AGENDA

The National Collegiate Athletic Association
Administrative Committee Meeting

Adrian College
Adrian, Michigan

March 6, 2018
8 a.m. to 2 p.m.

1. Welcome. [Jeff Docking]

2. Leadership Expectations. [Dan Dutcher and all]
   a. Presidents/Management Council Policies and Procedures. [Supplement Nos. 1a and 1b]
      • Terms of office.
      • Chair stipends.
   b. 2018-20 Meeting Schedule of Management Council/Presidents Council/Board of Governors/Board of Governors Subcommittees. [Supplement Nos. 2a and 2b]
   c. NCAA committee responsibilities. [Supplement No. 3]
      • Board of Governors and Subcommittees.
      • Presidents Council.
      • Management Council.
      • Division III Administrative Committee.
      • Strategic Planning and Finance Committee.

3. Key Association-wide issues for 2018. [Docking and Dutcher]
   a. Board of Governors.
      • Commission on Sexual Violence. [Supplement No. 4]
      • Championships alcohol policy. [Supplement No. 5]
      • Concussion protocols [Supplement No. 6]
      • Commission on College Basketball. [Supplement No. 7]
   b. Sport Science Institute Strategic Initiatives Timeline. [Supplement No. 8]
      • Task Force on Football Data. [Supplement No. 9]
      • Injury surveillance pilot.
   c. Ad Hoc committee updates.
      • Diversity and Gender Equity.
      • Student-Athlete Engagement.
   d. NCAA Strategic Plan.
4. Key Division III Initiatives for 2018-19. [Dutcher, McCleary and Jay Jones]
   a. Division III membership-wide survey. [Supplement No. 10]
   b. Gameday the DIII Way. [Supplement Nos. 11a and 11b]
   c. FAR Engagement Working Group.
   d. LGBTQ Working Group. [Supplement No. 12]
   e. Division III Identity Initiative. [Supplement No. 13]
   f. SAAC initiatives. [Supplement No. 14]

5. Potential 2019 Division III Legislation. (Jeff Myers)
   a. Football preseason playing and practice season. [Supplement 15 will be distributed at the meeting.]
   b. Student-athlete mandatory graduation rate reporting. [Supplement Nos. 16a and 16b]
   c. Championships alcohol policy. [Supplement No. 17]
   d. Social media deregulation.
   e. Pre-enrollment educational expenses.
   f. Experiential learning exception.


7. Division III Strategic Planning and Finance. [Sue Henderson and Louise McCleary]
   a. Division III Strategic Plan. [Supplement No. 18]
      • Strategic priorities.
   b. Division III budget.
      • Review 2017-18 budget-to-actual. [Supplement No. 19a]
      • Future projections. [Supplement No. 19b]
   c. Strategic Planning and Finance Committee, March 27 in-person meeting agenda. [Supplement No. 20]

8. Other Communication Initiatives. [McCleary]
   a. President’s Council communication plan.
      • President’s Advisory Group (PAG). [Supplement Nos. 21a and 21b]
      • Presidential Quarterly Update.
      • Timing of August meeting.
b. Management Council communication plan. [Supplement No. 22]
   • In-person conference visits.

c. Regular governance communication.
   • Monthly update and video.
   • Commissioners updates.
   • NCAA.org.
   • NADIIIAA listserv.
   • Governance Scorecard.

9. Other business.

10. Adjournment.
NCAA Structure

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

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

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

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

Division III Presidents Council Structure 4.4.1

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

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

Presidents Council Election & Appointment 4.4.3

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

**Nominations Process**

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

**Officers**

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

**Duties**

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

The chair of the Presidents Council is always welcome, as a matter of right and privilege, to attend any Division III committee meeting or championship.
**Duties of the Vice Chair**

a. Take the chair’s place and perform the chair’s duties if the chair is absent or incapacitated;
b. Serve as a member of the Association’s Board of Governors (BOG);
c. Serve as a member of the Division III Administrative Committee;
d. Serve as chair of the Division III Strategic Planning and Finance Committee;
e. Serve on the BOG’s Finance and Audit Committee (if that role is not filled by the chair); and
f. Attend Division III Management Council meetings, as available.

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

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

**Election Procedures**

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

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

**Special Circumstances**

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

---

**Role and Purpose/Responsibilities 4.4.2**

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

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

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

c. Establish a strategic plan for Division III;

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

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

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

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

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

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

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

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

### Responsibilities of Presidents Council Members

#### Attending the Council meeting

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

#### Preparing for the Presidents Council meeting

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

### Presidents Council Procedures

The Presidents Council procedures are intended to achieve three goals:

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

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

Presidents Council Meetings

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

Meeting Information

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

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

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

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

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

**Membership Notification**

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

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

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

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

- The president of the Association and the chair of the Board of Governors are the only individuals authorized to speak on behalf of the Association except as outlined below. An individual representing a member institution or conference who speaks or opines on an Association issue only has the authority to express the view of that individual or the member institution or conference unless the individual has been designated by the Board of Governors of the Association as a speaking agent of the Association on that issue.

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

Presidents Council at Convention

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

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

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

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

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

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

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

**Appeals**

I. **General Authority**

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

II. Standard of Review

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

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

III. Timing of Review

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

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

IV. Record for Review

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

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

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

V. Parliamentary Procedure and Recusals

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

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

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

VI. Decision

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

VII. Rehearing

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

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

**Conflict of Interest Policy**

The NCAA is a voluntary Association comprised of colleges, universities, conferences and other organizations, and governed through a membership-led committee structure. Within the governance structure, committee members must carefully balance their responsibilities to their respective institutions and/or conferences with the obligation to advance the interests of the Association, the division, or the sport, and ultimately enhance the student-athlete experience. While the fiduciary obligations of committee members to their own institution, their conference, and to the Association ordinarily are not in conflict, it is recognized that as a representative membership organization, committee members’ fiduciary obligations are first to their institution, second to their conference, and third to the Association. NCAA committee service involves important ethical and moral obligations. Committee integrity is critical to the decision-making process and includes trust, confidentiality and honesty in all issues and aspects of service and representation. NCAA committee members shall disclose any conflict or potential conflict between their respective personal, professional, institutional, conference, or business interests and the interests of the Association that may affect or otherwise threaten such integrity, in any and all actions taken by them on behalf of the Association, for committee evaluation under this Statement.

In addition to any fiduciary obligation to their institution and conference, committee members also have a fiduciary duty to the Association not to use knowledge or information obtained solely due to service on that committee to the disadvantage of the Association during the term of committee service. Further, a Committee member shall not participate in the committee’s discussion or vote on any action that might bring direct or indirect personal financial benefit to the member or any organization (other than the member’s institution or conference) in which the member is financially interested. A committee member should also not participate in a discussion or vote for which the member’s institution or conference is to be accorded a special benefit beyond benefits shared with other institutions or conferences or is to receive a penalty or disqualification. A violation of either of the above rules by a member of the committee shall not invalidate the action taken by the committee if, following disclosure of the conflict of interest, the committee authorizes, ratifies or approves the action by a vote sufficient for the purpose, without counting the vote of the committee member with the conflict of interest, and the appropriate oversight body approves the action.

A committee member is responsible for advising the chair of any actual or potential conflicts of interest or obligations which he/she may have hereunder and should recuse him/herself from participating in proceedings, as may be warranted by this policy. Abuse of one’s position as a member of a committee may result in dismissal from that position. Where such abuse appears
evident, a committee member will be notified by the committee chair and will have the opportunity to present a rebuttal or details of the situation.

**Speaking Agent Policy**

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

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

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

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

**Appointment of Special Committees/Consultants**

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

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

**Defense and Indemnification Policy**

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

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

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

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

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

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

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

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

For purposes of this policy, “indemnification” shall consist of payment against expenses (including attorneys’ fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by the person in connection with such action or proceeding.
Determinations as to whether indemnification is proper in the circumstances because the person has met the applicable standards of conduct set forth in this policy shall be made (1) by the NCAA Board of Governors by a majority vote of a quorum consisting of members who are not parties to such action or proceeding, or (2) if such a quorum is not obtainable, or, even if obtainable if a quorum of disinterested Board of Governors members so directs, by independent legal counsel in a written opinion, or (3) by the Association’s president if so delegated by the Board of Governors.

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

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

Effect of Change in Indemnification Law. If any change in any applicable law, statute, or rule expands the power of the Association to indemnify a person, the change shall be within the purview of the person’s rights and the Association’s obligations under this policy. If any change in any applicable law, statute, or rule narrows the right of the Association to indemnify a person, the change shall have no effect on this policy or the parties’ rights and obligations under this policy, except to the extent otherwise required by law, statute, or rule to be applied to this policy.

**Legislative Issues**

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

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

- The Interpretations and Legislation Committee shall develop likely interpretations of proposed legislation for review by the Management Council in its pre-Convention meeting through the development of a Question and Answer document.
• The Presidents Council is obligated to fill a leadership role in Association activities; therefore, it takes positions regarding key legislative proposals, including opposition to some proposals, to fulfill that role, rather than to be “negative.” The Management Council forwards recommended positions to the Presidents Council in that regard, upon initial review by the Management Council/Presidents Council Joint Legislative Steering Committee. A majority vote of the Division III Management Council (present and voting) is required to support or oppose a specific legislative proposal sponsored by the membership or to recommend that the Presidents Council support or oppose a specific legislative proposal sponsored by the membership that is deemed presidential in nature.

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

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

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

Other important legislative dates include:

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

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

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

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

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

Division III Management Council Structure

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

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

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

Council members are elected at the annual NCAA Convention and are elected by the Division III membership present and voting. The Division III Management Council structure is specified in Constitution 4.8.
The officers of the Management Council are the chair and vice-chair. The officers are elected by the Management Council for a one-year renewable term with maximum two-years in position. The chair of the Management Council must be a senior member of the Management Council.

