are engaged in these discussions.

3) Our discussions are non-binding in nature, and unless and until a mutually acceptable written agreement is signed by both parties, either party will have the right to discontinue these discussions at any time without liability or obligation.

All of us at Disney Institute are extremely excited about the opportunity to have these continued discussions. Thank you!
Disney Institute, NBA align

by John Lombardo, Staff Writer • Nov. 4, 2013 • 2 min read • original

The NBA is partnering with the Disney Institute to create a leaguewide customer service program to improve the fan experience at NBA arenas.

A steering committee of about nine NBA teams and key concessionaires Levy Restaurants and Aramark met recently with Disney Institute executives in Orlando to begin the creation of a standardized arena customer service program.

Participation in the program, which is still being developed, will be voluntary, with a near six-figure annual cost to be paid by each participating team. The program will include strategies for teams to improve customer service during game nights along with employee training, and the development of specific customer service standards that will be put into place over time.

Sources said that the Indiana Pacers, Miami Heat, Brooklyn Nets, Orlando Magic and San Antonio Spurs are part of the league’s steering committee, but league officials would not disclose the teams. The Nets and the Magic have used Disney training in the past.

Disney Institute executives will travel to participating NBA teams to customize the program. The number and names of participating teams have not yet been made final, but the program will begin this season and was largely driven by the NBA’s team
marketing and business operations department.

“We are working with Disney to set our own service standards,” said Amy Brooks, senior vice president of the NBA’s team marketing and business operations department. “It will be position specific. There will be behavior guidance for what an usher will do, what a concessionaire will do, or what a ticket taker will do.”

The Disney Institute for two decades has been working with companies to improve customer service and employee training. In recent years, it has worked with a variety of sports clients, including the NFL and major college sports programs such as Michigan State, Tennessee and Arizona State.

While other leagues have used outside services, this marks a deeper alignment where a league has partnered with a group to formulate a specific set of industry standards on the fan experience. It comes at a time when all teams are focused on improving the door-to-door and especially in-arena experience. Disney has forged a solid reputation since making sports a key growth area of its business, and teams that have worked with it praised the approach and training resulting in stronger customer service.

“The focus on the fan experience was a guiding principle into every piece of the development of the Amway Center and it manifested itself through our relationship with the Disney Institute,” said Alex Martins, chief executive officer of the Orlando Magic, who is helping lead the NBA’s expanded involvement with the Disney Institute. “At this point, there is a pilot program with a handful of teams as the first step. Beyond that, there is a league intent to provide it in every one of its buildings.”

The Magic has spent roughly $500,000 with the Disney Institute since the Amway Center opened in 2010, which includes the first-time training and subsequent follow-up. Disney Institute staffers are not embedded within a team organization but visit frequently.

The Nets last year become a Disney client and have extended their agreement to continue to train Barclays Center employees.
“We have aligned with them in every way we can,” said Brett Yormark, chief executive officer of the Brooklyn Nets and Barclays Center. “Other NBA teams are now giving it a shot. The league wants to get the consistency across all NBA venues.”

“Our goal is to create the best game experience in sports,” Brooks said. “Disney is a brand that is known for exceptional service.”

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Division III Strategic Plan

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

Vision Statement: Division III will be a dynamic and engaging group of colleges, universities and conferences of varying sizes and missions committed to an environment that encourages and supports health and safety, diversity, values, fairness, and equity, and places the highest priority on the overall educational experience of its student-athletes in the conduct of intercollegiate athletics.
INTRODUCTION

The Division III strategic plan serves many purposes. It begins with the Division III Philosophy Statement to establish the framework from which the division’s programs, resource allocations, and regulatory decisions are made. It highlights the Division III Strategic Positioning Platform to clarify the practical impact of the Division III philosophy and summarizes the division’s strategic priorities by outlining what must be accomplished in the current budget biennium for the division to be successful.

The plan also serves to highlight all of the programs and services offered for the division. This list of offerings is arranged in a way that demonstrates the connection of each Division III program to the NCAA Strategic Plan, and explains when a program or initiative is funded from Division III dollars or a different Association budget. To bring further transparency to the division’s operations, the plan justifies every line of the Division III budget against the philosophy statement or NCAA Constitution. Finally, the plan includes a note on its history, which tracks the evolution of the division’s entire strategic initiatives program.

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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
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DIVISION III PHILOSOPHY STATEMENT

Colleges and universities in Division III place the highest priority on the overall quality of the educational experience and on the successful completion of all students’ academic programs. They seek to establish and maintain an environment in which a student-athlete’s athletics activities are conducted as an integral part of the student-athlete’s educational experience, and an environment that values cultural diversity and gender equity among their student-athletes and athletics staff. To achieve this end, Division III institutions:

(a) Expect that institutional presidents and chancellors have the ultimate responsibility and final authority for the conduct of the intercollegiate athletics program at the institutional, conference and national governance levels;

(b) Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs;

(c) Shall not award financial aid to any student on the basis of athletics leadership, ability, participation or performance;

(d) Primarily focus on intercollegiate athletics as a four-year, undergraduate experience;

(e) Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators;

(f) Encourage participation by maximizing the number and variety of sport offerings for their students through broad-based athletics programs;

(g) Assure that the actions of coaches and administrators exhibit fairness, openness and honesty in their relationships with student-athletes;

(h) Assure that athletics participants are not treated differently from other members of the student body;

(i) Assure that student-athletes are supported in their efforts to meaningfully participate in nonathletic pursuits to enhance their overall educational experience;

(j) Assure that athletics programs support the institution’s educational mission by financing, staffing and controlling the programs through the same general procedures as other departments of the institution. Further, the administration of an institution’s athletics program (e.g., hiring, compensation, professional development, certification of coaches) should be integrated into the campus culture and educational mission;

(k) Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admission process;

(l) Exercise institutional and/or conference autonomy in the establishment of initial and continuing eligibility standards for student-athletes;

(m) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body;

(n) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body.

(o) Provide equitable athletics opportunities for males and females and give equal emphasis to men’s and women’s sports;

(p) Support ethnic and gender diversity for all constituents;

(q) Give primary emphasis to regional in-season competition and conference championships; and

(r) Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities.

The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. The above statement articulates principles that represent a commitment to Division III membership and shall serve as a guide for the preparation of legislation by the division and for planning and implementation of programs by institutions and conferences.
Division III Positioning Statement

Follow your passions and discover your potential. The college experience is a time of learning and growth – a chance to follow passions and develop potential. For student-athletes in Division III, all of this happens most importantly in the classroom and through earning an academic degree. The Division III experience provides for passionate participation in a competitive athletic environment, where student-athletes push themselves to excellence and build upon their academic success with new challenges and life skills. And student-athletes are encouraged to pursue the full spectrum of opportunities available during their time in college. In this way, Division III provides an integrated environment for student-athletes to take responsibility for their own paths, follow their passions and find their potential through a comprehensive educational experience.

Division III Attributes

Proportion: Appropriate relation of academics with opportunities to pursue athletics & other passions.
Passion: Playing for the love of the game, competition, fun and self-improvement.
Responsibility: Development of accountability through personal commitment and choices.
Sportsmanship: Fair and respectful conduct toward all participants and supporters.
Citizenship: Dedication to developing responsible leaders and citizens in our communities.

Reasons to Believe

1. **Comprehensive educational experience.** Division III institutions develop student-athlete potential through a holistic educational approach that includes rigorous academics, competitive athletics and opportunity to pursue other interests and passions.
2. **Integrated campus environment.** Approximately twenty percent of all students at Division III institutions participate in athletics. Those participating in athletics are integrated into the campus culture and educational missions of their colleges or universities.
3. **Academic focus.** Student-athletes most often attend a college or university in Division III because of the excellent academic programs, creating a primary focus on learning and achievement of their degree.
4. **Available financial aid.** Three-quarters of all student-athletes in Division III receive some form of grant or non-athletic scholarship. Student-athletes have equal opportunity and access to financial aid as the general student body – but are not awarded aid based on athletics leadership, ability, performance or participation.
5. **Competitive athletic programs.** Student-athletes do not receive any monetary incentive (athletics scholarship) to play sports in college. They play for the love and passion of the game and to push themselves to be their best, creating an intense, competitive athletics environment for all who participate.
6. **National championship opportunities.** Division III has over 185,000 student-athletes competing annually in 28 Division III and nine national collegiate championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletic potential.
7. **Commitment to athletics participation.** Division III institutions are committed to a broad-based program of athletics because of the educational value of participation for the student-athlete. The division has a higher number and wider variety of athletic opportunities on average than any other division in the NCAA, emphasizing both competitive men’s and women’s sports.
DIVISION III STRATEGIC PRIORITIES FOR 2015-17 BUDGET BIENN U M [Year 2: 2016-17]

1. Clarify the Values of Division III athletics.

- Communicate the distinct Division III philosophy as articulated in the Strategic Positioning Platform.
  - Clarify the role and purpose of Division III as a conscious alternative to the sport-specialization youth culture, and as an accessible and fulfilling educational and athletics destination.
  - Distribute and discuss the Recruiting Working Group’s resource to assist institutions make recruiting more efficient and effective.
  - Emphasize a fuller, more integrated academic experience as the primary goal and consideration in all divisional endeavors.
  - Continue to communicate the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school Admissions counselors. Enhance use of the coaches’ mobile website and other Division III social media. Enhance visibility with monthly exposure in the national high school athletics administrator e-newsletter; quarterly exposure in the NCAA Eligibility Center’s e-newsletter; and use of an Association-wide comparative divisional summary chart to serve as a recruiting resource for high school guidance counselors; athletics administrators; coaches; parents; and prospective student-athletes.
  - Support the Eligibility Center’s transition to a free registration process for Division III prospective student-athletes.
  - Support significant participation and continued growth in membership activation of Division III Identity Initiatives, specifically including Division III week.
  - Continue to grow the strategic partnership with Special Olympics. Improve the activity reporting program to better tell the partnership’s story from a division-wide perspective. Maintain the Monthly Spotlight Poll that recognizes Special Olympic events on member campuses and conference offices.
  - Added a part-time staff member to specifically oversee and enhance the division’s communication efforts, including social media platforms and website management.

- Support integration activities that bring together key institutional and/or conference partners to discuss ways each institution (and the conference as a group) might best support the integration of athletics within the campus environment, consistent with the division’s unique philosophy, identity and strategic positioning platform.

- Maintain and enhance the partnership with the College Sports Information Directors Association (CoSIDA).
  - Continue to support the growth of sports information directors (SIDs) as strategic communicators, advance the messages of the Division III platform, and communicate the story of Division III at the local level. Continue to provide professional development funding and opportunities for SIDs. Provide grants to women and ethnic minorities to attend Division III Day in order to diversify the athletics communication profession.
  - Continue to support the Division III-specific Academic All-America program.
  - Maintain the partnership with CoSIDA in the incorporation of Division III Day, a one-day workshop in conjunction with the annual CoSIDA/NACDA Convention.
  - Re-introduce a quarterly recognition award for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story.
  - Update the Sports Information Director resource and best practices guide for all Division III institutions and conferences as needed.
• Strengthen the advocacy of Division III faculty for the values of the athletics experience.
  o Enhance the Faculty Athletic Representative (FAR) Fellows Institute by offering professional development training to FARs. Further provide tools to communicate the Division III story to campus and conference peers and enhance the level of engagement of FARs across the division.
  o Provide professional development and networking opportunities for FARs at the annual NCAA Convention.
  o Re-engage FARs by conducting a membership survey, creating a working group, collaborating with conference commissioners and producing a best practices resource.

• Emphasize the values of Division III in order to effectively manage its membership growth. Partner with Divisions I and II to accomplish this membership growth management on behalf of the entire Association.

• Create and implement in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division.

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

• Continue to selectively forward issues of presidential importance to the division’s presidents. Improve and pursue full conference participation in the President’s Advisory Group and significant NCAA Convention attendance. Enhance Division III specific presidential programming at the NCAA Convention.

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

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

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

• Partner with the Office of Inclusion, Student-Athlete Leadership staff and the Minority Opportunities Athletic Association (MOAA) to review the objectives and establish meaningful goals for the division’s programs supporting equity and inclusion.
  o Continue the Institute for Administrative Advancement, which provides programming for mid-level administrators of color.
- Partner with Division III conferences and institutions to support innovative programs that promote inclusion. Maintain the monthly Diversity Spotlight that recognizes an institution or conference office's diversity program or initiative each month.
- Partner with the High School Federation to create a system to track the diversity of high school student-athletes.
- Collaborate with the Office of Inclusion to develop programming for LGBTQ students.

- Establish strategies to increase and diversify the pool of candidates for Division III committee service and membership job searches.
  - In coordination with the Office of Inclusion and Student-Athlete Leadership, maintain the division's database of all women and ethnic minorities that have participated in an NCAA program (e.g. women and ethnic minority internship; strategic matching alliance; Institute for Administrative Advancement). The database is shared with Presidents and Athletics Directors who are looking to diversify their applicant pools.
  - Continue to send out a quarterly Diversity and Inclusion newsletter.
  - Continue to promote committee service to women and ethnic minorities within the division.
  - Develop a partnership with the recently created Advocates for Athletic Equity, formerly known as the Black Coaches Association.

- Maintain an existing working group to evaluate the current diversity and inclusion landscape within Division III, evaluate current initiatives and propose the following next steps: develop a hiring best practices, develop a Senior Woman Administrator professional development program, maintain a program for ethnic minority students to attend the annual NCAA Convention, and provide additional grant funding, upon request, to conference offices that provide programming or internships for women and ethnic minorities.

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

- Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource, for Division III and NASPA small college institutions.

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

- Support the Division III Sportsmanship and Game Environment working group's on-going examination and enhancement of the Division III sportsmanship and game environment initiatives. Further, to identify best practices in this area and provide tools and resources for member institutions and conferences.

- Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate them on the Division III philosophy.
5. **Promote the Division III Philosophical Principle that Student-Athletes’ Academic Performance is, at a minimum, consistent with that of the General Student Body.**

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

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>
</tr>
</thead>
<tbody>
<tr>
<td>Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.</td>
<td>Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Strategic Initiatives Conference Grant Program: Tier Two Integration activities.</td>
<td>All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year. The integration activities should bring together key conference partners to discuss ways each school (and the conference as a group) might best support the integration concept, consistent with the division’s unique philosophy, identity and Strategic Positioning Platform.</td>
<td>$213,740</td>
</tr>
<tr>
<td>Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.</td>
<td>Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Annual Division III Commissioners meeting.</td>
<td>All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics. Additional funding is provided through Tier One of the Strategic Initiative Conference Grant Program to supplement a portion the conference’s travel costs.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Student-athlete leadership forums and campus based leadership programming.</td>
<td>At least 80 percent of eligible institutions will participate annually in DIII Student-Athlete Leadership forums, and the participating coaches and administrators will become stronger advocates for the values of Division III intercollegiate athletics.</td>
<td>$365,000</td>
</tr>
<tr>
<td>Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.</td>
<td>All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year.</td>
<td>$764,980</td>
</tr>
<tr>
<td>National SAAC Outreach.</td>
<td>Celebrate successful campus SAAC community outreach each quarter, engage in community outreach at each National SAAC meeting, and annually educate student-athletes about National Student-Athlete Day and other community initiatives. Support national SAAC's creation of a short video highlighting the Division III student-athlete experience to be shown at annual campus compliance meetings.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>National student-athlete outreach.</td>
<td>Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Graduation Rate Reporting.</td>
<td>Sponsor a regular and representative graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.</td>
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</tbody>
</table>
**ASSOCIATION-WIDE GOAL 2: The Student-Athlete Experience.** Student-athletes will be enriched by a collegiate athletics experience based on fair and reasonable standards and a commitment to sportsmanship.

**Objectives**
- Increase the applications of fairer regulations that favor student-athletes.
- Increase the opportunities for women and minorities to participate in intercollegiate athletics at all levels.
- Increase sportsmanship in intercollegiate athletics among student-athletes, coaches and fans.

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<tbody>
<tr>
<td>Women and Minority Internship Program</td>
<td>The division will assess the original goals of this program to understand its legacy and to formulate future, long term goals related to diversity of the athletics administrative and governance structures.</td>
<td>$1,130,000</td>
</tr>
<tr>
<td>Strategic Alliance Matching Grant</td>
<td>The division will assess the original goals of this program to understand its legacy and to formulate future, long term goals related to diversity of the athletics administrative and governance structures.</td>
<td>$708,600</td>
</tr>
<tr>
<td>Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives</td>
<td>All conferences and at least 50% of institutions will engage in programming related to diversity, gender equity and sportsmanship initiatives within each four-year grant cycle.</td>
<td>$426,480</td>
</tr>
<tr>
<td>The Nominating Committee shall annually review the NCAA’s gender and diversity audit and make personal contact with targeted groups to encourage committee service.</td>
<td>Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Get in the Game Web site; Requests and Secondary Reports Online.</td>
<td>The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.</td>
<td>Association-wide funding; Provisional/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>
<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>
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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>
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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>
<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>
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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. <strong>Re-engage FARs by conducting a membership survey, creating a working group, collaborating with conference commissioners and producing a best practices resource.</strong></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.

<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>Implement use of available technology to regularly deliver NCAA messages and rules education.</td>
<td>The governance structure will continually assess common needs and available technologies to increase the timeliness, clarity, conciseness and effectiveness of membership communication.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Partnership with National Association of Division III Athletics Administrators.</td>
<td>The governance structure will provide financial support to the NADIIIAA. National office staff will support this membership-led organization in its professional development offerings.</td>
<td>$52,000</td>
</tr>
<tr>
<td>Educate the membership on the role of the NCAA national office.</td>
<td>Increase membership understanding of the role of the national office by including this information in governance presentations made at Leadership Conferences, Regional Seminars, conference meetings, and other appropriate venues.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Conference Contact program.</td>
<td>Continue to service all conferences and ensure new conferences are accommodated according to program guidelines.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program: Tier Three - Technology Grants.</td>
<td>Provide funding to conferences offices to upgrade or maintain technical capabilities to access technical platforms used by the NCAA.</td>
<td>$542,500</td>
</tr>
<tr>
<td>New orientation programs to support athletics directors and commissioners.</td>
<td>Create in-person, orientation programs for new athletics directors and commissioners to assist with the knowledge, resources and philosophy of the division.</td>
<td>$60,000</td>
</tr>
</tbody>
</table>
ASSOCIATION-WIDE GOAL 5: Perceptions of the Association and Intercollegiate Athletics.
The public will gain a greater understanding of and confidence in the integrity of intercollegiate athletics
and will more readily support its values.

Objectives
- Increase awareness of and advocacy for the positive values of intercollegiate athletics among the media and the public and within the membership.
- Increase the public's confidence in the Association as a whole.

<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>Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.</td>
<td>Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.</td>
<td>$272,300</td>
</tr>
<tr>
<td>Division III Identity Initiative.</td>
<td>Clarify and promote the unique Division III philosophy as articulated in the Division’s Strategic Positioning Platform. Enable conferences and institutions to better tell the Division III story to a variety of target audiences. Support the following identity activation initiatives: Division III week, and mobile web site for coaches, national and customizable videos. Re-introduce a quarterly recognition award for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story.</td>
<td>$360,000</td>
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<tr>
<td>Special Olympics Partnership.</td>
<td>Continue to grow the strategic partnership with Special Olympics. Maintain Special Olympics events as a signature element of the Division III championships program and continue to encourage campus and conference engagement with local Special Olympics chapters.</td>
<td>$35,000</td>
</tr>
<tr>
<td>Academic All-America Partnership with CoSIDA.</td>
<td>Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.</td>
<td>$44,000</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program: Tier One -Professional development support for Sports Information Directors (SIDs).</td>
<td>Continue to identify new ways to support the growth of SIDs as strategic communicators, advance the messages of the Division III platform, and communicate the story of Division III at the local level. Offer professional development support through the Conference Grant Program, and position support through the Strategic Alliance Matching Grant and Internship Program.</td>
<td>$42,000</td>
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Appendix B

Division III Budget Justification
<table>
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<th>Projected NCAA Division III 2016-17 Budget Breakdown</th>
<th>Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs</th>
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<tr>
<td><strong>Revenue:</strong></td>
<td><em>Division III Institutions...</em></td>
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<tr>
<td>Division III 3.18% Revenue Allocation</td>
<td>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)</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td>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))</td>
</tr>
<tr>
<td>Total Championships Expense (excluding overhead)</td>
<td>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)</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program</td>
<td>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)</td>
</tr>
<tr>
<td>NAD3AA Partnership</td>
<td>Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))</td>
</tr>
<tr>
<td>Conference Commissioners/SID Meeting</td>
<td>Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))</td>
</tr>
<tr>
<td>Conference Rules Seminar Association-wide</td>
<td>Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))</td>
</tr>
<tr>
<td>NACWAA Enhancement Grants</td>
<td>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)</td>
</tr>
<tr>
<td>Division-wide Sportsmanship Initiative</td>
<td>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)</td>
</tr>
<tr>
<td>Strategic Alliance Matching Grant</td>
<td>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.</td>
</tr>
<tr>
<td>Women &amp; Minority Intern Program</td>
<td>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)</td>
</tr>
<tr>
<td>Student-Athlete Leadership Forum</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 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)</td>
</tr>
<tr>
<td>Campus Based Student-Athlete Leadership Programming</td>
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<tr>
<td>Campus Based Student-Athlete Leadership Programming</td>
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<td>360 Proof</td>
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<td>360 Proof</td>
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<tr>
<td>360 Proof</td>
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<tr>
<td>FAR Fellows Institute</td>
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<tr>
<td>Expenses, continued:</td>
<td>Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Division III Academic All-America (CoSIDA) $44,000</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 $16,000</td>
<td>This initiative exists to provide opportunities for working groups/tasks forces in the future.</td>
</tr>
<tr>
<td>Identity Initiatives $360,000</td>
<td>This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).</td>
</tr>
<tr>
<td>Special Olympics Partnership $35,000</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 $231,000</td>
<td>Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))</td>
</tr>
<tr>
<td>Division III Financial Recovery Insurance (event cancelation coverage) * $41,000</td>
<td>Intercollegiate athletics programs shall be administered in keeping with prudent management and fiscal practices to assure the financial stability necessary for providing student-athletes with adequate opportunities for athletics competition as an integral part of a quality educational experience. (Constitution 2.16)</td>
</tr>
<tr>
<td>Voluntary Grad Rate Reporting Stipend $25,000</td>
<td>Honorarium for institutions that submit data for the voluntary graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.</td>
</tr>
<tr>
<td>Convention Programming including specific student-athlete programs $70,000</td>
<td>Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.</td>
</tr>
<tr>
<td>Athletics Direct Report (ADR) Institute $90,000</td>
<td>Conduct an inaugural ADR Institute in 2016 in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.</td>
</tr>
<tr>
<td>New Athletics Director Orientation $50,000</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 $10,000</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 $15,000</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 A and D3CA leadership meeting $10,000</td>
<td>The executive leadership groups from NADIII A 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 $4,000</td>
<td>This includes contracting costs, as well as money earmarked to support future initiatives.</td>
</tr>
<tr>
<td>Overhead Allocation (including National Office staffing) ** $1,412,000</td>
<td>N/A</td>
</tr>
<tr>
<td>Total Division III Expenses $29,256,709</td>
<td></td>
</tr>
</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:

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<tr>
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<th>2014-15 Budget</th>
<th>2015-16 Budget</th>
<th>Year-to-date</th>
<th>2016-17 Budget</th>
<th>Year-to-date</th>
<th>Difference</th>
<th>Charter</th>
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<tbody>
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<td>Difference</td>
<td>Actual</td>
<td>Actual</td>
<td>Difference</td>
<td>Actual</td>
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</tr>
<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>7,741,426</td>
<td>N/A</td>
<td>28,543,863</td>
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<tr>
<td>Division III Other Revenue</td>
<td>-</td>
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<td>100,010</td>
<td>-</td>
<td>N/A</td>
<td>-</td>
<td>106,715</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>27,117,000</td>
<td>29,739,770</td>
<td>2,622,770</td>
<td>7,741,426</td>
<td>N/A</td>
<td>28,543,863</td>
<td>30,247,544</td>
</tr>
</tbody>
</table>

### Expenses:

#### Men's Championships

- **Baseball**
  - 1,825,000
- **Basketball**
  - 959,900
- **Cross Country**
  - 519,000
- **Football**
  - 1,747,000
- **Golf**
  - 523,000
- **Ice Hockey**
  - 303,000
- **Lacrosse**
  - 431,000
- **Soccer**
  - 1,008,000
- **Swimming & Diving**
  - 496,000
- **Tennis**
  - 592,000
- **Track, Indoor**
  - 546,000
- **Track, Outdoor**
  - 744,000
- **Volleyball**
  - 164,200
- **Wrestling**
  - 367,500
- **Championship Other**
  - 3,214

#### Women's Championships

- **Basketball**
  - 1,250,900
- **Basketball Anniversary**
  - -
- **Cross Country**
  - 538,000
- **Field Hockey**
  - 416,500
- **Golf**
  - 311,000
- **Ice Hockey**
  - 273,000
- **Rowing**
  - 294,000
- **Soccer**
  - 1,182,000
- **Softball**
  - 1,369,000
- **Swimming & Diving**
  - 508,000
- **Tennis**
  - 624,000
- **Track, Indoor**
  - 592,000
- **Track, Outdoor**
  - 778,000
- **Volleyball**
  - 963,000
- **Championship Other**
  - 3,214

### Update:

- Updated: 3/6/2017 11:12 AM
- W:\14 Strategic Planning and Finance Committee\2017\March 21 in-person meeting\sup_04_Review 2016-17 Budget-to-Actual at "DIII B to A (Champ)" tab
- Updated: 3/6/2017 11:12 AM
2016-17 Division III Budget-to-Actual (Thru February 2017)

(continued)

### PRELIMINARY

**2015-16**

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**2016-17**

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</tbody>
</table>

**Expenses (continued):**

**Non-Championship Expenses**

**Strategic Initiative Conference Grants**

**Other Division III Strategic Initiatives**

**Women & Minority Intern Program**

**Strategic Alliance Matching Grant**

**Student-Athlete Leadership Conference**

**Division III Identity Program**

**DIII Diversity Initiatives**

**360 Proof (formerly Drug Education and Research)**

**FAR Institute**

**Campus-based Student-Athlete Leadership Programs**

**Annual Convention**

**New AD and Commissioner Orientation**

**NADIII A Partnership**

**Division-wide Sportmanship Initiative**

**Co-SIDA Partnership**

**Division III Event Cancellation Insurance**

**Special Olympics Partnership**

**SWA Enhancement Grant Program (SAC/WAA/BERS)**

**Academic Reporting Honorarium**

**Conference Commissioners Meeting**

**Other Working Groups**

**Additional Spring In-Person SAAC Meeting**

**DIII Administrator and Commissioner Meeting**

**Miscellaneous Division III Initiatives**

**Sickle Cell Trait Testing Reimbursement Program**

**Exploratory/Provisional Membership**

**Non-Championships Expense**

**Overhead Allocation**

**Total Non-Championships Expenses**

**Total Division III Expenses**

**Excess Revenue over Expense**

**Adding: Previous Year's Fund Balance (Unallocated/Unused Funds)**

**Total Fund Balance (Funds Available for Reserve/Future Use)**

**Adding: Event Cancellation Insurance Policy**

**Less: Mandated Reserve Funds Needed (Note 1)**

**Total Division III Projected Unallocated Funds**

W/14 Strategic Planning and Finance Committee/2017March 21 in-person meeting/sap_04_Review 2016-17 Budget-to-Actual at "DIII B to A (NonChamp)" tab

Updated: 3/6/2017 11:13 AM
### The National Collegiate Athletic Association

**Division III Budget Projections**

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<tr>
<td>DIII 3.18% Revenue Allocation</td>
<td>$29,639.76</td>
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<td>$30,852.82</td>
<td>$31,565.82</td>
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<td>519,000</td>
<td>519,000</td>
<td>519,000</td>
<td>519,000</td>
<td>519,000</td>
<td>519,000</td>
</tr>
<tr>
<td>DIII Other Revenue</td>
<td>100,015</td>
<td>105,715</td>
<td>73,15</td>
<td>46,553</td>
<td></td>
<td></td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$20,739,770</td>
<td>$20,297,644</td>
<td>$19,926,964</td>
<td>$20,356,879</td>
<td>$21,581,829</td>
<td>$24,347,829</td>
<td>$25,495,829</td>
<td>$26,459,829</td>
<td>$26,765,829</td>
<td>$26,843,829</td>
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<tr>
<td>Projected Revenue Increase</td>
<td>4%</td>
<td>1%</td>
<td>2.4%</td>
<td>2.3%</td>
<td>2.4%</td>
<td>2.4%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Championships Game Operations</td>
<td>4,114,762</td>
<td>4,280,748</td>
<td>4,375,196</td>
<td>4,520,220</td>
<td>4,685,395</td>
<td>4,776,512</td>
<td>4,819,095</td>
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<td>5,210,429</td>
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<td>Championships Committee</td>
<td>306,633</td>
<td>334,767</td>
<td>381,050</td>
<td>381,050</td>
<td>381,050</td>
<td>381,050</td>
<td>381,050</td>
<td>381,050</td>
<td>381,050</td>
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<tr>
<td>Championships Team Transportation</td>
<td>9,107,272</td>
<td>8,745,005</td>
<td>10,580,469</td>
<td>11,074,947</td>
<td>11,640,277</td>
<td>12,105,884</td>
<td>12,590,124</td>
<td>13,093,729</td>
<td>13,617,474</td>
<td>14,162,171</td>
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<tr>
<td>Championships Per Diem <strong>X</strong></td>
<td>6,117,380</td>
<td>6,314,000</td>
<td>6,292,400</td>
<td>7,080,400</td>
<td>7,031,400</td>
<td>7,031,400</td>
<td>7,460,400</td>
<td>7,460,400</td>
<td>7,460,400</td>
<td>7,460,400</td>
</tr>
<tr>
<td>Championships Overseas Allocation</td>
<td>325,000</td>
<td>357,000</td>
<td>343,000</td>
<td>353,000</td>
<td>364,000</td>
<td>375,000</td>
<td>386,000</td>
<td>398,000</td>
<td>410,000</td>
<td>422,000</td>
</tr>
<tr>
<td><strong>Total Championships Expenses</strong></td>
<td>19,993,969</td>
<td>19,835,921</td>
<td>21,532,189</td>
<td>23,391,350</td>
<td>24,854,132</td>
<td>26,669,856</td>
<td>25,737,387</td>
<td>26,808,556</td>
<td>27,088,357</td>
<td>27,801,639</td>
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<tr>
<td>Non-Championships Base Budget</td>
<td>5,373,107</td>
<td>5,319,062</td>
<td>6,255,600</td>
<td>6,589,000</td>
<td>6,510,000</td>
<td>6,510,000</td>
<td>6,510,000</td>
<td>6,510,000</td>
<td>6,510,000</td>
<td>6,510,000</td>
</tr>
<tr>
<td>Non-Championships Overseas Allocation</td>
<td>920,000</td>
<td>900,000</td>
<td>1,069,000</td>
<td>1,101,000</td>
<td>1,134,000</td>
<td>1,188,000</td>
<td>1,201,000</td>
<td>1,239,000</td>
<td>1,276,000</td>
<td>1,314,000</td>
</tr>
<tr>
<td><strong>Total Non-Championships Expenses</strong></td>
<td>6,293,107</td>
<td>6,219,062</td>
<td>7,324,600</td>
<td>7,690,000</td>
<td>7,744,000</td>
<td>7,744,000</td>
<td>7,744,000</td>
<td>7,744,000</td>
<td>7,744,000</td>
<td>7,744,000</td>
</tr>
<tr>
<td>Supplemental Non-Championships Spending from reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>225,000</td>
<td>450,000</td>
<td>825,000</td>
<td>1,100,000</td>
<td>1,375,000</td>
<td>1,550,000</td>
<td>1,550,000</td>
</tr>
<tr>
<td><strong>Total Supplemental Spending</strong></td>
<td>225,000</td>
<td>450,000</td>
<td>825,000</td>
<td>1,100,000</td>
<td>1,375,000</td>
<td>1,550,000</td>
<td>1,550,000</td>
<td>1,550,000</td>
<td>1,550,000</td>
<td>1,550,000</td>
</tr>
<tr>
<td><strong>Total Division III Expenses</strong></td>
<td>$26,265,056</td>
<td>$26,218,112</td>
<td>$26,250,769</td>
<td>$31,396,350</td>
<td>$32,111,232</td>
<td>$35,281,150</td>
<td>$34,862,987</td>
<td>$35,863,856</td>
<td>$37,254,639</td>
<td>$37,299,695</td>
</tr>
<tr>
<td>Net Change in Fund Balance</td>
<td>$3,486,094</td>
<td>$4,062,643</td>
<td>$4,170,235</td>
<td>$4,834,738</td>
<td>$5,184,707</td>
<td>$5,184,707</td>
<td>$686,443</td>
<td>$826,244</td>
<td>$282,472</td>
<td>$450,819</td>
</tr>
<tr>
<td>Projected Expense Increase</td>
<td>-5%</td>
<td>-4%</td>
<td>-3.2%</td>
<td>-3%</td>
<td>-2%</td>
<td>-2%</td>
<td>0%</td>
<td>-2%</td>
<td>-2%</td>
<td>-2%</td>
</tr>
</tbody>
</table>

**Notes:**

1. Mandated reserve is 50% of the annual DIII revenue allocation, including $5M insurance policy coverage beginning in fiscal year 2014-15.

### Current Scenario - Per Diems + Bracket Expansion + 80/20 Split and Supplemental Spending

**Assumptions:**
- Game Operations increases by 3% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.
- Committee expenses increase by 3% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.
- Team transportation increases by 3% each fiscal year based on cost per travel analysis 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.

W:14 Strategic Planning and Finance Committee/2017/March 21 in-person meeting/sup_05_Future projections at "Current-Bracket Expansion 80/20" tab Updated: 3/6/2017 at 11:17 AM
### 2017-19 Division III Proposed Nonchampionships Budget

<table>
<thead>
<tr>
<th></th>
<th>2015-16 Budget</th>
<th>2016-17 Year-to-date</th>
<th>Year-to-date as Nov. 2016</th>
<th>2017-18 Budget</th>
<th>2018-19 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Championship Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Initiative Conference Grants</td>
<td>2,541,000</td>
<td>2,521,326</td>
<td>19,674</td>
<td>2,496,113</td>
<td>2,541,000</td>
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<tr>
<td>Women &amp; Minority Intern Program</td>
<td>890,000</td>
<td>811,812</td>
<td>78,188</td>
<td>831,690</td>
<td>1,130,000</td>
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<tr>
<td>Strategic Alliance Matching Grant</td>
<td>600,000</td>
<td>547,997</td>
<td>52,003</td>
<td>530,235</td>
<td>708,600</td>
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<tr>
<td>Student-Athlete Leadership Conference</td>
<td>365,000</td>
<td>353,250</td>
<td>11,750</td>
<td>-</td>
<td>365,000</td>
</tr>
<tr>
<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>
</tr>
<tr>
<td>DIII Diversity Initiatives</td>
<td>253,000</td>
<td>97,018</td>
<td>155,982</td>
<td>3,393</td>
<td>233,000</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>28,013</td>
<td>200,000</td>
</tr>
<tr>
<td>ADR Institute</td>
<td>80,000</td>
<td>95,286</td>
<td>(15,286)</td>
<td>8,899</td>
<td>90,000</td>
</tr>
<tr>
<td>Non-Championship Budget Initiatives</td>
<td>80,000</td>
<td>82,365</td>
<td>(2,365)</td>
<td>61,389</td>
<td>80,000</td>
</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>
</tr>
<tr>
<td>Annual Convention</td>
<td>70,000</td>
<td>42,443</td>
<td>27,557</td>
<td>-</td>
<td>70,000</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>
</tr>
<tr>
<td>NADIAA Partnership</td>
<td>52,000</td>
<td>42,196</td>
<td>9,804</td>
<td>-</td>
<td>50,000</td>
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<tr>
<td>Division-wide Sportmanship Initiative</td>
<td>44,000</td>
<td>39,500</td>
<td>4,500</td>
<td>39,500</td>
<td>44,000</td>
</tr>
<tr>
<td>CoSIDA Partnership</td>
<td>55,000</td>
<td>44,953</td>
<td>10,047</td>
<td>41,463</td>
<td>41,000</td>
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<td>Special Olympics Partnership</td>
<td>35,000</td>
<td>37,489</td>
<td>(2,49)</td>
<td>1,500</td>
<td>35,000</td>
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<td>SWA Enhancement Grant Program (Non-Championships)</td>
<td>28,000</td>
<td>29,200</td>
<td>(1,200)</td>
<td>-</td>
<td>28,000</td>
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<tr>
<td>Academic Honoring Jurorship</td>
<td>25,000</td>
<td>24,282</td>
<td>718</td>
<td>24,111</td>
<td>25,000</td>
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<tr>
<td>Conference Commissioners Meeting</td>
<td>20,000</td>
<td>47,808</td>
<td>(27,808)</td>
<td>-</td>
<td>20,000</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>
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<tr>
<td>CoSIDA D3 Day</td>
<td>15,000</td>
<td>19,077</td>
<td>(4,077)</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>DIII Commissioner &amp; Directors' Meeting</td>
<td>-</td>
<td>3,407</td>
<td>(3,407)</td>
<td>3,781</td>
<td>10,000</td>
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<tr>
<td>Division III Governance Staff Reallocations</td>
<td>10,000</td>
<td>5,802</td>
<td>4,198</td>
<td>3,875</td>
<td>4,000</td>
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<tr>
<td>Miscellaneous Division III Initiatives</td>
<td>25,000</td>
<td>25,000</td>
<td>0</td>
<td>0</td>
<td>25,000</td>
</tr>
<tr>
<td>Non-Championship Expenses</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>
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<tr>
<td>Overhead Allocation</td>
<td>957,000</td>
<td>990,000</td>
<td>(33,000)</td>
<td>239,256</td>
<td>1,060,000</td>
</tr>
<tr>
<td>Supplement for Reserve Surplus</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Total Non-Championship Expenses</td>
<td>6,945,000</td>
<td>6,349,191</td>
<td>595,809</td>
<td>4,384,769</td>
<td>7,324,600</td>
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</table>

### Notes

- **DIII B to A (NonChamp)** tab
- Updated: 3/15/2017 1:55 PM
- Updated Supplement No. 6

**Updated**

- 3/15/2017 1:55 PM
- W:\14 Strategic Planning and Finance Committee\2017\March 21 in-person meeting\sup_06_UPDATED Nonchampionship budget initiatives at "DIII B to A (NonChamp)" tab

### Governance Area Staff Restructuring and FTE (asst. director)

- Decrease of $75,000 in 17-18 and increase of $25,000 in 18-19.
- Increase by $5,000
- Increase by $25,000 - New NADIVAA partnership with NACDA, more expensive
- Increase by $23,000 - Allows for 50 ($1,500) grants
- $446,600 annual contract with Disney
- Decrease of $60,000
- 7% increase ($2,000)
- Decrease of $60,000
- Increase of $35,000 for 225 institutions in 18-19.
- Decrease of $25,000 in 17-18; $175 for 200 institutions in 18-19.
- Decrease of $75,000 for 200 institutions in 18-19.
- Decrease of $25,000 in 18-19.
- Decrease of $75,000 for 200 institutions in 18-19.
ACTION ITEMS.