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

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

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

**Duties**

The chair of the Management Council shall:

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

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

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

### Election Procedures

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

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

### Special Circumstances

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

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

<table>
<thead>
<tr>
<th><strong>Role and Purpose/Responsibilities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The Division III Management Council is responsible for implementing policies adopted by the Association’s Board of Governors and the Division III Presidents Council.</td>
</tr>
<tr>
<td>In addition, Constitution 4.8.3 specifies the following responsibilities for the Management Council:</td>
</tr>
<tr>
<td>◊ Implement policies adopted by the Association’s Board of Governors and the Division III Presidents Council;</td>
</tr>
<tr>
<td>◊ Resolve Division III issues;</td>
</tr>
<tr>
<td>◊ Make recommendations to the Division III Presidents Council related to Division III matters as it deems appropriate, including budgetary recommendations and recommendations related to championships;</td>
</tr>
<tr>
<td>◊ Adopt noncontroversial and intent-based amendments, administrative bylaws to govern Division III;</td>
</tr>
<tr>
<td>◊ Sponsor legislative proposals in accordance with Constitution 4.4.2-(h);</td>
</tr>
<tr>
<td>◊ Make interpretations of the bylaws of Division III;</td>
</tr>
<tr>
<td>◊ Delegate the resolution of Division III issues to the Division III substructure and consider relevant reports and recommendations from the Division III substructure;</td>
</tr>
<tr>
<td>◊ Review appeals by member institutions of decisions made by a Division III committee or the NCAA staff regarding the application of NCAA legislation to a particular situation when no other committee, subcommittee or conference has the authority to act. The Management Council shall review the complete record in order to determine whether there is sufficient basis to grant relief from the application of the legislation. All waiver decisions shall be reported to the Presidents Council for ratification; and</td>
</tr>
<tr>
<td>◊ Administer duties related to the Division III business session of the annual Convention, including arrangements, programs, rules, voting and the examination and approval of the voting credentials of Division III delegates.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Management Council Responsibilities</strong></th>
</tr>
</thead>
</table>

**Management Council Representation on Committees**

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

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

**Preparing for your committee meeting...**

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

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

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

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

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

6. Review the Division III Strategic Plan.

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

**Attending the committee meeting...**

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

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

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

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

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

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

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

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

**Management Council Procedures**

The Management Council procedures are intended to achieve three goals:

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

The following procedures will apply to all Management Council meetings:

Management Council members will be asked to bring with them to meetings such basic reference materials as the meeting agenda and supplements.
All supplements to the agendas are sent to all Management Council members in advance of the meeting, except in a rare circumstance where that is not possible. The Management Council receives the agenda and all available supplements via NCAA Committee Zone approximately five to seven days prior to the meeting. All Management Council members will then have the opportunity to peruse all materials prior to arrival at the meeting site.
In the meeting, therefore, generally there should be no need to review item by item what is stated in the report unless a member of the Management Council raises a question, or an action needs to be clarified. The chair simply will call attention to the supplement involved, ask if there are any questions and allow sufficient time for such questions. The chair declares the material approved if no questions arise.
During each meeting, the Management Council will review reports and recommendations from the various committees that exist in the Division III substructure, as well as the Association-wide committees, when applicable. These reports will be presented by the Management Council member who serves as the representative on that committee.
All Management Council decisions will be reported in summary fashion to the Presidents Council for ratification.
Management Council members must observe all customary NCAA procedures when issues arise involving student-athletes or the athletics programs at their own institutions (or in the case of conference administrators, the institutions within their playing conference) and should not participate during consideration of such issues by the Administrative Committee, Management Council, Presidents Council or Board of Governors.

Management Council Operating Policies

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

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

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

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

**Management Council Committees and Subcommittee Issues**

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

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

**Administrative Structure**

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

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

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

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

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

**Appeals**

I. **General Authority**

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

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

II. **Standard of Review**

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

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

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

III. Timing of Review

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

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

IV. Record for Review

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

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

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

V. Parliamentary Procedure and Recusals

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

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

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

VI. Decision

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

VII. Rehearing

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

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

Confidentiality Policy

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

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

Conflict of Interest Policy

The NCAA is a voluntary Association comprised of colleges, universities, conferences and other organizations, and governed through a membership-led committee structure. Within the governance structure, committee members must carefully balance their responsibilities to their respective institutions and/or conferences with the obligation to advance the interests of the Association, the division, or the sport, and ultimately enhance the student-athlete experience.

While the fiduciary obligations of committee members to their own institution, their conference, and to the Association ordinarily are not in conflict, it is recognized that as a representative membership organization, committee members’ fiduciary obligations are first to their institution, second to their conference, and third to the Association. NCAA committee service involves important ethical and moral obligations. Committee integrity is critical to the decision-making process and includes trust, confidentiality and honesty in all issues and aspects of service and representation. NCAA committee members shall disclose any conflict or potential conflict between their respective personal, professional, institutional, conference, or business interests and the interests of the Association that may affect or otherwise threaten such integrity, in any and all actions taken by them on behalf of the Association, for committee evaluation under this Statement.

In addition to any fiduciary obligation to their institution and conference, committee members also have a fiduciary duty to the Association not to use knowledge or information obtained solely due to service on that committee to the disadvantage of the Association during the term of committee service. Further, a Committee member shall not participate in the committee’s discussion or vote on any action that might bring direct or indirect personal financial benefit to the member or any organization (other than the member’s institution or conference) in which the member is financially interested. A committee member should also not participate in a discussion or vote for which the member’s institution or conference is to be accorded a special benefit beyond benefits shared with other institutions or conferences or is to receive a penalty or disqualification. A violation of either of the above rules by a member of the committee shall not invalidate the action taken by the committee if, following disclosure of the conflict of interest,
the committee authorizes, ratifies or approves the action by a vote sufficient for the purpose, without counting the vote of the committee member with the conflict of interest, and the appropriate oversight body approves the action.

A committee member is responsible for advising the chair of any actual or potential conflicts of interest or obligations which he/she may have hereunder and should recuse him/herself from participating in proceedings, as may be warranted by this policy. Abuse of one’s position as a member of a committee may result in dismissal from that position. Where such abuse appears evident, a committee member will be notified by the committee chair and will have the opportunity to present a rebuttal or details of the situation.

**Policy Regarding Speaking Agents of the Association**

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

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

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

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

**Committees**

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

Waivers under the provisions of Bylaw 21.9.1.1.4 (waiver of replacement requirement) shall be granted only in unusual circumstances, only for a limited period of time and not more than once for any individual.
The Division III Nominating Committee should not nominate any current member of the Nominating Committee for Management Council or any other-Association-wide or Division III committee service.

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

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

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

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

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

**Appointment of Special Committees/Consultants**

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

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

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

Conditions for Defense and Indemnification:

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

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

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

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

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

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

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

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

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

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

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

**Effect of Change in Indemnification Law.** If any change in any applicable law, statute, or rule expands the power of the Association to indemnify a person, the change shall be within the purview of the person’s rights and the Association’s obligations under this policy. If any change in any applicable law, statute, or rule narrows the right of the Association to indemnify a person, the change shall have no effect on this policy or the parties’ rights and obligations under this policy, except to the extent otherwise required by law, statute, or rule to be applied to this policy.
### Legislative Issues

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

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

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

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

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

Management Council members should support the assigned presenters of Presidents Council-sponsored legislation as needed during presentation and discussion of the proposals on the Convention floor. However, Management Council members, on behalf of the Council, shall not participate in Convention floor debate on occasions where the Management Council’s position on a proposal directly conflicts from the Presidents Council’s position. In these cases, the Management Council shall not express statements of opposition or support and the committees in the governance structure will be encouraged to share positions when they are consistent with the position of the Presidents Council.
In the event an institution seeks to change an interpretation of proposed legislation acted upon by the Management Council during its pre-Convention meeting, the chair of the business session may direct the Management Council to take under advisement the Convention discussion in the Management Council’s post-Convention review of legislative actions. If the Management Council becomes aware of such concerns in advance of meeting during the Convention, the interpretation in question may be reviewed at that time.

Other important legislative dates include:

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

Management Council Meetings

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

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

A smoke-free environment will be maintained during Management Council meetings.
Meetings of other NCAA committees should not be scheduled at the same time as (i.e., in conflict with) meetings of the Management Council.

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

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

Meeting Information

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

◊ It must conduct its meetings (other than Convention) in the metropolitan area where the national office is located (i.e., Indianapolis).
◊ All members are expected to use Short’s Travel, the Association’s travel agency, for their transportation arrangements to Management Council meetings.

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

Transportation and the hotel room and tax are billed directly to the NCAA; the member needs only to pay incidental charges to his or her room when leaving the meeting site. Members shall use the NCAA’s Travel Expense System (TES) to file their requests for per diem and travel expense reimbursement electronically. Members are encouraged to receive their payments via electronic transmission. Also, early in each calendar year, each member will receive a Form 1099 reporting the amounts thus paid during the preceding year, if that amount exceeds $600. In such instances, the member then will declare that amount in filing his or her income tax return for that year, so members will want to record their Council-related expenses in order to deduct the appropriate amount. Some Management Council members prefer to have their expense reimbursement paid directly to their institutions to eliminate the need for such personal record keeping.
In the usual Management Council meeting format (except for the Convention meeting), the Management Council meeting begins at 8 a.m. on the first day. At the Convention, the current Management Council meets prior to the Convention. The new Management Council then meets immediately after the Convention. In all cases, a continental breakfast is provided each morning and a luncheon on each full day of Management Council sessions.

**Membership Notification**

Proper notification of Management Council actions shall occur through The NCAA News. The Management Council also will use other notification vehicles, including the Division III homepage and Monthly Update.
<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 9-10</td>
<td>Management Council (DII and DIII)</td>
<td></td>
</tr>
<tr>
<td>April 24</td>
<td>Board of Governors</td>
<td></td>
</tr>
<tr>
<td>April 24-25</td>
<td>Presidents Council (DII and DIII)</td>
<td></td>
</tr>
<tr>
<td>June 4-6</td>
<td>Regional Rules Seminars (Atlanta)</td>
<td></td>
</tr>
<tr>
<td>June 25-27</td>
<td>Regional Rules Seminars (San Antonio)</td>
<td></td>
</tr>
<tr>
<td>July 16-17</td>
<td>Management Council (DII and DIII)</td>
<td></td>
</tr>
<tr>
<td>August 7</td>
<td>Board of Governors</td>
<td></td>
</tr>
<tr>
<td>August 7</td>
<td>President’s Advisory Group</td>
<td></td>
</tr>
<tr>
<td>August 8</td>
<td>Presidents Council</td>
<td></td>
</tr>
<tr>
<td>October 15-16</td>
<td>Management Council (DII and DIII)</td>
<td></td>
</tr>
<tr>
<td>October 23</td>
<td>Board of Governors</td>
<td></td>
</tr>
<tr>
<td>October 23-24</td>
<td>Presidents Council</td>
<td>Metro State Denver, CO</td>
</tr>
</tbody>
</table>

**2019**

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 23 – 26</td>
<td>NCAA Convention</td>
<td>Orlando, FL</td>
</tr>
<tr>
<td>January 23</td>
<td>Management Council</td>
<td>Orlando, FL</td>
</tr>
<tr>
<td>January 24</td>
<td>Presidents Council</td>
<td>Orlando, FL</td>
</tr>
<tr>
<td>January 26</td>
<td>Post-Convention Management Council</td>
<td>Orlando, FL</td>
</tr>
<tr>
<td>April 15-16</td>
<td>Management Council</td>
<td></td>
</tr>
<tr>
<td>April 30</td>
<td>Board of Governors</td>
<td></td>
</tr>
<tr>
<td>April 30-May 1</td>
<td>Presidents Council</td>
<td></td>
</tr>
<tr>
<td>July 22-23</td>
<td>Management Council</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Meeting</td>
<td>Location</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td><strong>2019</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>August 6</td>
<td>Board of Governors</td>
<td></td>
</tr>
<tr>
<td>August 6</td>
<td>President’s Advisory Group</td>
<td></td>
</tr>
<tr>
<td>August 7</td>
<td>Presidents Council</td>
<td></td>
</tr>
<tr>
<td>October 14-15</td>
<td>Management Council</td>
<td></td>
</tr>
<tr>
<td>October 29</td>
<td>Board of Governors</td>
<td></td>
</tr>
<tr>
<td>October 29-30</td>
<td>Presidents Council Institution TBD</td>
<td></td>
</tr>
<tr>
<td><strong>2020</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 22-25</td>
<td>NCAA Convention</td>
<td>Anaheim, CA</td>
</tr>
<tr>
<td>January 22</td>
<td>Management Council (DII and DIII)</td>
<td>Anaheim, CA</td>
</tr>
<tr>
<td>January 23</td>
<td>Presidents Council (DII and DIII)</td>
<td>Anaheim, CA</td>
</tr>
<tr>
<td>January 25</td>
<td>Post-Convention Management Council</td>
<td></td>
</tr>
</tbody>
</table>
# Presidential Meetings

**SCHEDULE of EVENTS: APRIL, AUG, OCT**
(unless otherwise indicated)

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>3</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>4</td>
<td>7.15 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>5</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>6</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>7</td>
<td>7.15 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>8</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>9</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>10</td>
<td>7.15 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>11</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>12</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>13</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>14</td>
<td>7.15 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>15</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>16</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>17</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>18</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>19</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>20</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>21</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>22</td>
<td>7 a.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>23</td>
<td>Noon</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>24</td>
<td>12:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>25</td>
<td>12:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>26</td>
<td>12:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>27</td>
<td>1 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>28</td>
<td>1:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>29</td>
<td>1:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>30</td>
<td>1:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>31</td>
<td>2 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>32</td>
<td>2:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>33</td>
<td>2:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>34</td>
<td>2:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>35</td>
<td>3 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>36</td>
<td>3:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>37</td>
<td>3:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>38</td>
<td>3:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>39</td>
<td>4 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>40</td>
<td>4:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>41</td>
<td>4:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>42</td>
<td>4:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>43</td>
<td>5 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>44</td>
<td>5:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>45</td>
<td>5:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>46</td>
<td>5:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>47</td>
<td>6 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>48</td>
<td>6:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>49</td>
<td>6:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>50</td>
<td>6:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>51</td>
<td>7 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>52</td>
<td>7:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>53</td>
<td>7:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>54</td>
<td>7:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>55</td>
<td>8 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>56</td>
<td>8:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>57</td>
<td>8:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>58</td>
<td>8:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>59</td>
<td>9 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>60</td>
<td>9:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>61</td>
<td>9:30 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>62</td>
<td>9:45 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>63</td>
<td>10 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
<tr>
<td>64</td>
<td>10:15 p.m.</td>
<td>Presidential Breakfast</td>
</tr>
</tbody>
</table>
### Revision to April 2018 Meeting Schedule
to Accommodate Presentation of Commission on College Basketball Report

<table>
<thead>
<tr>
<th>Current April 2018 Meeting Schedule</th>
<th>Revised Schedule to Accommodate Commission Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>April 23 – Monday</strong></td>
<td><strong>April 23 – Monday</strong></td>
</tr>
<tr>
<td>3-5 p.m – BOG FAC meeting.</td>
<td>3-8 p.m - DII P&amp;F Committee meeting</td>
</tr>
<tr>
<td><strong>April 24 – Tuesday</strong></td>
<td><strong>April 24 – Tuesday</strong></td>
</tr>
<tr>
<td>11 a.m.-2 p.m. – DI BOD Finance Committee meeting.</td>
<td>9 a.m. – 3 p.m. – DII and DIII Presidents Councils meetings.</td>
</tr>
<tr>
<td>11:30 a.m.-1:30 p.m.-BOG Executive Committee meeting.</td>
<td>11 a.m. - 2 p.m. – DI BOD Finance Committee meeting.</td>
</tr>
<tr>
<td>2-6 p.m. – DI PF meeting.</td>
<td>4-7 p.m. – Joint closed meeting of the BOG Executive Committee and DI Board Administrative Committee with Basketball Commission chair.</td>
</tr>
<tr>
<td>2-6 p.m. – BOG meeting.</td>
<td>5:30-7 p.m. – Reception for members of all divisional presidential governance bodies.</td>
</tr>
<tr>
<td>4:30-6 p.m. – DIII New Member Orientation</td>
<td></td>
</tr>
<tr>
<td>6-9 p.m. – DII and DIII Presidents Council meetings.</td>
<td></td>
</tr>
<tr>
<td>6:30-8:30 p.m. – DI BOD / PF Reception.</td>
<td></td>
</tr>
<tr>
<td><strong>April 25 – Wednesday</strong></td>
<td><strong>April 25 – Wednesday</strong></td>
</tr>
<tr>
<td>7:30-9 a.m. – Joint presidential breakfast.</td>
<td>7:30 – 9 a.m. – Joint presidential breakfast – Presentation of Basketball Commission Report to members of all divisional presidential governance bodies.</td>
</tr>
<tr>
<td>8-11 a.m. – Joint PF/BOD meeting.</td>
<td>9 a.m.- 2 p.m. – Joint meeting of BOG and DI Board of Directors.</td>
</tr>
<tr>
<td>9 a.m.-1 p.m. – DII and DIII Presidents Council meetings.</td>
<td></td>
</tr>
<tr>
<td>11 a.m.-3 p.m. – BOD meeting.</td>
<td></td>
</tr>
<tr>
<td>1-7 p.m. DII P&amp;F Committee meeting</td>
<td></td>
</tr>
</tbody>
</table>
4.01 General Principles.

4.01.1 Structure. [*] The Association’s administrative structure shall include a Board of Governors comprised of institutional presidents or chancellors that oversees Association-wide issues and shall ensure that each division operates consistent with the basic purposes, fundamental policies and general principles of the Association (see Constitution 1 and 2). In addition, the administrative structure of each division shall empower a body of institutional presidents or chancellors to set forth the policies, rules and regulations for operating the division. Further, the administrative structure of each division shall empower a body of athletics administrators and faculty athletics representatives (and, in Division III, institutional presidents or chancellors, athletics direct reports and student-athletes) to make recommendations to the division’s body of institutional presidents or chancellors and to handle responsibilities delegated to it. (Adopted: 1/9/96 effective 8/1/97, Revised: 10/3/05, 12/19/14, 2/10/15)

4.01.2 Guarantees. [*] The Association’s overall governance structure guarantees its members the following: (Adopted: 1/9/96 effective 8/1/97)

4.01.2.1 Budget Allocations. [*] Members are guaranteed revenue through allocations made to each division from the Association’s general operating revenue. Division II shall receive at least 4.37 percent of the Association’s annual general operating revenue. Division III shall receive at least 3.18 percent of the Association’s annual general operating revenue. (Adopted: 1/9/96 effective 8/1/97)

4.01.2.1.1 General Operating Revenue. [*] General operating revenue, as used in this section, shall include at least all sources of revenue existing as of January 9, 1996, including revenue from contracts for these existing sources and revenue from any modified, extended or successor contract for such sources. (Adopted: 1/9/96 effective 8/1/97)

4.01.2.3 Championships. [*] Members are guaranteed access to national championships. (Adopted: 1/9/96 effective 8/1/97, Revised: 10/18/16)

4.01.2.4 Membership Services. [*] Members are guaranteed services provided through the Association’s national office at least at the level provided as of January 9, 1996 (e.g., membership services, statistics, research). (Adopted: 1/9/96 effective 8/1/97, Revised: 10/18/16)

4.01.2.5 Special Programs. [*] Members are guaranteed the continuation of Association programs operating at the time of the adoption of this legislation (e.g., the catastrophic-injury insurance program, the drug-testing program, the Division I institutional performance). In addition, members are guaranteed the continuation of Association programs that were considered by the NCAA Council or Presidents Commission by the spring of 1995 and began operating after the adoption of this legislation. (Adopted: 1/9/96 effective 8/1/97, Revised: 10/18/16)

4.02 Definitions and Applications.

4.02.1 Association. [*] The “Association,” as used in this Manual, refers to the National Collegiate Athletic Association, a diverse, voluntary, unincorporated Association of four-year colleges and universities, conferences, affiliated associations and other educational institutions. (Adopted: 1/9/96 effective 8/1/97)

4.02.2 Faculty Athletics Representative. A faculty athletics representative is a member of an institution’s faculty or administrative staff who is designated by the institution’s president or chancellor or other appropriate entity to represent the institution and its faculty in the institution’s relationships with the NCAA and its conference(s), if any (see Constitution 6.1.3). (Revised: 10/3/05)

4.02.3 On the Staff. On the staff, as it applies to individuals from member institutions or conferences who are eligible to serve on committees or as officers or representatives of the Association, is defined as those individuals who receive a regular salary from a member institution or organization for the performance of a regular staff function representing at least 50 percent of the normal workload for a staff member at that institution or conference.
An individual on sabbatical or other temporary leave for a period not exceeding 12 consecutive months may be considered to be “on the staff” of an institution or organization. An individual on terminal leave or on leave in excess of 12 consecutive months shall not be considered to be “on the staff.”