1. Legislative items.
   - None.

2. Nonlegislative items.
   a. Recommendation. That the following changes to bracket sizes and championship administration be adopted as 2017-19 budget priorities:

<table>
<thead>
<tr>
<th>Request Type</th>
<th>Sport</th>
<th>Change</th>
<th>Budget Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bracket expansion supported by legislation</td>
<td>MBA</td>
<td>Bracket increase (56 to 58)</td>
<td>$48,000</td>
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<tr>
<td></td>
<td>WGO</td>
<td>Bracket increase (22 to 26, pending final 2016-17 sponsorship review)</td>
<td>$34,000</td>
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<tr>
<td></td>
<td>WIH</td>
<td>Bracket increase (8 to 9)</td>
<td>$15,000</td>
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<tr>
<td></td>
<td>MLA</td>
<td>Bracket increase (34 to 36)</td>
<td>$17,000</td>
</tr>
<tr>
<td></td>
<td>WLA</td>
<td>Bracket increase (40 to 42)</td>
<td>$17,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>$131,000</strong></td>
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<tr>
<td>Reimbursement policy</td>
<td>Various</td>
<td>Subsidy for ground transportation for teams/participants traveling by air</td>
<td>$250,000</td>
</tr>
<tr>
<td></td>
<td>Various</td>
<td>Team travel party increase for select sports, to be determined</td>
<td>$250,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>$500,000</strong></td>
</tr>
<tr>
<td>Officiating</td>
<td>All</td>
<td>Increase officiating fees</td>
<td>$65,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>$65,000</strong></td>
</tr>
<tr>
<td>Officiating - sport-specific</td>
<td>MBB</td>
<td>National coordinator of officials</td>
<td>$7,350</td>
</tr>
<tr>
<td></td>
<td>WBB</td>
<td>National coordinator of officials</td>
<td>$7,350</td>
</tr>
<tr>
<td></td>
<td>WVB</td>
<td>National coordinator of officials</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>$19,700</strong></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>
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<td></td>
<td></td>
<td></td>
<td><strong>$38,000</strong></td>
</tr>
<tr>
<td>Sport-specific requests</td>
<td>MBB</td>
<td>Officials evaluator at all championship sites</td>
<td>$5,085</td>
</tr>
<tr>
<td></td>
<td>WBB</td>
<td>Officials evaluator at all championship sites</td>
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<tr>
<td></td>
<td>WFH</td>
<td>Officials radio communication system</td>
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<tr>
<td></td>
<td>WFH</td>
<td>Officials evaluator at preliminary round sites</td>
<td>$960</td>
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<tr>
<td></td>
<td>MIH</td>
<td>Video replay capability at finals site</td>
<td>$3,200</td>
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<tr>
<td></td>
<td>MIH</td>
<td>Fee for replay official</td>
<td>$390</td>
</tr>
<tr>
<td></td>
<td>MIH</td>
<td>Stipend for supervisor of officials at finals site</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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<tr>
<td></td>
<td>WIH</td>
<td>Stipend for supervisor of officials at finals site</td>
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<td></td>
<td>MWSW</td>
<td>Increase number of officials</td>
<td>$2,600</td>
</tr>
<tr>
<td></td>
<td>WVB</td>
<td>Supervisor of officials</td>
<td>$300</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td><strong>$24,810</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>TOTAL for 2017-19 budget priorities</td>
<td><strong>$778,510</strong></td>
</tr>
</tbody>
</table>
b. **Effective date.** 2017-18 championship year.

c. **Rationale.** The requests for bracket increases are a result of increased sport sponsorship and a commitment to maintaining the 1:6.5 access ratio for team sports (1:7.0 for women’s golf). The Division III Championships Committee remains committed to the principle of increasing brackets to even numbers. However, an increase to nine in women’s ice hockey is necessary to maintain Pool B access (i.e., one selection anticipated for the 2018 championship) and a minimum of two Pool C at-large berths per Bylaw 31.3.1.1.

The committee also recommends $500,000 to help subsidize increased travel party sizes for some championships and costs related to on-site ground transportation for teams that fly to championship events. The committee did not recommend bringing reimbursable travel party sizes up to the levels they were before a 10 percent cut across all sports in 2014, but will develop an equitable way to increase the size of travel parties across several sports.

Additional recommendations include several changes relating to officiating reimbursement, officiating enhancements (e.g., evaluators and replay capability), and the addition of a national coordinator of officials in men’s and women’s basketball and women’s volleyball to provide the appropriate focus on Division III championships and be in line with those positions already in place for baseball and football.

Based on a recommendation from the Division III Men’s Volleyball Committee, the Championships Committee supports establishing four preliminary-round sites and advancement of four teams to the championship finals site. Currently, eight teams compete at the finals site. The change would increase the number of potential hosts for the finals site (i.e., more capability to host four versus eight teams) and require teams to be on site one less day, thereby reducing missed class time.

d. **Estimated budget impact.** The budget impact is noted in the chart above.

e. **Student-athlete impact.** In several instances, the recommendations provide for expanded opportunities for student-athletes. With the remaining recommendations, the changes will enhance the championship experience for student-athletes or improve championship administration.

**INFORMATIONAL ITEMS.**

1. **Opening remarks and review of schedule and agenda.** The Championships Committee chair facilitated introductions, reviewed the meeting schedule and highlighted key discussion items.

2. **Committee roster and liaison assignments.** The committee reviewed the committee roster and available sport liaison assignments due to committee turnover. As a liaison to a sport
committee, Championships Committee members are expected to remain apprised of sport-specific issues and concerns. Members agreed on several changes to the sport liaison assignments.

3. **Recent committee reports.** The committee approved the following committee reports: September chairs report, September in-person meeting report, October teleconference report, October email report, November email report, December teleconference report and January email report.

4. **Governance update.** NCAA governance staff reviewed the following key items with the committee: 1) Recent NCAA Board of Governors actions; 2) Division III budget update; 3) Division III membership-wide survey (expected spring 2018); 4) Recent NCAA Sport Science Institute initiatives, including inter-association guidelines for football; 5) Eligibility Center registration for Division III prospects and student-athletes; 6) Division III identity initiatives, including championship web stream enhancements; 7) Several Division III working group updates; 8) AMA resources; and 9) Division III Week.

5. **NCAA Division III Management Council/Presidents Council updates.** A committee member provided additional updates on Division III matters from the recent Management Council and Presidents Council meetings.

6. **NCAA Division III Student-Athlete Advisory Committee update.** The SAAC liaison provided an update from the NCAA Convention on behalf of the Division III SAAC.

7. **Academic and membership affairs update.** NCAA staff provided an update on recent legislative issues pertinent to Division III and championships.

8. **Playing Rules Oversight Panel update.** An NCAA playing rules staff member updated the committee on the panel’s most recent reports, highlighting the general application and timing of experimental rules. NCAA staff also commented on the value of officiating coordinators and assignors as well as some continued discussion about Division I playing rules autonomy.

9. **Championships and alliances updates.** NCAA staff discussed the ongoing 2018-22 host site selection process and recent championships and alliances leadership changes at the national office.

10. **Championships budget.**

   a. **Fall budget recap.** NCAA staff reviewed game operations, team transportation and per diem expenses for the 2016 fall championships and noted that while several charges are still outstanding, there will likely be a favorable budget outcome. The committee will review final budget numbers from the 2016 fall championships during an upcoming teleconference.

   b. **Budget priorities and recommendations for Strategic Planning and Finance Committee.** The committee prioritized several budget proposals, including those impacting the
championships program overall and sport-specific requests (see nonlegislative action item). The committee did not prioritize several requests for the 2017-19 budget cycle, including the following:

<table>
<thead>
<tr>
<th>Sport</th>
<th>Change</th>
<th>Budget Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTI</td>
<td>Field size increase</td>
<td>$139,000</td>
</tr>
<tr>
<td>WTI</td>
<td>Field size increase</td>
<td>$89,000</td>
</tr>
<tr>
<td>MGO</td>
<td>Change access ratio to 1:6.5; add teams (42 to 45)</td>
<td>$27,000</td>
</tr>
<tr>
<td>WGO</td>
<td>Change access ratio to 1:6.5; add teams (22 to 24)</td>
<td>$17,000</td>
</tr>
<tr>
<td>MTE</td>
<td>Change access ratio to 1:7.0; add teams (43 to 46)</td>
<td>$21,000</td>
</tr>
<tr>
<td>WTE</td>
<td>Change access ratio to 1:7.0; add teams (49 to 53)</td>
<td>$30,000</td>
</tr>
<tr>
<td>Team Sports</td>
<td>Add day of rest between semifinal and final competition for select team sports.</td>
<td>$40,660</td>
</tr>
<tr>
<td>Softball</td>
<td>Increase officiating fees to equal fees for baseball in super regional format</td>
<td>$20,600</td>
</tr>
<tr>
<td>MBB</td>
<td>Branded court</td>
<td>$80,000</td>
</tr>
<tr>
<td>MGO</td>
<td>Add one individual not on a team</td>
<td>$3,000</td>
</tr>
<tr>
<td>WVB</td>
<td>Lodging or mileage for assistant site representatives</td>
<td>$1,700</td>
</tr>
</tbody>
</table>

The committee agreed that the request to expand championship fields for men’s and women’s indoor track and field may merit consideration in the future based on additional sponsorship and participation data and other factors.

11. **Governing sport committee reports.** The committee acted on the following sport committee non-budgetary recommendations:

a. **Women’s rowing.** The committee approved that Lauren Esseben, associate director of athletics and senior woman administrator at Pacific University (Oregon), serve as chair of the NCAA Division III Women’s Rowing Committee.

b. **Track and field and cross country.**

   - 2017 cross country regionals. The committee approved the following sites as regional hosts for the 2017 NCAA Division III Regional Cross Country Championships:
12. **In-region competition requirement waiver requests:** The committee took the following action as it pertains to in-region competition waiver requests for the 2017-18 academic year:

- **University of California, Santa Cruz** – Approved in-region competition waivers for: men’s basketball, women’s basketball, women’s golf, men’s soccer, women’s soccer, men’s tennis, women’s tennis, men’s volleyball and women’s volleyball.

- **University of Maine-Presque Isle** – Approved in-region competition waivers for: men’s soccer, women’s soccer, women’s volleyball, men’s cross country, women’s cross country, men’s golf, men’s basketball, women’s basketball, baseball and softball.

- **Mills College** – Approved in-region competition waivers for: women’s rowing, women’s soccer, women’s tennis, women’s volleyball.

- **Nebraska Wesleyan University** – Tabled the waiver request as presented and will seek additional information before reconsidering.

13. **2016 fall championship reports.** The committee reviewed reports and broadcast metrics from the 2016 fall championships.

14. **Regional advisory committee member expectations.** The committee provided comment on a document that will be used to provide potential regional advisory committee members more detail of the work associated with serving in the role. This document will accompany
information that is distributed annually to conference commissioners when replacement regional advisory committee members are requested.

15. **Selection criteria – strength of victory concept.** The committee affirmed interest to explore strength of victory as a possible addition to selection criteria. NCAA staff provided a draft of a discussion document to send to sport committees later this spring to solicit feedback in advance of its June in-person meeting.

16. **Future meeting dates and sites (all to be held in Indianapolis, Indiana).** The committee reviewed dates for in-person meetings through September 2017.

17. **Other business.**

   a. **Louisiana College – indoor track and field deadline waiver request.** The committee approved a deadline waiver request per Bylaw 31.2.1.9 to allow Louisiana College to sponsor men’s and women’s indoor track and field and thereby make eligible its student-athletes for selection to the 2017 Division III Men’s and Women’s Indoor Track and Field Championships. The committee acknowledged the administrative oversight that led to the failure to declare sponsorship before the deadline.

   b. **Wrestling – East regional.** The committee approved Ferrum College as the East regional host for the 2017 NCAA Division III Wrestling Championships to be held at Franklin County High School in Rocky Mount, VA.

18. **Adjournment.**

   **Committee Chair:** Corey Borchardt, Upper Midwest Athletic Conference.
   **Staff Liaisons:** Liz Turner Suscha, Championships and Alliances
   Maureen Harty, Academic and Membership Affairs

   **Division III Championships Committee**
   **February 7-8, 2017, Meeting**

   **Attendees:**
   Corey Borchardt, Upper Midwest Athletic Conference.
   Jennifer Chuks, Williams College; New England Small College Athletic Conference.
   Susan Fumagalli Mahoney, Gettysburg College; Centennial Conference.
   Julie Johnson, Ripon College; Midwest Conference.
   Brit Katz, Millsaps College; Southern Athletic Association.
   Bill Stiles, Alvernia University; Middle Atlantic Conference.
   Michael Vienna, Emory University; University Athletic Association.
   Joe Weber, University of Texas at Dallas; American Southwest Conference.
   Gerald Young, Carleton College; Minnesota Intercollegiate Athletic Conference.

   **Absentees:**
   None.
**Guests in Attendance:**
None.

**NCAA Staff Support in Attendance:**
Maureen Harty, Academic and Membership Affairs;
Laura Peterson-Mlynski, Championships and Alliances;
Liz Turner Suscha, Championships and Alliances.

**Other NCAA Staff Members in Attendance:**
Brian Burnsed, Communications.
Dan Calandro, Championships and Alliances.
Joni Comstock, Championships and Alliances.
Dan Dutcher, Division III Governance.
Jan Gentry, Championships and Alliances.
Shalisa Griffin, championships and alliances.
Liz Horvat, Championships and Alliances.
Jay Jones, Division III Governance.
John Kuzio, Championships and Alliances.
Louise McCleary, Division III Governance.
Jeff Myers, Academic and Membership Affairs.
Jeff O’Barr, Administrative Services.
Nancy O’Hara, Championships and Alliances.
John Pfeffenberger, Administrative Services.
Juanita Sheely, Administrative Services.
Adam Skaggs, Governance.
Kelly Whitaker, Championships and Alliances.
ACTION ITEMS.

1. Legislative items.
   - None.

2. Nonlegislative items.
   a. Recommendation. That the following changes to championship administration be adopted as 2017-19 budget priorities:

<table>
<thead>
<tr>
<th>Sport</th>
<th>Change</th>
<th>Budget Impact</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Sports</td>
<td>Ground transportation for teams traveling by air</td>
<td>$380,000</td>
<td>2017-18</td>
</tr>
<tr>
<td>Individual Sports</td>
<td>Ground transportation for individuals traveling by air</td>
<td>$554,300</td>
<td>2017-18</td>
</tr>
<tr>
<td>Team Sports</td>
<td>Team travel party increases</td>
<td>$1,015,000</td>
<td>2017-18</td>
</tr>
<tr>
<td>MGO</td>
<td>Add one individual not on a team</td>
<td>$3,000</td>
<td>2017-18</td>
</tr>
<tr>
<td>MITF</td>
<td>Field size increase</td>
<td>$139,000</td>
<td>2018-19</td>
</tr>
<tr>
<td>WITF</td>
<td>Field size increase</td>
<td>$89,000</td>
<td>2018-19</td>
</tr>
</tbody>
</table>

   b. Effective date. 2017-19 championship years as specified.

   c. Rationale. NCAA staff briefed committee members on recent budget developments requiring further analysis by the committee to prioritize championship budget initiatives. In response to the update, committee members confirmed the budget priorities established during its February meeting (refer to February 7-8, 2017 meeting report) and agreed to extend the priorities to include the full funding of ground transportation for teams and individuals traveling to championships by air as well as increases to travel party sizes up to the levels they were before a 10 percent cut across all sports in 2014.