4.02.4 Senior Woman Administrator.

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

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

4.1 Board of Governors.

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

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

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

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

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

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

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

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

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

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

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

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

(f) Initiate and settle litigation;

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

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

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

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

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

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

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

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

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

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

4.4 Presidents Council.

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

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

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

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

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

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

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

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

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

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

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

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

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

(c) Establish a strategic plan for Division III;

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

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

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

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

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

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

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

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

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

4.4.3 Election/Term of Office.

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

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

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

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

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

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

4.8 Management Council.

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

4.8.1.1 Members Who Are Not Student-Athletes. At least two members who are not student-athletes
shall be included from each Division III geographical region (see Constitution 4.13.1.1). One of these members
shall serve as chair and one shall serve as vice chair. These members also shall include: (Adopted: 1/9/96 effective
8/1/97, Revised: 1/14/97 effective 8/1/97)

(a) At least nine directors of athletics or senior woman administrators;
(b) At least two institutional presidents or chancellors; (Revised: 10/3/05)
(c) At least two athletics direct reports; (Adopted: 1/15/11)
(d) At least two faculty athletics representatives; (Revised: 1/14/97 effective 8/1/97)
(e) At least three members of an ethnic minority;
(f) At least eight men; and (Revised: 1/14/97 effective 8/1/97)
(g) At least eight women. (Revised: 1/14/97 effective 8/1/97)

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

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

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

4.8.3 Duties and Responsibilities. The Management Council shall: (Adopted: 1/9/96 effective 8/1/97, Re-
vised: 1/14/97 effective 8/1/97)

(a) Implement policies adopted by the Association’s Board of Governors and the Presidents Council; (Revised:
2/10/15)
(b) Resolve Division III issues;
(c) Make recommendations to the Presidents Council related to Division III matters as it deems appropriate, including budgetary recommendations and recommendations related to championships;
(d) Adopt noncontroversial and intent-based amendments, and administrative bylaws to govern Division III; (Revised: 5/4/11)
(e) Sponsor legislative proposals in accordance with Constitution 4.4.2-(h); (Revised: 1/15/11)
(f) Make interpretations of the bylaws of Division III;
(g) Delegate the resolution of Division III issues to the Division III substructure and consider relevant reports and recommendations from the Division III substructure;
(h) Review appeals by member institutions of decisions made by a Division III committee or the NCAA staff regarding the application of NCAA legislation to a particular situation when no other committee, subcommittee or conference has the authority to act. The Management Council shall review the complete record in order to determine whether there is sufficient basis to grant relief from the application of the legislation; and (Adopted: 1/14/97 effective 8/1/97, Revised: 1/10/01, 5/4/11)
(i) Administer duties related to the business session of the annual Convention, including arrangements, programs, rules, voting and the examination and approval of the voting credentials of delegates. (Adopted: 1/14/97 effective 8/1/97)

4.8.4 Election/Term of Office.

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

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

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

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

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

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

4.9 Committees/Cabinets.

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

4.11 Administrative Committee.

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

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

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

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

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

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

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

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

In August 2017, the NCAA Board of Governors adopted an Association-wide policy, recommended by the NCAA Commission to Combat Campus Sexual Violence, to reinforce previous Association efforts in addressing campus sexual violence. In its inaugural year, the deadline for attesting to this policy is approaching.

The policy requires the following three leaders on each NCAA campus -school president or chancellor, athletics director and Title IX coordinator - to declare annually that:

- The athletics department is fully knowledgeable about, integrated in, and compliant with institutional policies and processes regarding sexual violence prevention and proper adjudication and resolution of acts of sexual violence;
- The institutional policies and processes regarding sexual violence prevention and adjudication, and the name and contact information for the campus Title IX coordinator, are readily available within the athletics department, and are provided to student-athletes; and
- All student-athletes, coaches and staff have been educated on sexual violence prevention, intervention and response, to the extent allowable by state law and collective bargaining agreements.

The names of colleges and universities that attest to their compliance will be included in a report delivered each year to the Board of Governors and subsequently published on ncaa.org.

**Timeline for completion:**

- March 1-attestation form is available for download in Program Hub.
- May 15-deadline for uploading completed attestation form in Program Hub.

**Who completes the form?**
The form must be signed by your institution’s president or chancellor, athletics director and Title IX coordinator. The athletics director, or his or her designee from the athletics department, should access the form for download via Program Hub, secure the required signatures, and re-upload the form once signed.

**Questions:**
Please direct any questions about the policy or attestation form process to questions@ncaa.org.
NCAA policy regarding the availability of alcohol at NCAA championships. President Peterson reminded the Governors of the Association’s policy that prohibits the sale of alcohol at NCAA championship events. President Eric Kaler informed the board that the NCAA Division I Board of Directors Administrative Committee recently met via teleconference and approved an extension of a previously approved waiver of NCAA Bylaw 31.1.15 (availability of alcoholic beverages) for a pilot program to be conducted for in-stadium alcohol sales (beer and wine only) to the general public at select NCAA championships. The Administrative Committee also expressed support for a change in the alcohol policy to permit the introduction of legislation into the 2017-18 legislative cycle to eliminate the prohibition on alcohol sales at NCAA Division I championships, with an effective date of August 1, 2018.

It was VOTED
“That the Board of Governors revise the Association-wide policy for alcohol sales at NCAA championships and to permit each of the divisions to pursue legislation as it sees fit.” (Unanimous voice vote.)
CONCUSSION SAFETY PROTOCOL CHECKLIST

Below is a checklist that will help the athletics health care administrator ensure that the member school’s concussion safety protocol is compliant with the Concussion Safety Protocol Legislation and is consistent with Interassociation Consensus: Diagnosis and Management of Sport-Related Concussion Best Practices.

Please do not hesitate to reach out to Brian Hainline (NCAA chief medical officer and administrative chair of the committee) at ssi@ncaa.org if you have any questions or concerns. The committee’s primary purpose is to serve as an advocate for promoting and developing concussion safety management plans for each member school.

Last revised: March 2017
PRESEASON EDUCATION:

Education management plan that specifies:

☐ Institution has provided NCAA concussion fact sheets (NCAA will make the material available) or other applicable material annually to the following parties:

☐ Student-athletes.

☐ Coaches.

☐ Team physicians.

☐ Athletic trainers.

☐ Directors of athletics.

☐ Each party provides a signed acknowledgment of having read and understood the concussion material.
PRE-PARTICIPATION ASSESSMENT:

Pre-participation management plan that specifies:

- Documentation that each varsity student-athlete has received at least one pre-participation baseline concussion assessment that addresses:
  - Brain injury and concussion history.
  - Symptom evaluation.
  - Cognitive assessment.
  - Balance evaluation.
  - Team physician determines pre-participation clearance and/or the need for additional consultation or testing.*

*Consider a new baseline concussion assessment six months or beyond for any varsity student-athlete with a documented concussion, especially those with complicated or multiple concussion history.
RECOGNITION AND DIAGNOSIS OF CONCUSSION:

Recognition and diagnosis of concussion management plan that specifies:

- Medical personnel with training in the diagnosis, treatment and initial management of acute concussion must be “present” at all NCAA varsity competitions in the following contact/collision sports: basketball; equestrian; field hockey; football; ice hockey; lacrosse; pole vault; rugby; skiing; soccer; wrestling. To be present means to be on site at the campus or arena of the competition. Medical personnel may be from either team, or may be independently contracted for the event.

- Medical personnel with training in the diagnosis, treatment and initial management of acute concussion must be “available” at all NCAA varsity practices in the following contact/collision sports: basketball; equestrian; field hockey; football; ice hockey; lacrosse; pole vault; rugby; skiing; soccer; wrestling. To be available means that, at a minimum, medical personnel can be contacted at any time during the practice via telephone, messaging, email, beeper or other immediate communication means. Further, the case can be discussed through such communication, and immediate arrangements can be made for the athlete to be evaluated.

- Any student-athlete with signs/symptoms/behaviors consistent with concussion:
  - Must be removed from practice or competition.
  - Must be evaluated by an athletic trainer or team physician with concussion experience.
  - Must be removed from practice/play for that calendar day if concussion is confirmed.
Initial suspected concussion evaluation management plan that specifies:

- Symptom assessment.
- Physical and neurological exam.
- Cognitive assessment.
- Balance exam.
- Clinical assessment for cervical spine trauma, skull fracture and intracranial bleed.
POST-CONCUSSION MANAGEMENT:

Post-concussion management plan that specifies:

- Emergency action plan, including transportation for further medical care, for any of the following:
  - Glasgow Coma Scale < 13.
  - Prolonged loss of consciousness.
  - Focal neurological deficit suggesting intracranial trauma.
  - Repetitive emesis.
  - Persistently diminished/worsening mental status or other neurological signs/symptoms.
  - Spine injury.

- Mechanism for serial evaluation and monitoring after injury.

- Documentation of oral and/or written care to both student-athlete and another responsible adult.*

*May be parent or roommate.

- Evaluation by a physician for student-athlete with prolonged recovery in order to consider additional diagnosis* and best management options.