   In addition, the committee addressed recommendations from the men’s golf and men’s and women’s track and field and cross country committees to add individuals to the championship fields. The committee recommitted its support to add one individual to men’s golf championship to bring the total number of individuals invited to the championship to six. In addition to expanding participation, the increase will allow for a more equitable way to manage pairings. For indoor track and field, the field size increases will apply to both men and women and bring the sport within the targeted access ratio range for individual sports (i.e., 1:16 to 1:24 participating student-athletes).
d. Estimated budget impact. The budget impact is noted in the chart above.

e. Student-athlete impact. In men’s golf and men’s and women’s indoor track and field, the recommendations provide for expanded opportunities for student-athletes.

**INFORMATIONAL ITEMS.**

- None.

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

**Staff Liaisons:** Liz Turner Suscha, Championships and Alliances  
Maureen Harty, Academic and Membership Affairs

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**Division III Championships Committee**  
**March 15, 2017, Teleconference**

**Attendees:**
Corey Borchardt, Upper Midwest Athletic Conference.
Jennifer Chuks, Williams College; New England Small College Athletic Conference.
Susan Fumagalli Mahoney, Gettysburg College; Centennial Conference.
Julie Johnson, Ripon College; Midwest Conference.
Brit Katz, Millsaps College; Southern Athletic Association.
Michael Vienna, Emory University; University Athletic Association.
Joe Weber, University of Texas at Dallas; American Southwest Conference.
Gerald Young, Carleton College; Minnesota Intercollegiate Athletic Conference.

**Absentees:**
Bill Stiles, Alvernia University; Middle Atlantic Conference.

**Guests in Attendance:**
None.

**NCAA Staff Support in Attendance:**
Maureen Harty, Academic and Membership Affairs;
Laura Peterson-Mlynski, Championships and Alliances;
Liz Turner Suscha, Championships and Alliances.

**Other NCAA Staff Members in Attendance:**
John Kuzio, Championships and Alliances.
Louise McCleary, Division III Governance.
<table>
<thead>
<tr>
<th>Request Type</th>
<th>Sport</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bracket expansion supported by legislation</td>
<td>BSE</td>
<td>Bracket increase (56 to 58)</td>
</tr>
<tr>
<td></td>
<td>WGO</td>
<td>Bracket increase (22 to 26, pending final sponsorship review)</td>
</tr>
<tr>
<td></td>
<td>WIH</td>
<td>Bracket increase (8 to 9)</td>
</tr>
<tr>
<td></td>
<td>MLA</td>
<td>Bracket increase (34 to 36)</td>
</tr>
<tr>
<td></td>
<td>WLA</td>
<td>Bracket increase (40 to 42)</td>
</tr>
<tr>
<td>Reimbursement policy</td>
<td>Team Sports</td>
<td>Ground transportation for teams traveling by air</td>
</tr>
<tr>
<td></td>
<td>Ind Sports</td>
<td>Ground transportation for individuals traveling by air</td>
</tr>
<tr>
<td></td>
<td>Team Sports</td>
<td>Team travel party increase</td>
</tr>
<tr>
<td>Officiating - sport-specific</td>
<td>MBB</td>
<td>National coordinator of officials</td>
</tr>
<tr>
<td></td>
<td>WBB</td>
<td>National coordinator of officials</td>
</tr>
<tr>
<td></td>
<td>WVB</td>
<td>National coordinator of officials</td>
</tr>
<tr>
<td>Format change</td>
<td>MVB</td>
<td>Championships format (change from 8-team to 4-team at finals site)</td>
</tr>
<tr>
<td></td>
<td>MITF</td>
<td>Field size increase</td>
</tr>
<tr>
<td></td>
<td>WITF</td>
<td>Field size increase</td>
</tr>
<tr>
<td></td>
<td>MGO</td>
<td>Add one individual not on a team</td>
</tr>
</tbody>
</table>

| Sport-specific requests | MBB | Officials evaluator at all championship sites |
| | WBB | Officials evaluator at all championship sites |
| | FH | Officials radio communication system |
| | MIH | Video replay capability at finals site |
| | MIH | Fee for replay official |
| | MIH | Stipend for supervisor of officials at finals site |
| | WIH | Video replay capability at finals site |
| | WIH | Fee for replay official |
| | WIH | Stipend for supervisor of officials at finals site |
| | MWSD | Increase number of officials |
| | WVNB | Supervisor of officials |

| Add Individuals | MITF | Field size increase |
| | WITF | Field size increase |
| | MGO | Add one individual not on a team |
| | | $139,000 |
| | | $89,000 |
| | | $3,000 |

| Previously Approved Priorities | Per Diem | Team Sports | Per diem for hosts of nonpredetermined preliminary round ($30) |
| | | | $377,000 |
| | | Per Diem | Team Sports | Per diem for hosts of nonpredetermined preliminary round (increase by $5 to $35) |
| | | | $62,000 |
| | | Per Diem | All | Increase per diem to $95 |
| | | | $367,000 |
| | | Per Diem | All | Increase per diem to $100 |
| | | | $367,000 |
| | Officiating | Football | National coordinator of officials |
| | | | $5,000 |
| | | Field Hockey | Per diem for joint championships with DI/DII |
| | | | $11,160 |
| | Format change | Baseball | Championships format (add super regional round) |
| | | | $69,000 |
| | Format change | Rowing | Change at-large teams to full teams |
| | | | $28,000 |
| | Committee | Wrestling | Increase committee members by two |
| | | | $6,320 |
| | Format change | Wrestling | Mandate 2-day regionals as needed |
| | | | $18,000 |
| | Add Individuals | Women’s S/D | Increase field size |
| | | | $86,000 |

| | | Total Previously Approved Priorities | $898,480 |
| | | | $69,000 |
| | | | $429,000 |

yellow highlight = fund from surplus above and beyond mandated reserve
DIII Strategic Planning and Finance 03/17

### 75/25 Split plus Enhanced Champs Requests

**Assumptions:**
- Game Operations increases by X% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.
- Committee expenses increase by X% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.
- Reduction in Team Transportation expense estimate using 3-year average of actuals plus inflation rate noted below for FY2017-18.
- Team Transportation increases by X% each fiscal year based on cost per traveler analysis for FY2007-08 thru FY2015-16.
- Non-recurring, realized gains on investments due to liquidation for $200M one-time distribution and grants-in-aid settlement of $200M for 2016-17.
- Maintain 75%/25% ratio of championships to non-championships spending thru 2024 with draw on reserve to cover certain championships enhancements over the same period.

### The National Collegiate Athletic Association

#### Division III Budget Projections

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Actual*</th>
<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division III 3.18% Revenue Allocation</td>
<td>$29,639,760</td>
<td>$30,140,829</td>
<td>$30,852,829</td>
<td>$31,565,829</td>
<td>$32,312,829</td>
<td>$33,093,829</td>
<td>$33,876,829</td>
</tr>
<tr>
<td>Draw from DIII Reserve</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$1,569,300</td>
<td>$1,618,000</td>
<td>$1,668,000</td>
<td>$1,720,000</td>
</tr>
<tr>
<td>Additional Revenue from Membership Dues Increase</td>
<td>$</td>
<td>$</td>
<td>$1,010,010</td>
<td>$106,715</td>
<td>$1,274,135</td>
<td>$46,250</td>
<td></td>
</tr>
<tr>
<td>Division III Other Revenue</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$29,739,770</td>
<td>$30,247,544</td>
<td>$31,262,964</td>
<td>$33,700,579</td>
<td>$34,449,564</td>
<td>$35,280,529</td>
<td>$36,115,829</td>
</tr>
</tbody>
</table>

#### Expenses:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Div III Budget Projections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division III Budget Projections</td>
<td>4.9%</td>
<td>1.7%</td>
<td>2.4%</td>
<td>2.3%</td>
<td>2.4%</td>
<td>2.4%</td>
<td>2.4%</td>
<td>2.4%</td>
<td>2.4%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Total Supplemental Spending</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Division III Expenses</td>
<td>$26,293,076</td>
<td>$26,185,112</td>
<td>$29,256,709</td>
<td>$32,302,097</td>
<td>$33,287,603</td>
<td>$34,097,563</td>
<td>$35,174,701</td>
<td>$35,904,451</td>
<td>$36,517,262</td>
<td>$37,125,979</td>
</tr>
</tbody>
</table>

#### Notes:
1. Mandatory reserve is 50% of the annual DIII revenue allocation, including $5M insurance policy coverage beginning in fiscal year 2014-15.
2. Supplemental championships spending is earmarked for 1) individual team ground transportation at championship sites and 2) travel party increases to 2015 levels.
2016-17 ADR Institute Actual Expenses as of March 6, 2017

<table>
<thead>
<tr>
<th>Request</th>
<th># participants</th>
<th>Budget per individual</th>
<th>Budget</th>
<th>Actual</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel for participants</td>
<td>39</td>
<td>$500.00</td>
<td>$19,500</td>
<td>$15,387</td>
<td>This is the figure in the budget system to date. There remain speakers who need to submit for reimbursement. Expect this figure to go up by about $3,000</td>
</tr>
<tr>
<td>Travel for staff</td>
<td>2</td>
<td>$500.00</td>
<td>$1,000</td>
<td>$202</td>
<td>Muller Flight.</td>
</tr>
<tr>
<td>Lodging for participants, 3 nights</td>
<td>39</td>
<td>$750.00</td>
<td>$29,250</td>
<td>$29,406</td>
<td>Assumed hotel rate of $250/night. We ended up with 39 participants, but paid for 1-2 nights for select speakers.</td>
</tr>
<tr>
<td>Lodging for staff, 2 nights</td>
<td>2</td>
<td>$500.00</td>
<td>$1,000</td>
<td>$1,495</td>
<td>Muller hotel. (Kareti hotel should be charged to 360 Proof)</td>
</tr>
<tr>
<td>Meals - Wed. dinner</td>
<td>42</td>
<td>$75.00</td>
<td>$3,150</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meals - Thurs. breakfast</td>
<td>42</td>
<td>$42.00</td>
<td>$1,764</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meals – Thurs. lunch</td>
<td>42</td>
<td>$80.00</td>
<td>$3,360</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thurs. Reception</td>
<td>70</td>
<td>$5,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall Meal Expenses</td>
<td></td>
<td></td>
<td>$14,782</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>50</td>
<td>$25.00</td>
<td>$1,250</td>
<td>$715</td>
<td>These are consulting fees August through February. Also includes time to prepare ADR luncheon and presentation for NASPA Annual Conference</td>
</tr>
<tr>
<td>Consultant fees</td>
<td></td>
<td>$10,000</td>
<td>$12,562</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NCAA Convention registration fee waiver</td>
<td>43</td>
<td>$250.00</td>
<td>$10,750</td>
<td>$10,000</td>
<td>We should be paying for 39 attendees and one speaker (40 total). We had several no shows and last minute cancellations.</td>
</tr>
<tr>
<td>AV and other Miscellaneous</td>
<td></td>
<td>$6,000</td>
<td>$6,127</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>$87,024</td>
<td>$90,676</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Overall budget = $90,000
2017 Evaluation Results

1. Please evaluate the overall institute experience

31: Well worth my time
1: Just Acceptable
0: Wish I would have stayed home
1: Didn't respond

2. What content piece or part of the agenda do you think will be most valuable to you as an ADR?

Check all that apply:
6: DIII Philosophy
17: Examining the “Communications Triad”- Washington & Jefferson Panel
9: Conference Office Engagement
15: NCAA 101: Governance, Committee Service and Compliance Expectations
14: Defining Success and Managing Staff Expectations- Berry College Panel
21: Is the Athletics Budget a Unicorn?
15: ADR Luncheon and Workshop on Inclusive Hiring Practices
7: Student-Athlete Well-Being
16: Athletics Director Panel
17: Presidential Panel
17: Round Table Discussions
1: Other (please write in):
  - Peer Connections

3. What content piece or part of the agenda do you think will be least valuable to you as an ADR?

Check all that apply:
5: None
4. **What other topics should be included in future institutes?**

- Transgender
- SWA role and relationship with ADR
- More ideas on fundraising
- Building relationships with faculty
- Student conduct- Values alignment between the Institution/student affairs and athletics.
- Fan management/sportsmanship
- How can we better develop the AD for their next job/role.
- Overview on recruitment best practices for ADRs, sports that could be challenging to recruit.
- Create and share a list of ADRs in NCAA divided by conference.
- ADR role in institutional and department strategic planning (model, tools, etc).
- Campus wide integration
- Diversity and inclusion best practices
- More time for student-athlete well-being
  - Risk management (AOD, hazing, fan behavior)
- Benchmarking with other institutions on budget, headcount, retention, diversity
- Managing a presidential transition
- Those grey area “compliance” issues. For example, dedicated mental health counselor, preferred housing, etc.
- Substitute/add the chief enrollment, VPSA, Provost, VPIA to “the triad” and explore ADR and AD roles/interactions with them.
- Managing and leading change as ADR- personal research interest of mine. The more we learn and discuss, the better we can be at this. Happy to help develop this for future. From Kate Kenny, Wheaton MA.
- Maybe philanthropy/fundraising as its own session- especially for an institution without a lot of resources.