*Additional diagnoses include, but are not limited to:

- Post-concussion syndrome.
- Sleep dysfunction.
- Migraine or other headache disorders.
- Mood disorders such as anxiety and depression.
- Ocular or vestibular dysfunction.
RETURN-TO-PLAY:

Return-to-play management plan that specifies:

☐ Final determination of return-to-play is from the team physician or medically qualified physician designee.

☐ Each student-athlete with a concussion must undergo a supervised stepwise progression management plan by a health care provider with expertise in concussion that specifies:

☐ Student-athlete has limited physical and cognitive activity until he/she has returned to baseline, then progresses with each step below without worsening or new symptoms:

☐ Light aerobic exercise without resistance training.

☐ Sport-specific exercise and activity without head impact.

☐ Non-contact practice with progressive resistance training.

☐ Unrestricted training.

☐ Return to competition.
RETURN-TO-LEARN:

Return-to-learn management plan that specifies:

- Identification of a point person within the athletics department who will navigate return-to-learn with the student-athlete.

- Identification of a multidisciplinary team* that will navigate more complex cases of prolonged return-to-learn:

*Multidisciplinary team may include, but not be limited to:

- Team physician.
- Athletic trainer.
- Psychologist/counselor.
- Neuropsychologist consultant.
- Faculty athletics representative.
- Academic counselor.
- Course instructor(s).
- College administrators.
- Office of disability services representatives.
- Coaches.

- Compliance with ADAAA.

- No classroom activity on same day as the concussion.

- Individualized initial plan that includes:

  - Remaining at home/dorm if the student-athlete cannot tolerate light cognitive activity.

  - Gradual return to classroom/studying as tolerated.

- Re-evaluation by the team physician if concussion symptoms worsen with academic challenges.
Modification of schedule/academic accommodations for up to two weeks, as indicated, with help from the identified point person.

Re-evaluation by the team physician and members of the multidisciplinary team, as appropriate, for a student-athlete with symptoms lasting longer than two weeks.

Engaging campus resources for cases that cannot be managed through schedule modification/academic accommodations.

Such campus resources must be consistent with ADAAA, and include at least one of the following:

- *Learning specialists.*
- *Office of disability services.*
- *ADAAA office.*

REDUCING EXPOSURE TO HEAD TRAUMA:

Reducing head trauma exposure management plan.*

*While the committee acknowledges that ‘reducing’ may be difficult to quantify, it is important to emphasize ways to minimize head trauma exposure. Examples of minimizing head trauma exposure include, but are not limited to:

- *Adherence to Interassociation Consensus: Year-Round Football Practice Contact Recommendations.*
- *Adherence to Interassociation Consensus: Independent Medical Care for College Student-Athletes Best Practices.*
- *Reducing gratuitous contact during practice.*
- *Taking a “safety-first” approach to sport.*
- *Taking the head out of contact.*
- *Coaching and student-athlete education regarding safe play and proper technique.*
ADMINISTRATIVE:

☐ Institutional plan submitted* to the Concussion Safety Protocol Committee by May 1.

*Plans must be submitted via Program Hub.

☐ Written certificate of compliance signed by the athletics health care administrator that accompanies the submitted plan.
VIA EMAIL

Dear Key NCAA Membership Leaders:

Thank you for your willingness to listen and engage with the Commission on College Basketball. Our Commission members are enjoying their conversations with your groups. I hope that you agree it is constructive to learn of our progress and ongoing efforts and to share your views around the issues challenging college basketball.

Over the past months, the Commission has solicited input from multiple organizations and experts to inform our work. Our goal is to enhance and protect the intercollegiate athletic experience and in doing so, to safeguard the integrity of the game. To do this, we will continue to examine the relationship of the NCAA national office, member institutions, student-athletes and coaches with outside entities; the relationship between the NCAA membership and its national office to promote transparency and accountability; and the NCAA’s relationship with the NBA.

As we move forward, we are looking to your groups as leaders in college sports for input related to the topics above and our initial charter Your perspectives about issues within our charge and any additional information will be key to our understanding of these complicated issues. We want to ensure you have an opportunity to contribute to our discussions.

I invite each of your groups to provide a written submission related to our charge to the Commission via our website at basketballcommission.org. It would be best if you could submit your group’s formal input by March 14, 2018. These submissions come directly to my office and will be thoroughly considered in guiding the Commission’s work. All discussions with the Commission are off the record and not for attribution.

Thank you again for your commitment and contribution to this important conversation. We look forward to hearing from you soon.

Sincerely,

Condoleezza Rice  
Chair, Commission on College Basketball

cc: Mark Emmert  
Donald Remy

CR: cvs
NCAA Sport Science Institute and Committee for Competitive Safeguards and Medical Aspects of Sport

Strategic Priorities Timeline

Last Update: February 22, 2018

**NOTE:** all dates are estimates and may change in response to external factors

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Initiative</th>
<th>Summary</th>
<th>Anticipated Deliverable</th>
<th>Estimated Timeline</th>
</tr>
</thead>
</table>
| Athletics Health Care Administration | NATA-NCAA Summit on the Organizational and Administrative Aspects of Athletic Health Care in College / University Settings | Will result in an interassociation consensus statement or summary report about key organizational and administrative aspects of athletics health care delivery. This document will be intended to contribute to an NCAA member school’s ability to meet evolving interassociation health and safety standards for college student-athletes. No public documents were produced during the meeting. | Interassociation recommendations | Event date: Jan. 2017  
Document drafting: through November 2017  
Membership & external review: April 2018, expected to take several months.  
CSMAS review and endorsement: June 2018  
External endorsement: August 2018  
BOG review and endorsement: October 2018  
Final deliverable: TBD |
| Concussion | Task Force on Football Data | A closed meeting to review emerging data from the CARE Consortium and NCAA ISP. | Draft agenda for Third Safety in College Football Summit, anticipated for February 2019 | Event date: February 26-27, 2018  
Document drafting: N/A  
Membership review: N/A  
CSMAS review and endorsement: N/A  
BOG review and endorsement: N/A  
Final deliverable: N/A |
| Data-driven Decisions | Institutional Performance Program | Implementation of a mandatory health and safety survey (DI) | Identification and implementation of strategies to bring uniformity to concussion safety protocol review process to all three divisions | Issue Referral to BOG: June 2017  
BOG Action: August 2017  
Implementation date: January 2019 (timeline reflects possible legislative component) |
|----------------------|---------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------|
| Data-driven Decisions | Institutional Performance Program | Implementation of a mandatory health and safety survey (DI) | Identification and implementation of strategies to bring uniformity to concussion safety protocol review process to all three divisions | Issue Referral to BOG: June 2017  
BOG Action: August 2017  
Implementation date: January 2019 (timeline reflects possible legislative component) |
| Integrated Technology in Coaching and Athletic Health Care | SSI will host a meeting to discuss issues arising for both coaching and the delivery of athletic health care from the use of wearable technologies (e.g., global positioning systems; heart rate monitors). | To Be Determined | Anticipated Event date: Fall, 2018  
Document drafting:  
Membership review:  
CSMAS review and endorsement:  
BOG review and endorsement:  
Final deliverable: | Anticipated Event date: Fall, 2018  
Document drafting:  
Membership review:  
CSMAS review and endorsement:  
BOG review and endorsement:  
Final deliverable: |
| Doping & Substance Abuse | Pain Management in the Collegiate Athlete Task Force | SSI will host a discussion focused on pain management for the collegiate athlete. | Interassociation recommendations* | Anticipated Event date: July 2018  
Document drafting:  
Membership review:  
CSMAS review and endorsement: |
| Mental Health | Task Force to Advance Mental Health Best Practice Strategies | SSI will host a task force that will serve as a follow-up to the 2013 Mental Health Task Force. The 2017 task force will identify strategies and resources that support the implementation of the Mental Health Best Practices and identify models of mental health care and measures of effectiveness for the previously-published best practices. Divisional representatives will be invited to participate. Summary report will be provided to SVPC in January 2018. | BOG review and endorsement: Final deliverable: |
| Overuse, Sleep, and Performance | Task Force on Sleep & Wellness | SSI hosted a task force on sleep and wellness May 1-2, 2017, with representatives from scientific, higher education and sports medicine organizations to review current data and discuss existing best practices related to the sleep and wellness of student-athletes. | Event date: May 1-2, 2017  Document drafting: February - May 2018  Membership review: March 2018  CSMAS review and endorsement: June 2018  BOG review and endorsement: August 2018  Final deliverable: September, 2018  Peer-review journal article  Article submission: March, 2018 |
| Other | 2016 Safety in College Football Summit | Interassociation Recommendations: Preventing Catastrophic Injury and Death in College Student-Athletes. | **Event date:** February 2016  
**Membership & external review:** April 2018, expected to take several months.  
**CSMAS review and endorsement:** June 2018  
**External endorsement:** August 2018  
**BOG review and endorsement:** October 2018  
**Final deliverable:** TBD |

*Will result in uniform standards of care for the Association; †Outcomes will be educational in nature, and will serve as a resource for member schools*
DATA ANALYSIS PLAN FOR THE SPORT OF FOOTBALL

Pre-Season (Data source include 30 CARE sites and available NCAA Injury Surveillance Program sites (DI=19, DII=7, DIII=8) and 5 sites that overlap for CARE and NCAA ISP).

- The exact start and stop date of pre-season.
  - This will vary among the schools and allows for a comparative analysis.
- Compare 2017 season to prior available seasons on:
  - Difference in number of concussions, and accounting for differences in the length of pre-season practice (data source: CARE and NCAA ISP).
  - Difference in repetitive head impact exposure, based on HITS data (data source: CARE).
  - Difference among the 3 divisions for concussion rate and other injuries, especially regarding the differences in length of pre-season (data source: NCAA ISP).

In-Season/Post-Season (Note: NCAA ISP does not capture spring football data)

- Assess the number of concussions (data source: CARE) and rate of concussion/injuries in practice vs. competition (data source: NCAA ISP).
- Assess the mechanism of injury (when available):
  - Equipment (helmet make/model included).
  - Type of play (if available).
  - Day of week.
  - Short-cycle vs. long-cycle for competition (e.g., Sunday-Thursday vs. bye week).
  - Playing surface.
  - Home vs away (if available).
  - Mechanism of injury.
  - Collision mechanism (other head, elbow, turf).

Other Questions of Interest:

- Effect of repetitive head impact exposure on clinical manifestation of concussion (data source: CARE).
- Effect of repetitive head impact exposure on other clinical/neurobiological outcomes (data source: CARE).
- Co-morbid predictors of concussion and/or concussion recovery such as sleep and mental health (data source: CARE).
- Compare concussion rates and other types of injury based on when in the season the injury occurred.
- Effect of a bye week, especially in DIII (data source: CARE and NCAA ISP).
- Effect of the use of a football in preseason walk-through practices (data source: CARE and NCAA ISP).
NCAA Injury Surveillance Program

What is the NCAA ISP?
The ISP is a data collection initiative designed to protect the health and safety of student-athletes. Since 1982, athletic trainers have collaborated with the NCAA to create the largest collegiate sports injury database program in the world. Today, the NCAA partners with the Datalys Center to manage the ISP and to inform injury prevention policies and practices at all levels of sport.

Your help, through participation, is critical to the success of ISP and enhancing student-athlete care.

Why Should I Participate in the ISP?
As an NCAA athletics health care provider, you seek answers to the most pressing injury prevention questions facing college athletes. Serving as the largest epidemiologic database of its kind, the ISP can help answer these questions. With your help, the ISP can provide reliable data to help enhance the injury prevention practices, risk-management decisions, athletic health care delivery and ultimately, the quality of student-athlete care for all NCAA schools.

How Will I Benefit from Participating in the ISP?
- Receive regular access to data that can inform your injury prevention practices, risk and personnel management, and medical decision-making.
- Free continuing education credits for athletic trainers.
- Contribute to peer-reviewed scientific publications, which strengthen available information and inform clinical decision-making.
- Contribute to national health and safety policy and sport rules changes.
- Further scientific research about top health and safety risks to student-athletes.

What Else Do I Need to Know About the ISP?
- Participation requires a time commitment of only approximately 20 additional minutes of data submission per week, per sport.
- While it is recommended that each school submit data for multiple sports, schools have the flexibility to select the number of sports for which they participate. The NCAA and Datalys can provide guidance for which sports have the greatest data needs.
- To help make the data submission process easier, the ISP has certified the following Electronic Medical Record vendors; Athletic Trainer System, CSMI Solutions SportsWare Online, SIMS, Vivature NExTT.
- A free EMR has been developed for schools without a certified EMR vendor.
- The ISP is HIPAA and FERPA compliant and has been approved as IRB exempt.
- Free training and support is available for all ISP participants through the Datalys Center.

How Can I Participate in the ISP?
To sign-up for the ISP, contact The Datalys Center at NCAaisp@datalyscenter.org or at 317-275-3664.
2018 Division III Membership Survey

This survey provides Division III institutions an opportunity to express their opinions concerning the current and future policies and priorities of the division. The responses will help the Division III Presidents Council, Management Council, Strategic Planning and Finance Committee, and the other governance committees assess membership satisfaction with existing Division III principles, legislative standards, programs and services. The survey can hopefully serve as a platform for healthy discussion of pertinent Division III issues on your campus.

Once completed, please submit your institution’s survey electronically not later than March 21 at this link:

https://ncaa.qualtrics.com/jfe/form/SV_3jBNJUc4PeH3dwp

Your responses are confidential. The identity of your institution will not be publicly matched with your responses. Data will be aggregated to an appropriate level when reporting to ensure this confidentiality.

Participation in the survey is voluntary. By returning the survey, you give consent to the NCAA to use your data in analysis and reporting.

For questions concerning the administration of the survey please contact Eric Hartung, Associate Director of Research for Division III, (317) 917-6306, ehartung@ncaa.org.

SECTIONS

I. Current Perceptions
II. The Athletics Enterprise on Campus
III. Financial Aid
IV. Academic Performance and Continuing Eligibility
V. Sports Sponsorship and Membership
VI. Campus, Conference and National Leadership
VII. National Championships
VIII. Communications
IX. Strategic Planning
X. Division III Working Groups
XI. Diversity, Inclusion and Gender Equity
XII. Conference Affiliation
Please indicate the position/title of each individual who contributed to the completion of the survey on your campus. (check all that apply)

- [ ] President or Chancellor
- [ ] Athletics Direct Report (individual other than the President or Chancellor to whom the Director of Athletics reports)
- [ ] Director of Athletics
- [ ] Senior Woman Administrator
- [ ] Compliance Officer
- [ ] Faculty Athletics Representative
- [ ] Coach(es)
- [ ] Student-Athlete Representative(s)
- [ ] Sports Information Director
- [ ] Athletics Trainer(s)
- [ ] VP of Enrollment
- [ ] Director of Admissions
- [ ] Director of Financial Aid
- [ ] Conference Commissioner
- [ ] Additional: __________________________________________________________
I. Current Perceptions

The following questions on a wide range of topics – philosophy, health and safety, governance, legislative standards - are designed to address your institution’s current perception of Division III.

Please indicate your level of agreement with these statements:

PHILOSOPHY

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>In Division III, there is an appropriate opportunity for student-athletes to pursue academics, athletics and other interests.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Division III, athletics participation is just as valuable to student development as any other co-curricular activity promoting comprehensive learning.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please indicate your level of agreement with these statements:

HEALTH AND SAFETY

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our institution is aware of NCAA Sport Science Institute - developed education, resources and programming to help protect the health and well-being of Division III student-athletes.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is beneficial for Division III to have national standards (e.g. guidelines, policies) in the areas of health and safety for student-athletes.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please indicate your level of agreement with these statements:

**GOVERNANCE**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our institution has a good understanding of the significant governance issues facing Division III.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our institution has an adequate voice in the Division III governance structure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student-athlete input via the National Student-Athlete Advisory Committee is clearly communicated throughout the Division III governance structure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our institution trusts the individuals who serve on the Presidents and Management Councils to make decisions in the best interest of Division III.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When we vote at the NCAA Convention, we have a clear understanding on what the legislative proposal would accomplish.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please indicate your level of agreement with these statements:

**LEGISLATIVE STANDARDS**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Division III legislative standards are consistent with our school’s perspective on intercollegiate athletics.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division III legislative standards should generally become <strong>less</strong> permissive and more restrictive.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division III legislative standards should generally become <strong>more</strong> permissive and less restrictive.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generally, current Division III legislative standards are appropriate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Division III Budget

Division III's current annual budget is approximately $32 million. Per existing policy, approximately 75% ($24 million) is being spent on championships and 25% ($8 million) is being spent on non-championship initiatives such as the conference grant program and student-athlete leadership and internship programs.

Does your institution believe that the current Division III allocations (75/25) are appropriate?

- Yes, current expenditures are appropriately balanced.
- No, we should allocate more to championships.
- No, we should allocate more to non-championship initiatives.

In the past two years, has your institution received funds (directly or indirectly) via the Strategic Initiative Conference Grants (an NCAA program where $2.8 million is distributed annually to conferences and the Association of Division III Independents to administer educational programs and services that best meet local needs in support of the Division III strategic plan)?

- Yes
- No
- Don't know

In the past two years, has your institution received funds from the NCAA for costs associated with participation in NCAA national championships?

- Yes
- No
- Don't know
II. The Athletics Enterprise on Campus

For many institutions, student-athletes make up an important part of the overall student body (26 percent on average). As such, issues related to student-athlete recruitment and enrollment continue to be topics of discussion among the Division III membership.

Please indicate your level of agreement with these statements:

**STRUCTURE AND ADMINISTRATION OF THE ATHLETICS DEPARTMENT**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our institution encourages participation by maximizing the number and</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>variety of sport offerings for our students through a broad-based</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>athletics program.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A commitment to sport equity (i.e., equitable treatment of all sports in</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>areas such as finance, staffing, facilities, recruiting and scheduling)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>should be a key component of any Division III athletics department</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>mission.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A department policy to prioritize certain sports ahead of others in areas</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>such as finance, staffing, facilities, recruiting and scheduling is not</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>appropriate.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>In the past four years, budget issues have negatively impacted our</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>athletics program (e.g. cut sports, reduce participation opportunities,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>reduce staffing).</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>In the next four years, we anticipate budget issues will negatively</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>impact our athletics program (e.g. cut sports, reduce participation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>opportunities, reduce staffing).</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
Please indicate your level of agreement with these statements:

**ADMISSIONS FOR STUDENT-ATHLETES**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admitted student-athletes should fit the general academic profile of all incoming first-year students.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admission policies for student-athletes should be consistent with the general student body.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It is appropriate to admit students based on their athletics participation and/or ability who would not otherwise meet minimum admissions standards.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please indicate your level of agreement with these statements:

**FINANCIAL AID FOR STUDENT-ATHLETES**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>We agree with the current legislation that student financial aid decisions made by the admissions, financial aid departments and other campus units should be entirely independent and free of influence from the athletics department.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The current prohibition of considering athletics leadership (e.g., team captain) in the awarding of financial aid to student-athletes is appropriate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please indicate your level of agreement with these statements:

**ENROLLMENT AND RETENTION OF STUDENT-ATHLETES**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment of student-athletes is a key component in enrollment management strategies at our school.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our current enrollment management strategy as it relates to student-athletes is in alignment with the goal of retention and graduation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Athletics helps in establishing a diverse student-body on our campus (e.g., race/ethnicity, gender, socioeconomics).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the past four years, we have increased institutional budget allocations to athletics to specifically leverage enrollment of student-athletes as part of our overall enrollment strategy.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the next four years, we plan to increase institutional budget allocations to athletics to specifically leverage enrollment of student-athletes as part of our overall enrollment strategy.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

On a scale of one to ten with ten being the highest, indicate your institution’s reliance on student-athlete enrollment to meet your institutional enrollment goals.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliance on student-athlete enrollment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What enrollment tools do you currently use to support enrollment of student-athletes? (Check all that apply)