**Please indicate your level of agreement with the following statements:**

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Avg. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>My experience at the ADR Institute has empowered me with an understanding of best practices to oversee and manage athletics departments.</td>
<td>1</td>
<td>17</td>
<td>14</td>
<td>4.41</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>I am leaving with specific ideas about how to create a triad of communication between athletics directors, presidents and ADRs as well as Faculty Athletics Representatives (FARs).</td>
<td>3</td>
<td>13</td>
<td>15</td>
<td>4.49</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>My experience at the ADR Institute has positioned me to become a key institutional liaison to the athletics</td>
<td>2</td>
<td>17</td>
<td>13</td>
<td>34</td>
<td></td>
</tr>
</tbody>
</table>
department and the student-athlete.

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>My experience at the ADR Institute has inspired me to get more involved in conference business.</td>
<td>3</td>
<td>8</td>
<td>9</td>
<td>11</td>
<td>82</td>
</tr>
<tr>
<td>9</td>
<td>I am leaving with specific ideas that I can implement this year to more effectively support my president in his or her responsibility to maintain final authority over the conduct of intercollegiate athletics.</td>
<td>3</td>
<td>4</td>
<td>14</td>
<td>38</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>My experience at the Institute has empowered me to build strong faculty and staff advocacy on behalf of the student-athlete and the Division III model of intercollegiate athletics.</td>
<td>1</td>
<td>11</td>
<td>4</td>
<td>6</td>
<td>78</td>
</tr>
<tr>
<td>11</td>
<td>I am leaving with an awareness of NCAA postgraduate scholarships, funded programs and student-athlete well being resources.</td>
<td>4</td>
<td>7</td>
<td>6</td>
<td>5</td>
<td>69</td>
</tr>
<tr>
<td>12</td>
<td>Networking with other ADRs has enhanced my understanding of the role.</td>
<td>4</td>
<td>1</td>
<td>17</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>My experience at the ADR Institute has inspired me to seek involvement in the NCAA governance structure.</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>9</td>
<td>97</td>
</tr>
<tr>
<td>14</td>
<td>My experience at the ADR Institute has inspired me to attend future NCAA Conventions.</td>
<td>5</td>
<td>16</td>
<td>10</td>
<td>16</td>
<td></td>
</tr>
</tbody>
</table>

15. **How would you describe your experience at the Institute?**
   - Well worth the time, resources and commitment
   - Very good overall. Networking and hearing others discuss budgets was especially useful.
   - Very positive, giving me access to resources and growth opportunities to better position athletics.
   - Very well. Informative and insightful. I am thankful for the opportunity to be present and learn from colleagues.
   - Great content. Too much squeezed into 1 1.2 days. Perhaps prune the content or make it a two day experience.
   - My experiences as an ADR has improved significantly since I started attending the Convention 8 years ago.
   - The Institute provided a wonderful opportunity to interact with colleagues in an open environment that facilitated important discussions.
   - Excellent. Productive. Appreciate the networking opportunities and exchange of information.
   - Outstanding experience. Continued involvement over time as a refresher would be an excellent idea.
   - Excellent Love the networking that occurred/was established.
Excellent organizational structure, variety and expertise was on display.

Enrichment experience.

Excellent

Reaffirmed what I do. Been very helpful in providing more context and broader perspectives on issues. Networking powerful and essential.

Great experience wonderful intro to NCAA.

Very well organized with relevant content. The presenters were experts with relevant content and engaged us well with case studies.

Extremely worthwhile and a quality program.

Phenomenal- this was a very positive experience.

Excellent. Well worth my time and will encourage other ADRs in my conference to attend.

Very helpful.

Excellent- timely info, great networking, enlightening!

Great!

Very appreciate of the NCAA’s investment in me and my university. I would recommend the Institute to other ADRs.

Excellent- hope all ADRs can cycle through this.

Extremely positive, with concrete take aways I will be able to pursue immediately when I return to campus.

Well worth the time. Very well organized and gave me a lot to think about and consider. Great ideas about how to engage more and to stay engaged. Best practices and striving for excellence was valuable to see throughout!

Very good. The networking is great.

A quality experience that was well designed and is a valuable DIII investment.

Useful information. Was disappointed there wasn’t an opportunity to discuss “hot topics”. Yes, this can be done through networking, but something more formal would have been helpful. I am working to address this through networking. We were asked to submit suggestions, but based on the agenda, it doesn’t appear any topic suggestions were incorporated.

16. Other comments

Excellent leadership. Well balanced group of attendees!

Well Organized and managed. Thank you!

Well done!

Maybe too many roundtable discussions.

Thank you!

A somewhat minor point in the scheme of things, but water (not just soda) would have been nice to have in the room.

Well administered and executed.

Longer breaks- 10 to 20 minutes

Better management of time/presenters- felt rushed but great content

Budget session was amazing!
Please require presenters to use a microphone- some folks believe they are speaking loudly but for those with hearing difficulties it is important to have the amplification.

Overall thoughts on convention- more breakout/relevant sessions for ADRs to attract them to attend.

Plan a 5-years out event for those first few program years.

Perhaps tables organized by institutional position- I would have liked to talk more to other provosts.

ADR lunch should have been a session- was hard to have in-depth discussion over lunch.

Would have been nice to have the budget handouts to make notes.

Great work- time invested in planning was evident. Really excellent job- thank you!

Thank you NCAA for the opportunity to attend a highly relevant and enjoyable Institute. There is so much I have learned, including an awareness of what I still need to learn.

Great conversations!

Thank you for your generosity in bringing us here. Would have liked to have the participants’ information ahead of time- a breakdown of institutional context- coed, public/private, geography, size, ADR’s position, ect. Might ask participants ahead of time about their specific challenge, and pair them up with other ADRs who have dealt with it.

Maybe combine NCAA 101 and Conference office engagement? Maybe combine AD and Presidential Panel?

Funding for our travel, registration and hotel must remain or the Institute will dwindle.
## 2017 Student Immersion Program

<table>
<thead>
<tr>
<th>Request</th>
<th># participants</th>
<th>Budget per individual</th>
<th>Budget</th>
<th>Actual</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel for participants</td>
<td>42</td>
<td>$ 500</td>
<td>$21,500</td>
<td>$14,404</td>
<td></td>
</tr>
<tr>
<td>Lodging for max. 2 nights (2 per room)</td>
<td>42</td>
<td>$250/night</td>
<td>$11,000</td>
<td>$16,500</td>
<td>hotel rate is $250/night - 2 to a room so 20 doubles and 2 singles</td>
</tr>
<tr>
<td>Meals - Wed. snack (participants)</td>
<td>42</td>
<td>$1,150</td>
<td></td>
<td>$718</td>
<td>snack = $566 and $152 in drinks</td>
</tr>
<tr>
<td>Meals - Thurs. breakfast (participants and mentors)</td>
<td>65</td>
<td>$3,000</td>
<td></td>
<td>$3,094</td>
<td></td>
</tr>
<tr>
<td>Meals – Sat. box lunch (participants and mentors)</td>
<td>65</td>
<td>$3,000</td>
<td></td>
<td>$2,760</td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>50</td>
<td>$40</td>
<td>$2,000</td>
<td>$1,526</td>
<td></td>
</tr>
<tr>
<td>NCAA Convention registration fee waiver</td>
<td>42</td>
<td>$25</td>
<td>$1,050</td>
<td>$1,050</td>
<td></td>
</tr>
<tr>
<td>Honorarium</td>
<td>42</td>
<td>$150</td>
<td>$6,300</td>
<td>$6,300</td>
<td></td>
</tr>
<tr>
<td>Honors tickets</td>
<td>42</td>
<td></td>
<td>$840</td>
<td>$840</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td></td>
<td>$5,160</td>
<td>$3,307</td>
<td>audio visual</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>$55,000</td>
<td>$50,499</td>
<td></td>
</tr>
</tbody>
</table>
At the conclusion of the NCAA Division III Student Immersion Program, held January 18 – 21, 2017, the participants filled out a brief feedback survey that included six rating questions and seven open-ended questions. Overall, thirty-seven participants provided their input. The summary of their comments can be found below.

<table>
<thead>
<tr>
<th>Overall</th>
<th>Very Helpful</th>
<th>Somewhat Helpful</th>
<th>Not Helpful</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>How helpful was the Division III Student Immersion Program Welcome Session?</td>
<td>30</td>
<td>6</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>How informative did you find the content of the welcome binder materials?</td>
<td>33</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>How informative and/or helpful did you find the goal-setting breakfast?</td>
<td>23</td>
<td>13</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>How informative and/or helpful did you find the DiSC Session?</td>
<td>35</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>How helpful was it to have an assigned mentor?</td>
<td>29</td>
<td>8</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>How helpful was the program in building your confidence to pursue a career in athletics administration or coaching?</td>
<td>26</td>
<td>10</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

Briefly, tell us your thoughts on the selection process and the correspondence you received pre-convention:

A large majority of the participants stated positive things about the selection process and the correspondence they received. Many shared that they felt they knew what to expect thanks to clearly stated expectations and checklists. Several said the application forced them to reflect and hone in on what they really want in a career. The fast pace of the selection process and the fact that participants were nominated were thought to be positive things. Email communication from the NCAA was clear and direct.

Briefly, identify any expectations met or not met with your assigned mentors:

Many participants stated their expectations were met. The most common met expectations included mentors serving as resources and guides during the convention. In addition to that, participants noted they received help with communicating with administrators who were present at convention, which they expected. Several participants were excited about their mentors meeting their expectations about helping set goals and a path to achieve those goals with the participants. The most common expectations which were not met were that participants wanted more time with their mentor during the convention.
Briefly, identify and expectations met or not met during the Division III Student Immersion Program:

Participants’ expectations were largely met. Many hoped to meet people and make connections in the group and with administrators in the membership. A majority said that occurred. While some were surprised by the large number of networking opportunities, still others expected more opportunities to get the attention of busy convention attendees. Several were pleased their expectations of learning more about how the NCAA and Division III operate were met. A significant number of participants believed there was going to be more opportunities to talk about what it is like for minority students on campus and what the NCAA was doing to diversify its administrator composition.

Recommendations for future Student Immersion Programs:

Multiple participants offered the following recommendations for future programs:

- Include better session descriptions to aid in schedule decision making;
- Expand the program beyond the current four days;
- Have greater focus on diversity-related topics;
- Allow for more time with mentors;
- Provide additional guidance for how to begin a career in athletics; and
- Provide additional guidance on which non-required sessions to attend.

Was the information presented in a useful format?

Participants stated that information was presented to them in a useful format. Many noted the great interactive sessions which were specific to the Student Immersion Program as being helpful. Some stated that general education sessions they attended were not as helpful because of the presentation style used.

Do you feel more prepared to start a career in Division III athletics?

Most participants stated they do feel more prepared. Several stated their confidence levels have increased. Some shared they feel more informed than prepared because they need to get hands-on experience to be prepared. A few shared they do not feel more prepared because they do not have clearly defined next steps to take to get their start in the industry.

General Comments:

Many participants offered their thanks for the opportunity to attend. Several asked to continue programming for this group in the future at convention or other programs because they formed such close bonds. The desire for additional student-focused programming was mentioned by several participants.
NCAA Division III
Student Immersion Program Mentors’ Feedback Summary

After the NCAA Division III Student Immersion Program, held January 18 – 21, 2017, the mentors filled out a brief feedback survey that included four rating questions and six open-ended questions. Overall, thirteen participants provided their input. The summary of their comments can be found below.

<table>
<thead>
<tr>
<th>Overall</th>
<th>Very Helpful</th>
<th>Somewhat Helpful</th>
<th>Not Helpful</th>
<th>No Opinion</th>
</tr>
</thead>
<tbody>
<tr>
<td>How helpful was the Division III Student Immersion Program Welcome Session?</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>How informative and/or helpful did you find the goal-setting breakfast for your mentees?</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>How helpful do you believe it was for students to have an assigned mentor?</td>
<td>12</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>How helpful do you believe the program was in building your mentees’ confidence to pursue a career in athletics administration or coaching?</td>
<td>10</td>
<td>2</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

**Briefly, identify any expectations met or not met with your assigned mentees:**

Many mentors stated their expectations were met. Several stated that their mentees were interested in athletics administration. Expectations which were not fully met include participants being slow to reach out to mentors before convention. Additionally, several mentors thought there would be more interest from mentees to interact with their mentors during convention, specifically to help the mentees network during the event.

**Briefly, identify any expectations met or not met during the Division III Student Immersion Program:**

Many mentors thought there may be more time to interact with the program participants throughout convention. Several stated they only interacted during the breakfast and the closing session. Some were unaware of the goal of the mentorship continuing past convention. Others stated their expectations were met.

**Recommendations for future Student Immersion Programs:**

The mentors largely suggested more of what was already offered. Many asked for more time with their mentees throughout convention. Several specifically asked for an opportunity to connect on a more casual, personal level while getting to know their mentees. A few suggested that more activities should be
mandatory for the triads to attend together. Other suggestions include connecting the mentees with their respective ADs and other conference administrators, connect with MOAA, having the mentors involved in the DiSC session, and allowing for more lead time for introductions to be made ahead of convention.

As we seek new mentors for Student Immersion Programs, what should we highlight about the experience?

Several mentors stated the ability to give back and help shape the future of Division III intercollegiate athletics as a talking point to use. Others stated the potential for ongoing mentorship after convention and the strength of the bonds which were made with the group during convention. Additionally, it was stated that serving as a mentor is a valuable professional experience which could be used to demonstrate commitment to connecting with students.

Do you believe your mentees’ participation in the Student Immersion Program has increased their interest in a career in Division III athletics?

A majority of mentors stated their mentees’ interest increased, some by a great amount. There were some who shared that their mentees said they were not interested in athletics as a career.