- [ ] Official campus visits for student-athletes
- [ ] Overall recruiting quotas for your athletics department
- [ ] Individual team recruiting quotas for some (or all of) your sports
- [ ] Admissions recruiting lists provided by the athletics department
- [ ] Athletics recruiting management software
- [ ] Social media campaigns aimed at recruiting
- [ ] Other: ____________________________________________

What have you done in the past four years to support enrollment of student-athletes? (Check all that apply)

- [ ] Strategically increased sport recruiting budgets
- [ ] Improved and/or built new athletics facilities
- [ ] Targeted hiring of an athletics administrator with an explicit priority on recruiting and enrollment
- [ ] Targeted hiring of coaches with strong recruiting abilities
- [ ] Transition of part time coaches to full time with goal of increasing enrollment
- [ ] Increased athletics support staff
- [ ] Improved equipment (e.g. uniforms, apparel contracts, training equipment)
- [ ] Implemented new camps and/or clinics for prospect aged individuals
- [ ] Other: ____________________________________________
What do you plan to do in the next four years to support enrollment of student-athletes? (Check all that apply)

☐ Strategically increase sport recruiting budgets

☐ Improve and/or built new athletics facilities

☐ Targeted hiring of an athletics administrator with an explicit priority on recruiting and enrollment

☐ Targeted hiring of coaches with strong recruiting abilities

☐ Transition of part time coaches to full time with goal of increasing enrollment

☐ Increase athletics support staff

☐ Improve equipment (e.g. uniforms, apparel contracts, training equipment)

☐ Implemented new camps and/or clinics for prospect aged individuals

☐ Other: ________________________________________________
III. Financial Aid Regulations

Division III is the only NCAA division that prohibits the awarding of financial aid based on athletics leadership, ability, participation or performance. To ensure adherence to this principle, Division III enacted legislation in 2004 that requires institutions to participate in an annual financial aid reporting program. Each year, all active, provisional and reclassifying members must submit reports that are subject to review by the Financial Aid Committee. Over the 13 years of the program, 219 institutions have been selected for a Level II review by the committee and 99 of those institutions have been sanctioned to some degree for violations found through the Financial Aid Reporting Program. Additionally, Division III has developed and distributed educational resources to promote appropriate communication across campus constituencies and help institutions ensure compliance.

Please indicate your level of agreement with these statements:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>The NCAA provides an appropriate level of education relative to financial aid legislation.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The Division III Financial Aid Reporting Program is a useful tool to help institutions assess compliance with NCAA bylaws.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>At our institution, there is an appropriate level of understanding of Division III financial aid compliance across campus constituencies.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>At our institution, we use the available resources to help ensure compliance with Division III financial aid regulations.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

_Institutional sanctions imposed by the Committee on Infractions beyond those focused on education (e.g. probation, public reprimand, ineligibility for NCAA championship events) for financial aid violations are:_

○ Appropriate
○ Too strict
○ Not strict enough
IV. Academic Performance, Retention and Eligibility

Division III emphasizes the educational value of athletics participation and focuses on the academic success of its student-athletes. Institutional autonomy in such matters as academic performance, academic progress and continuing eligibility has been the guiding philosophical and legislative principle of the division, with limited NCAA oversight.

Current legislation requires only that Division III student-athletes be enrolled in a minimum fulltime program of study (12 semester or quarter hours) leading to a baccalaureate degree.

Recent studies continue to show that student-athletes at Division III institutions graduate, on average, at a higher rate than their student-body peers. Studies also show lower graduation rates for football and African-American student-athletes.

Responses to the questions below will provide additional assistance in evaluating the effectiveness of current principles, related programs and legislation.

Please indicate your level of agreement with these statements:

**ACADEMIC PERFORMANCE AND RETENTION**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>The academic performance of student-athletes should be, at minimum,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>consistent with the general student-body.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The current voluntary graduation rate reporting program is a useful and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>relevant tool to assess the retention of Division III student-athletes.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The Division should consider requiring institutions to submit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>standardized student-athlete graduation rate information on an annual</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>basis to the NCAA.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please indicate your level of agreement with these statements:

**ELIGIBILITY**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>The athletic participation history of all Division III student-athletes should be confirmed by the NCAA prior to participation as is currently done at the Division I and II levels (i.e. NCAA Eligibility Center).</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Division III should continue its primary focus on intercollegiate athletics as a four-year undergraduate experience.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>A year of eligibility should continue to be defined by a season of participation rather than a season of competition (i.e. current “red-shirting prohibition”).</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
V. Sports Sponsorship and Membership

One of the key tenets of the division is that its member institutions offer a broad-based athletics program by maximizing the number and variety of athletics opportunities for students. On average, Division III institutions sponsor approximately 18 sports (nine for women and nine for men) with an average undergraduate enrollment of approximately 2,700 students. Additionally, one in four students, on average, participates in intercollegiate athletics. Current regulations require institutions to sponsor a minimum of 12 sports (six men’s and six women’s) with an allowance for schools with enrollment less than 1,000 (i.e. 10 sports – five for men and five for women) and single-gender institutions.

In addition, institutions are required to complete an Institutional Self-Study Guide (ISSG) every five years. Further, institutions are required to attend a Regional Rules Seminar at a minimum of once every three years and attend the NCAA national convention annually.

*The current sports sponsorship requirement includes an allowance for schools with an enrollment less than 1,000. They are required to sponsor 10 sports - five for men and five for women.*

Is this allowance appropriate?

- Yes
- No

**Display This Question:**

*If Is this allowance appropriate? = Yes*

*Indicate your school’s preference for a minimum sports sponsorship standard assuming the current allowance for schools with small enrollments and single-gender institutions remains.*

- 10
- 12
- 14
- 16
- 18
- 20
- More
If this allowance appropriate? = No

You indicated the current allowance of 10 sports - five for men and five for women - for schools with an enrollment less than 1,000 is inappropriate.

What allowance would you prefer?

- No allowance
- Eight sports - four for men and four for women
- Additional: ____________________________________________

If this allowance appropriate? = No

Indicate your school’s preference for a minimum sports sponsorship standard (assuming the allowance you indicated in the question above).

- Fewer
- 8
- 10
- 12
- 14
- 16
- 18
- 20
- More
**Display This Question: For All**

Please indicate your level of agreement with these statements:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCAA staff-led rules seminars are effective educational opportunities for our institution’s staff.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The requirement to attend Regional Rules Seminars at a minimum of once every three years is appropriate.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The Institutional Self-Study Guide (ISSG) is a useful assessment tool for our institution.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The requirement to complete the Institutional Self-Study Guide (ISSG) every five years is appropriate.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Annual institutional attendance at the NCAA National Convention is an appropriate membership requirement.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
VI. Campus, Conference and National Leadership

As with most issues on a college campus, the chancellor or president is ultimately responsible for institutional actions. As the chief decision-maker on a campus, chancellors or presidents also have a defined leadership role within the NCAA governance structure. The Presidents Council, the Presidents Advisory Group, service on the Management Council, and service on a number of additional governance committees are all avenues for chancellors and presidents to provide leadership in the division. Each Division III conference is also required to have as its ultimate authority a presidential governing board.

Responses from the 2008 and 2013 surveys indicated that at approximately 80 percent of Division III institutions, the director of athletics reports to an administrator on campus other than the chancellor or president. In the last five years the designation of the Athletics Direct Report (ADR) has been incorporated to recognize this unique relationship in intercollegiate athletics. The role and impact of the ADR has been boosted by dedicated programming and increased involvement at the campus, conference and national levels.

The feedback requested below will provide assistance in further defining the appropriate level of involvement by chancellors and presidents or other administrators who are responsible for overseeing the administration of athletics at Division III institutions.

*The Director of Athletics reports directly to the:*

- [ ] Chancellor or President
- [ ] Chief Financial Officer
- [ ] Chief Academic Officer
- [ ] Chief Student Affairs Officer
- [ ] Other (please specify): ________________________________________________
<table>
<thead>
<tr>
<th></th>
<th>Should be Less Involved</th>
<th>Appropriate Level</th>
<th>Should be More Involved</th>
<th>Does Not Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At the national level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>At the conference level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Indicate the level of involvement of your Athletics Direct Report/ADR, if applicable (e.g. Chief Academic Officer, Chief Student Affairs Officer, or Dean) in the governance of Division III athletics:**

<table>
<thead>
<tr>
<th></th>
<th>Should be Less Involved</th>
<th>Appropriate Level</th>
<th>Should be More Involved</th>
<th>Does Not Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At the national level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>At the conference level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Indicate the level of involvement of your Director of Athletics in the governance of Division III athletics:**

<table>
<thead>
<tr>
<th></th>
<th>Should be Less Involved</th>
<th>Appropriate Level</th>
<th>Should be More Involved</th>
<th>Does Not Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At the national level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>At the conference level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Indicate the level of involvement of your Senior Woman Administrator (SWA) in the governance of Division III Athletics:**

<table>
<thead>
<tr>
<th></th>
<th>Should be Less Involved</th>
<th>Appropriate Level</th>
<th>Should be More Involved</th>
<th>Does Not Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>At the national level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>At the conference level</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Indicate the level of involvement of your Faculty Athletics Representative (FAR) in the governance of Division III athletics:

<table>
<thead>
<tr>
<th></th>
<th>Should be Less Involved</th>
<th>Appropriate Level</th>
<th>Should be More Involved</th>
<th>Does Not Apply</th>
</tr>
</thead>
<tbody>
<tr>
<td>At the national level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At the conference level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
VII. NCAA Championships

National championships are an important component of the programmatic offerings of Division III. Championships funding represents approximately 75% of the divisional budget (approximately $24 million for the 2017-18 academic year). At present, entrance to the national championship is either through a conference’s automatic qualification slot (with related slots allocated to independents) or through at-large bids. Each national championship (with the exception of football) is conducted within a three-week timeframe. Current championships policy provides one berth for every six and a half institutions sponsoring a team sport.