General Comments:

Many mentors offered their thanks for the opportunity to participate in the program and offered to participate again in the future. Suggestions offered include having the mentees interact with Division III grant recipients and encouraging more interactions during convention with the triads.
Selected Findings from the 2016 Division II Perceptions Research

Division III
Strategic Planning and Finance Committee
March, 2017

Survey Item

Of the statements below, please select which division of the NCAA (Division I, Division II, or Division III) it best describes.

• “None” was an option.
• 17 items overall.
• 11 items highlighted in this report.
Sample

<table>
<thead>
<tr>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>HS Student-Athletes</td>
<td>1,724</td>
</tr>
<tr>
<td>HS Administrators</td>
<td>804</td>
</tr>
<tr>
<td>Coaches</td>
<td>839</td>
</tr>
<tr>
<td>HS Athletics Administrators</td>
<td>249</td>
</tr>
<tr>
<td>Guidance Counselors</td>
<td>2,228</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,844</strong></td>
</tr>
</tbody>
</table>

- Could hold multiple titles; used first title listed.
- Geographically representative.
- Coaches not representative across sports (60% basketball).
- Student-athletes representative across sports.
- Two-thirds or more across all groups reported familiarity or strong familiarity with the NCAA.

Report Format

Range

- 1%-24%
- 25%-49%
- 50%-74%
- 75%-100%

Item
### Best Describes Division III

<table>
<thead>
<tr>
<th>Position</th>
<th>Athletics is Most Important</th>
<th>Academics is Most Important</th>
<th>Competition is Very Fierce</th>
<th>Competition is Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Administrator</td>
<td>2%</td>
<td>67%</td>
<td>2%</td>
<td>43%</td>
</tr>
<tr>
<td>Coach</td>
<td>1%</td>
<td>73%</td>
<td>2%</td>
<td>42%</td>
</tr>
<tr>
<td>Athletics Administrator</td>
<td>1%</td>
<td>72%</td>
<td>2%</td>
<td>30%</td>
</tr>
<tr>
<td>Guidance Counselor</td>
<td>1%</td>
<td>57%</td>
<td>1%</td>
<td>47%</td>
</tr>
<tr>
<td>HS Student-Athlete</td>
<td>2%</td>
<td>55%</td>
<td>2%</td>
<td>66%</td>
</tr>
</tbody>
</table>

### Best Describes Division III

<table>
<thead>
<tr>
<th>Position</th>
<th>Winning at All Cost</th>
<th>Play for the Love of the Game</th>
<th>Go on to be Professional Athletes</th>
<th>Go on to be Business and Community Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Administrator</td>
<td>1%</td>
<td>71%</td>
<td>5%</td>
<td>28%</td>
</tr>
<tr>
<td>Coach</td>
<td>1%</td>
<td>73%</td>
<td>4%</td>
<td>34%</td>
</tr>
<tr>
<td>Athletics Administrator</td>
<td>1%</td>
<td>81%</td>
<td>4%</td>
<td>35%</td>
</tr>
<tr>
<td>Guidance Counselor</td>
<td>1%</td>
<td>64%</td>
<td>1%</td>
<td>26%</td>
</tr>
<tr>
<td>HS Student-Athlete</td>
<td>1%</td>
<td>36%</td>
<td>1%</td>
<td>27%</td>
</tr>
</tbody>
</table>
Best Describes Division III

<table>
<thead>
<tr>
<th>Position</th>
<th>Graduating is Top Priority</th>
<th>A Balance of Athletics and Academics</th>
<th>A Social Life Beyond Athletics</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Administrator</td>
<td>60%</td>
<td>33%</td>
<td>52%</td>
</tr>
<tr>
<td>Coach</td>
<td>65%</td>
<td>30%</td>
<td>45%</td>
</tr>
<tr>
<td>Athletics Administrator</td>
<td>62%</td>
<td>36%</td>
<td>48%</td>
</tr>
<tr>
<td>Guidance Counselor</td>
<td>56%</td>
<td>30%</td>
<td>53%</td>
</tr>
<tr>
<td>HS Student-Athlete</td>
<td>48%</td>
<td>14%</td>
<td>39%</td>
</tr>
</tbody>
</table>

Composite Profile

**Division I**
- Athletics is most important
- Competition is very fierce
- Winning at all costs
- Go on to be professional athletes

**Division II**
- Go on to be business and community leaders
- A balance of athletics and academics

**Division III**
- Academics is most important
- Competition is low
- Play for the love of the game
- Graduating is top priority
- Social life beyond athletics
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
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

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<th>Teleconference date: February 2, 2017</th>
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<tr>
<td><strong>Attendees:</strong></td>
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<tr>
<td>Nnenna Akotaobi, Swarthmore College</td>
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<td>Heather Benning, The Midwest Conference</td>
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<td>Keith Brandon, Penn State University, Abington</td>
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<td>Gerard Bryant, John Jay College of Criminal Justice</td>
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<td>Javier Cevallos, Framingham State University</td>
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<td>Jason Fein, Drew University</td>
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<td>Joe Onderko, Presidents Athletic Conference</td>
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<td>Dan Schumacher, University of Wisconsin, Eau Claire</td>
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<td>Jason Verdugo, Hamline University</td>
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<td>Natalie Winkelfoos, Oberlin College</td>
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<td>Nicolle Wood, Salem State University</td>
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<td><strong>Absentees:</strong></td>
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<tr>
<td>Jessica Jean, John Jay College of Criminal Justice</td>
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<td><strong>NCAA Staff Support in Attendance:</strong></td>
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<td>Louise McCleary, Sonja Robinson, Nicole Hollomon, and Amy Wilson.</td>
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<td><strong>Other in Attendance:</strong></td>
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REPORT OF THE
NCAA DIVISION III FACULTY ATHLETICS REPRESENTATIVE
ENGAGEMENT WORKING GROUP
FEBRUARY 17, 2017, TELECONFERENCE

KEY ITEMS

- None.

ACTION ITEMS

- None.

INFORMATIONAL ITEMS

1. **Welcome.** The NCAA Division III FAR Engagement Working Group commenced business at 2:30 p.m. Eastern time Friday February 17, 2017.

2. **Acceptance of the December 12, 2016 Report.** The working group reviewed and accepted the report from the December 12, 2016 meeting of the working group.

3. **Review of potential components of engagement.** Eric Hartung presented the latest draft of the inventory of components of engagement that the working group will consider as they continue their work. The group was reminded that this is a “living document” and revisions should be expected.

4. **Discussion of data collection options.** The group discussed various modes of data collection including surveys, focus groups and document requests. This item led into a discussion of work teams.

5. **Creation of work teams.** The group agreed to divide into work teams; each dedicated to a particular area of focus – engagement at the campus level, engagement at the conference level and engagement at the national level.

   - **Campus Level:** Michelle Walsh, Dennis Leighton, Cheryl Stuntz, Rosa Riccobono
   - **Conference Level:** Brad Bankston, Les Canterbury, Scott Kilgallon, Nancy Hubbard, Ellen Faszewski
   - **National Level:** Kurt Beron, Dan Fisher, Karen Tompsoon-Wolfe

6. **Next steps.** Action plans will be distributed to each work team in the coming weeks and the next teleconference of the working group will be scheduled.
7. **Adjournment.** The meeting adjourned at 3:05 p.m.

*Staff Liaison: Eric Hartung, Research*

| NCAA DIVISION III FACULTY ATHLETICS REPRESENTATIVE ENGAGEMENT WORKING GROUP |
| --- | --- |
| **Attendees** | **Absentees** |
| Brad Banskton, Old Dominion Athletic Conference | Rosamaria Riccobono, Eastern Connecticut State University |
| Kurt Beron, University of Texas, Dallas | Karen Tompson-Wolfe, Westminster College (MO) |
| Les Canterbury, University of Redlands | Michelle Walsh, Vassar College |
| Ellen Faszewski, Wheelock College | |
| Dan Fisher, Landmark Conference | |
| Nancy Hubbard, Goucher College | |
| Scott Kilgallon, Webster College | |
| Dennis Leighton, University of New England | |
| Cheryl Stuntz, St. Lawrence University | |

**NCAA Staff Support in Attendance:**

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<th>Erie Hartung and Michael Miranda</th>
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**Other NCAA Staff Members in Attendance:**

| Louise McCleary |
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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<th>Attendees</th>
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<tr>
<td>Christopher Deddo, State University of New York Maritime College</td>
<td>Malcolm Huggins, State University of New York at Oswego</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>Kyrstine 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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<td>Jess Duff, NCAA</td>
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<td>Louise McCleary, NCAA</td>
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<td>Jean Orr, NCAA</td>
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### Proposal No. 2017-1 (2-1) - NCAA MEMBERSHIP -- CONDITIONS AND OBLIGATIONS OF MEMBERSHIP -- INDEPENDENT MEDICAL CARE

**Intent.** To specify that an active member institution shall: (1) establish an administrative structure that provides independent medical care and affirms the unchallengeable autonomous authority of primary athletics health care providers (team physicians and athletic trainers) to determine medical management and return-to-play decisions related to student-athletes; and (2) designate an athletics healthcare administrator to oversee the institution's athletic health care administration and delivery.

**Source.** NCAA Division III Presidents Council [Management Council (Committee on Competitive Safeguards and Medical Aspects of Sports)].

**Effective Date.** August 1, 2017

**Rationale.** The NCAA Principle of Health and Safety makes it the responsibility of institutions to protect the health of, and provide a safe environment for student-athletes. As a continuum of Inter-Association Consensus: Independent Medical Care for College Student-Athlete Guidelines, this proposal supports this principle and requires further administrative controls in the delivery of integrated sports medicine and athletic training services. Specifically, this proposal addresses the issue of medical providers at institutions having unchallengeable autonomous authority to determine medical management and return-to-play decisions of student-athletes. Further, the administrative structure should ensure that no coach serve as the sole supervisor for any medical provider, nor have sole hiring, retention, and dismissal authority over that provider. This is an issue facing institutions that directly impacts the health and well-being of student-athletes and this proposal will help ensure that appropriate medical care controls and authority exist.

**ADOPTED**
### Proposal No. 2017-2 (2-4) - ELIGIBILITY -- GRADUATE AND POSTBACCALAUREATE TRANSFERS

**Intent.** To permit a graduate student to participate in intercollegiate athletics at the institution of his or her choice.

**Source.** Wisconsin Intercollegiate Athletic Conference and Little East Conference.

**Effective Date.** August 1, 2017

**Rationale.** Current legislation permits a graduate or postbaccalaureate student to participate only at the institution from which the student-athlete received his or her undergraduate degree. This legislation is overly restrictive in that it prohibits student-athletes who have already achieved the primary goal of collegiate enrollment (i.e., the attainment of an undergraduate degree) from continuing to pursue athletics endeavors while simultaneously progressing toward a postgraduate degree and the ultimate fulfillment of their academic and career goals. Currently, student-athletes on the verge of earning a baccalaureate degree with both seasons of participation and terms of attendance remaining must either delay graduation or potentially enroll in a graduate program that is not consistent with their career aspirations in order to continue their athletics participation.

**ADOPTED**

### Proposal No. 2017 – 3 (2-5) - FINANCIAL AID FROM OUTSIDE SOURCES THAT CONSIDER ATHLETICS LEADERSHIP, ABILITY, PARTICIPATION OR PERFORMANCE -- RESTRICTION ON RECIPIENT'S CHOICE OF INSTITUTIONS

**Intent.** To amend the limitations of outside financial aid awards to preclude the donor of an outside aid award that considers athletics leadership, ability, participation or performance from restricting the recipient to attend a specific institution.

**Source.** NCAA Division III Presidents Council [Management Council (Financial Aid Committee)].

**Effective Date.** August 1, 2017

**Rationale.** Current legislation allows Division III student-athletes to receive a financial aid award from an outside source that considers athletics leadership, ability, participation or performance, provided a variety of conditions are met. One of those conditions precludes the student-athlete's choice of institutions from being restricted, in any way, by the donor of the aid. This requirement precludes a student-athlete from receiving such an award that must be used within the student-athlete's home state or even within Division III. Amending that requirement to allow these outside awards, as long as the student-athlete is not restricted to attend a single institution allows student-athletes additional flexibility to receive outside awards without subverting the integrity of the outside aid legislation.

**DEFEATED**
Proposal No. 2017-4 (2-6) - PLAYING AND PRACTICE SEASONS -- GENERAL PLAYING SEASON REGULATIONS -- STANDARDIZATION OF ANNUAL CONTEST AND DATE OF COMPETITION EXEMPTIONS

**Intent.** To standardize annual contest and date of competition exemptions. Specifically, to allow each sport to exempt participation in the following: (1) conference championship; (2) season-ending tournament; and (3) two scrimmages, exhibitions or joint practices. Additionally, to allow the two scrimmages, exhibitions or joint practices to occur prior to the first permissible contest date in all sports other than wrestling.

**Source.** NCAA Division III Management Council.

**Effective Date.** August 1, 2017

**Rationale.** Current annual contest and date of competition exemptions vary dramatically from one sport to the next, which creates an administrative burden for institutional staff charged with overseeing compliance with playing seasons legislation. Allowing each sport to continue to exempt conference and season-ending championship (e.g., NCAA championship) participation would maintain the most commonly used annual exemptions. Eliminating all other annual and sport-specific exemptions while permitting each sport to exempt two scrimmages, exhibitions or joint practices would standardize contest and date of competition exemptions across sports, without negatively impacting the sports that use those current exemptions. Sports with a nontraditional segment would continue to be permitted to exempt an alumni contest occurring during the nontraditional segment; the alumni contest would be the only exemption permitted during the nontraditional segment and those institutions would be required to count the alumni contest as one of their two scrimmages, exhibitions or joint practices. Lastly, allowing the scrimmages, exhibitions or joint practices to occur prior to the first contest date allows institutions to use those competitions as preparation for the regular season. Wrestling would continue to be precluded from competing prior to its first permissible contest date based on the rationale for Proposal 2011-12.

ADOPTED
### Proposal No. 2017-5 (2-8) - PLAYING AND PRACTICE SEASONS -- FIELD HOCKEY AND LACROSSE -- PRESEASON JOINT PRACTICE, SCRAMMAGE OR EXHIBITION -- EXEMPTION FROM MAXIMUM CONTEST AND DATE OF COMPETITION LIMITATIONS

**Intent.** To allow field hockey and lacrosse teams to conduct an exempted scrimmage, exhibition or joint practice with outside competition prior to the first permissible contest or date of competition.

**Source.** Middle Atlantic Conferences, Empire 8 and Great Northeast Athletic Conference.

**Effective Date.** August 1, 2017

**Rationale.** At the 2015 Convention, the membership adopted Proposal 2015-13, which established an exempted preseason scrimmage, exhibition or joint practice in the sports of soccer and women's volleyball. Because the conference sponsor of Proposal 2015-13 does not sponsor lacrosse or field hockey, neither of those two sports were included in the proposal. Field hockey and lacrosse are very similar to soccer and should be treated in the same fashion. Thus, field hockey and lacrosse should be afforded the opportunity for a preseason exemption that is already available to soccer. This proposal creates consistency between similar sports, which will ease administrative and tracking burden on institutional campuses.

**MOOT SINCE Proposal No. 2017-4 was Adopted**

### Proposal No. 2017-6 (2-7) - PLAYING AND PRACTICE SEASONS -- GENERAL PLAYING SEASON REGULATIONS -- REQUIRED DAY OFF FOR TRACK AND FIELD INDOOR/OUTDOOR AND SWIMMING AND DIVING

**Intent.** To eliminate the requirement that the mandatory day off for track and field and swimming and diving programs be the same day for every student-athlete.

**Source.** Minnesota Intercollegiate Athletic Conference and Heartland Collegiate Athletic Conference.

**Effective Date.** Immediate.

**Rationale.** Currently, the required day off must apply to each team as a whole. Division III indoor and outdoor track and field and swimming and diving teams have difficulty accommodating the number of different disciplines within the sports and the distinct training regimes amongst those disciplines. A number of variables go into planning practices and athletically related activities for these two sports. Allowing institutions the flexibility to schedule athletically related activities independently for each student-athlete will minimize challenges such as limited facility availability, staffing concerns, and student-athlete class schedule conflicts without increasing the time demands on individual student-athletes. Additional flexibility to accommodate each student-athlete's individual schedule and training requirements will also prevent injuries. An immediate effective date will allow institutions to take advantage of more appropriate scheduling practices during the spring of 2017.

**ADOPTED**
### Proposal No. 2017-7 (2-3) - RECRUITING -- TRYOUTS AND CAMPS AND CLINICS -- DEREGULATING CAMPS AND CLINICS

**Intent.** To deregulate the tryout events and camps and clinics legislation to allow institutions to host or conduct events involving prospective student-athletes, provided those events are: (1) open to the general public; and (2) do not offer free or reduced admission to prospective student-athletes.

**Source.** North Coast Athletic Conference, Landmark Conference and Middle Atlantic Conferences.

**Effective Date.** Immediate.

**Rationale.** Camps and clinics provide benefits to institutions and conveniences to prospective student-athletes; they are one of the most effective recruiting tools for any institution. Additionally, athletic departments and athletics staff can realize revenue and income from these events. Much confusion exists surrounding the application of the existing legislation and the nuances in the legislation do little to minimize recruiting advantages or demand on prospective student-athletes. This proposal would allow for instruction, practice-type activities and competition amongst prospective student-athletes without the unnecessary restrictions that exist in the current legislation. This proposal would continue to require that events involving prospective student-athletes are open to the general public and could not offer free or reduced admission to prospective student-athletes. Additionally, institution-hosted events would continue to be precluded from offering recruiting or scouting services. Maintaining those limited restrictions while eliminating all other existing criteria related to camps and clinics will make it easier for institutions to productively host events involving prospective student-athletes without opening the door for abuse. An immediate effective date will allow institutions to take advantage of the more reasonable restrictions beginning in 2017.

| ADOPTED |
### Proposal No. 2017-8 (2-9) - MEMBERSHIP -- PROVISIONAL OR RECLASSIFYING MEMBERSHIP -- CLASS SIZE AND ASSIGNMENT -- PROVISIONAL PROGRAM SIZE LIMIT

**Intent.** To limit the total number of participants in the provisional or reclassifying membership program to not more than 12 institutions.

**Source.** NCAA Division III Management Council (Membership Committee).

**Effective Date.** August 1, 2017

**Rationale.** Setting a maximum limit on the number of institutions in the provisional or reclassifying membership process will improve the quality of attention and service provided to each participating institution. Limiting the number of institutions in the process to 12 will allow each institution to have an experienced mentor by allowing new membership committee members the opportunity to spend one year on the committee before being assigned to mentor an institution in the provisional program. The change also eliminates the need to average class sizes at four per year if, at any time, a waiver for more than four institutions is granted. Participant institutions in the exploratory year would not be included in calculations of the limit. A waiver of the class or program limits would still be available in special circumstances.

### Proposal No. 2017-9 (2-2) - LEGISLATIVE AUTHORITY AND PROCESS -- AMENDMENT PROCESS -- RECONSIDERATION -- ELIMINATE WINDOW OF RECONSIDERATION AND PROHIBIT ADDITIONAL RECONSIDERATION

**Intent.** To eliminate the opportunity to reconsider an amendment following confirmation of an affirmative or negative vote on that amendment by the presiding officer.

**Source.** Minnesota Intercollegiate Athletic Conference and Southern California Intercollegiate Athletic Conference.

**Effective Date.** August 1, 2017

**Rationale.** The window of reconsideration for items just debated and voted on is unnecessary. Voting delegates have ample time to research and determine their institutional opinion, debate the merits, and cast informed final votes on proposals. Allowing any additional opportunity to discuss and revote on a previously decided proposal is superfluous. The window of reconsideration provides opportunities for unethical voting. Many delegates may depart after an initial vote on Convention proposals; as a result, a delegate could strategically vote on the prevailing side of a proposal with the intent to use the window of reconsideration to take advantage of the change in the composition of the room and reverse the outcome on the proposal. Removing the window of reconsideration and any additional opportunity to request a revote will be a positive change and will streamline the business session at Convention.

**ADOPTED**
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 inseason 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 inseason 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.31-33 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.34-35 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.36 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.36-37 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.38 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.6,39 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.6

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.6 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.\(^4,40\)

**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.\(^4\) 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.\(^4,40\) 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.\(^6,17\) 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.
REFERENCES

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
Julian Bailes, MD, Congress of Neurological Surgeons, American Association of Neurological Surgeons
Stevie Baker-Watson, Director of Athletics, DePauw University
Brad Bankston, Commissioner, Old Dominion Athletic Conference
Karl Benson, Commissioner, Sun Belt Conference
Bob Boerigter, Commissioner, Mid-America Intercollegiate Athletics Association
Bob Bowlsby, Commissioner, Big 12, Chair, Football Oversight Committee
Matthew Breiding, Centers for Disease Control and Prevention
Steve Broglio, MD, Principal Investigator CARE Consortium, University of Michigan
William Bynum, President, Mississippi Valley State University
Jeff Bytomski, DO, American Osteopathic Academy of Sports Medicine
Carolyn Campbell-McGovern, Ivy League
Doug Casa, Ph.D., Consortium Director, Division on Exertional Injury, National Center for Catastrophic Sport Injury; Chief Executive Officer, Korey Stringer Institute; Director, Athletic Training Education, University of Connecticut
Bob Casmus, CSMAS, Catawba College
Scott Caulfield, National Strength & Conditioning Association
Randy Cohen, National Athletic Trainers’ Association
Bob Colgate, National Federation of State High School Associations
Dawn Comstock, Associate Professor, University of Colorado, Denver
Julie Cromer Peoples, Senior Woman Administrator, University of Arkansas Fayetteville
Kevin Crutchfield, MD, American Academy of Neurology
Ty Dennis, Division II Student-Athlete Advisory Committee, Minnesota State University, Mankato
Jon Divine, MD, President, American Medical Society for Sports Medicine
Tom Dompier, Ph.D., President, Datalys
Jason Druzgal, MD, Neuroradiologist, University of Virginia
Stefan Duma, Ph.D., Director, School of Biomedical Engineering and Sciences, Virginia Polytechnic University
Ruben Echemendia, Ph.D., President, Sports Neuropsychology Society
Brent Feland, MD, Collegiate Strength & Conditioning Coaches’ Association
Scott Gines, Director of Athletics, Texas A&M University, Kingsville
Kevin Guskiewicz, Ph.D., University of North Carolina, Chapel Hill
Allen Hardin, Senior Associate Athletics Director, University of Texas
Steven Hatchell, President, National Football Foundation
Bill Heinz, Chair, Sports Medicine Advisory Committee, NFHS
Jamie Hixson, Associate Commissioner, Mountain West Conference
Peter Indelicato, American Orthopaedic Society for Sports Medicine
Nick Inzerello, Senior Director, Football Development, USA Football
Jay Jacobs, SVPC, Auburn University
Chris Jones, Division I Football Oversight Committee (proxy), University of Richmond
Kerry Kenny, Assistant Commissioner, Big Ten Conference
Zachary Kerr, Director, Datalys
Anthony Kontos, Ph.D., Assistant Research Director, Sports Medicine Concussion Program, University of Pittsburgh Medical Center
William Lawler, Southeastern Conference
Josephine Lee, Board Member, College Athletics Trainers Society
Donald Lowe, Board Member, College Athletics Trainers Society
Jack Marucci, Louisiana State University
Thomas McAllister, MD, Principal Investigator, CARE Consortium
Michael McCrea, Ph.D., Principal Investigator, CARE Consortium
William Meehan, MD, American Academy of Pediatrics
Jason Mihalik, Ph.D., University of North Carolina, Chapel Hill
Bob Murphy, Board Member, College Athletics Trainers Society
Bob Nielson, Chair, NCAA Rules Committee
Scott Oliaro, Board Member, College Athletics Trainers Society
Kene Orjioke, Division I Student-Athlete Advisory Committee (SAAC), University of California, Los Angeles
Steve Pachman, JD, Montgomery McCracken
Sourav Poddar, MD, American College of Sports Medicine
Kayla Porter, Division III Student-Athlete Advisory Committee, Frostburg State University
Rogers Redding, Secretary Rules Editor, NCAA Football Rules Committee
Yvette Rooks, Board Member, College Athletics Trainers Society
Eric Rozen, Board Member, College Athletics Trainers Society
Scott Sailor, President, National Athletic Trainers’ Association
Jon Steinbrecher, Commissioner, Mid-American Conference
Ken Stephens, National Operating Committee on Standards for Athletic Equipment
Edward Stewart, Senior Associate Commissioner, Big 12 Conference
Michael Strickland, Senior Associate Commissioner, Atlantic Coast Conference
Grant Teaff, Executive Director, American Football Coaches Association
Buddy Teevens, Coach, Dartmouth University
James Tucker, MD, Board Member, College Athletics Trainers Society
Steve Walz, Associate Director of Athletics, University of South Florida
Alfred White, Senior Associate Commissioner, Conference USA

STAFF PARTICIPANTS

Brian Burnsed, Associate Director, Communications
Dawn Buth, Associate Director, Sport Science Institute
Cassie Folck, Coordinator, Sport Science Institute
Brian Hainline, Chief Medical Officer, NCAA
Kathleen McNeely, Chief Financial Officer, NCAA
Terrie Meyer, Executive Assistant, Sport Science Institute
John Parsons, Director, Sport Science Institute
Chris Radford, Associate Director, Public & Media Relations
Stephanie Quigg, Director, Academic & Membership Affairs
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
Collegiate Strength and Conditioning Coaches Association
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.
ACTION ITEMS

   a. **Recommendation.** The Management Council approve noncontroversial legislation to eliminate traditional two-a-day football practices, effective immediately.
   b. **Rationale.** The committee discussed eliminating two-a-day practices to align with and implement the health and safety measure recommendations in the, “Interassociation Consensus: Year-Round Football Practice Contact for College Student-Athletes Recommendations.” The committee supports adopting noncontroversial legislation effective immediately, as the traditional legislative process would not allow implementation for the 2017 season. The committee discussed the need for an updated Q&A document explaining what activities are allowed during a second session.
   c. **Budget Impact.** None.
   d. **Student-Athlete Impact.** The recommendation promotes the health and safety of Division III student-athletes.

2. Blanket One-Time Preseason Practice Waiver for the 2017 Football Season.
   a. **Recommendation.** The Management Council should determine if it is in the best interest of Division III to establish a one-time blanket waiver to extend preseason football practice for 2017.
   b. **Rationale.** The committee discussed the establishment of a one-time blanket waiver that would allow institutions to start preseason practice earlier. The waiver would account for practice opportunities lost by eliminating traditional “two-a-day” practices per the “Interassociation Consensus: Year-Round Football Practice Contact for College Student-Athletes Recommendations.” While the committee noted concerns with potential budgetary impact and competitive equity, it recommended that Management Council act after receiving additional feedback from the Division III Football Committee and the Division III membership. The committee also noted that most feedback, to date, has opposed a blanket waiver.
   c. **Budget Impact.** Financial cost would be different for each institution.
   d. **Student-Athlete Impact.** No health and safety impact if there is no blanket waiver, per the Sports Science Institute.
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