Please indicate your level of agreement with these statements:

*PHILOSOPHY*

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>The ultimate measure of success for your athletics program is participation in NCAA championships.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Whenever possible, Division III championships events should occur at on-campus facilities as opposed to off-campus facilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please indicate your level of agreement with these statements:

*CURRENT POLICY*

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current policy where NCAA championships are available to conferences via automatic qualification (Pool A), for independent institutions plus institutions from conferences that do not meet the automatic qualification requirements (Pool B) and via at-large bids (Pool C) is appropriate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The current policy of conducting mid-week contests in order to complete the national championship in three weeks is appropriate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please indicate your level of agreement with these statements:

**POTENTIAL POLICY CHANGES**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in NCAA championships should be available to conference champions only (i.e., automatic qualification only with no at-large bids) with appropriate access for non-automatic qualifying conferences and independent institutions.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Increase the per diem (e.g. meals, lodging) for participating in championships beyond the planned increase to $100 in 2020-21.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Increase the number of participants selected for individual-team sport championships.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Institutions in Division III championships should be reimbursed to send additional coaching personnel for student-athletes who require technical coaching (e.g., diving, track and field).</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Travel party sizes for championship competition and related budgets should be expanded to include additional student-athletes eligible to compete (i.e., expand the squad size).</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Reinstate host honorariums for non-predetermined sites.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Championships bracketing principles should be amended for preliminary round site selection to guarantee top regionally ranked teams have the opportunity to host in the first round.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>
POTENTIAL POLICY CHANGES CONTINUED

<table>
<thead>
<tr>
<th>Weakness in NCAA Championships and/or Potential Enhancements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Championships bracketing principles should be amended to guarantee conference opponents do not play each other in the first round of competition.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Add a day of rest at finals sites between semifinals and finals competition in team sports.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Division III should consider a minimum regular-season competition requirement for conferences to receive an AQ.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Division III should consider legislation that would allow alcohol sales at all Division III national championship events that meet defined criteria (e.g., beer and wine only, facility has existing capability to sell, established administrative policies).</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

Of the following 8 championship policies and/or potential enhancements, please rank the top three (3) in terms of importance to your institution:

Top Three

1. Institutions in NCAA championships should be reimbursed to send additional coaching personnel for student-athletes who require technical coaching (e.g., diving, track and field).
2. Travel party sizes for championship competition and related budgets should be expanded to include additional student-athletes eligible to compete (i.e., expand the squad size).
3. Increase the per diem, (e.g. meals, lodging) for participating in championships beyond the planned increase to $100 in 2020-21.
4. Increase the number of participants selected for individual-team sport championships.
5. Championships bracketing principles should be amended for preliminary round site selection to guarantee top regionally ranked teams have the opportunity to host in the first round.
6. Championships bracketing principles should be amended to guarantee conference opponents do not play each other in the first round of competition.
7. Reinstate host honorariums for non-predetermined sites.
8. Add a day of rest at finals sites between semifinals and finals competition in team sports.
At present the limit for team championship brackets is 64 teams (other than football). In addition, there is a three-week championships structure to establish reasonable limits on frequency of play and related travel as well as a consideration of the academic commitments for student-athletes.

*Indicate your school’s preference for the maximum number of weeks allowed to conduct the championships.*

- [ ] 1 week
- [ ] 2 weeks
- [ ] 3 weeks
- [ ] 4 weeks
- [ ] 5 weeks
- [ ] Longer

The current championships access ratio in team sports stands at 1:6.5 with a limit of 64 teams in a bracket. This ratio is used to determine the bracket sizes. With this ratio, there is one opportunity for every six and half teams participating in the sport. A higher ratio would mean fewer championships berths per number of institutions sponsoring a sport, while a lower ratio would mean a greater number of berths with higher championships costs.

*Indicate your school’s preference for a championships team sport access ratio.*

- [ ] Lower
- [ ] 1:5
- [ ] 1:6
- [ ] 1:6.5
- [ ] 1:7
- [ ] 1:8
- [ ] Higher
VIII. Communications

As technology continues to change, the NCAA national office has attempted to keep pace with the methods used to communicate with the membership. The information requested below will assist the national office's efforts to communicate effectively with the Division III membership.

Please indicate your level of agreement with these statements:

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is important for the national office to regularly communicate information regarding Division III activities (e.g. governance, AMA, championships, etc.).</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Information regarding Division III activities is clearly and concisely communicated to member institutions.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Our institution is provided the opportunity to effectively communicate with the national office staff.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Our institution is aware of where to obtain Division III information on NCAA.org.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Our institution is satisfied with the methods by which we currently receive Division III information from the NCAA.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Our institution is satisfied with the amount of Division III information we receive from the NCAA.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>The national office efforts to engage the membership via Division III social media platforms (e.g. Facebook, Twitter, YouTube) are appropriate.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Our institution's athletics communication staff/Sports Information Director plays an important role in communicating the Division III story.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
**IX. Strategic Planning**

Approximately 75 percent of the Division III budget is devoted to support the division’s 28 national championships. The other 25 percent of the division’s budget supports member schools and conferences through the Strategic Initiatives Conference Grant Program, non-championship programming, educational resources and initiatives in the areas of athletics staff professional development, student-athlete professional development, student-athlete health and safety, the Division III Identity Initiative, and diversity and inclusion.

*Rank each of these non-championship programming areas (1 through 5) in importance to you as a Division III member.*

<table>
<thead>
<tr>
<th>Area</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Athletics staff professional development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student-athlete professional development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student-athlete health and safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Division III Identity Initiative</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity and Inclusion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For each of the following 13 current programs, indicate if your institution has received funding for or participated in that program in the last 5 years.

<table>
<thead>
<tr>
<th>Program</th>
<th>Yes</th>
<th>No</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ethnic Minority and Women’s Intern Program</strong> (Two-year grants for Division III institutions and conferences to create 10-month full-time internship opportunities for minorities and women.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Alliance Matching Grant</strong> (Funding for Division III institutions and conferences to enhance gender and ethnic diversity through full-time professional positions in athletics administration.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Student-Athlete Leadership Conference</strong> (Funding for student-athletes, coaches, faculty and administrators to attend an annual forum designed to enhance personal awareness and leadership skills.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Women Leaders in College Sports Grant</strong> (Scholarships to enhance the role of female administrators in Division III to support professional development.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>National Association of Division III Administrators (NADIIIAA) Partnership</strong> (Grants and programs to support the NADIIIAA Summer Forum in conjunction with the annual NACDA – National Association of Collegiate Directors of Athletics – Convention.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sportsmanship Initiative</strong> (The goal of the “Gameday the DIII Way” sportsmanship and game environment program is to achieve better fan decorum at Division III athletics events by providing a consistent level of expectations and guest service throughout the division.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Division III Diversity Initiatives</strong> (Grants intended to increase opportunities in athletics administration for ethnic minorities and women. Initiatives include the Institute for Administrative Advancement, the SWA Program, the Student Immersion Program, and the Career Next Steps Program among others.)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
For each of the following 13 current programs, indicate if your institution has received funding for or participated in that program in the last 5 years. CONTINUED

<table>
<thead>
<tr>
<th>Program</th>
<th>Yes</th>
<th>No</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>360 Proof - NASPA (Student Affairs Administrators in Higher Education) Alcohol and Other Drug Collaborative</strong> (A partnership designed to promote an integrated model for on-campus collaborations among student affairs and athletics professionals and to provide resources to deliver effective alcohol and drug education for the well-being and success of all students.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Athletics Direct Report (ADR) Institute</strong> (A two-day program designed to engage Division III ADRs in best practices to oversee and manage athletics departments and to improve the relationships between ADRs and their presidents, athletics directors and conference commissioners.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>New AD and Commissioner Orientation</strong> (Separate professional development programming designed to introduce new directors of athletics and new commissioners to NCAA reporting requirements, structures, best practices and resources.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Faculty Athletics Representative (FAR) Fellows Institute</strong> (A program designed to provide professional development opportunities for Division III FARs.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>D3Day at CoSIDA Convention</strong> (A collaborative effort to increase involvement by athletics communications and sports information directors in strategic planning at the campus, conference, regional and national levels and to improve or develop professional-development opportunities.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Special Olympics Partnership</strong> (A partnership to improve the lives of Special Olympics athletes through their involvement with Division III student-athletes while also fostering a mutual learning experience between Division III student-athletes and Special Olympics athletes.)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
X. Division III Working Groups

Division III regularly employs working groups to research and advise the governance structure across a range of areas. This approach facilitates the informed decision making that is a cornerstone of NCAA governance. Currently, there are four active Division III working groups.

1. In general, are working groups an effective tool for Division III?

- [ ] Yes
- [ ] No
- [ ] Don't know
2. Indicate how important each of the working groups are to Division III.

<table>
<thead>
<tr>
<th>Working Group</th>
<th>Importance</th>
<th>Not Important At All</th>
<th>Somewhat Important</th>
<th>Important</th>
<th>Very Important</th>
<th>Vital to Division III</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Diversity and Inclusion Working Group</strong></td>
<td></td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The working group’s charge is to assess the current diversity and inclusion landscape within Division III, evaluate current initiatives, and propose next steps (e.g., resources, new initiatives, policies, etc.).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sportsmanship and Game Environment Working Group</strong></td>
<td></td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The working group’s primary efforts focus on ways to enhance the Division III sportsmanship and game environment initiatives by identifying best practices in managing the game environment and providing helpful tools and resources for member institutions and conferences.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FAR Engagement Working Group</strong></td>
<td></td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The working group’s objective is to increase the engagement of Division III Faculty Athletics Representatives (FARs) at the institutional, conference and national levels. It seeks to accomplish this by utilizing data (both historical and newly collected) and the expertise of the working group and others to better define the components of engagement, determine the metrics to measure them, establish appropriate assessment benchmarks, develop best practice resources, and collaborate with appropriate groups to ensure consistency, effectiveness and accountability.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LGBTQ Working Group</strong></td>
<td></td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>The working group aims to ensure Division III is safe for, inclusive of, and welcoming to the LGBTQ community and its allies. To that end, the working group strives to increase engagement, education and understanding of LGBTQ issues at all levels of Division III by examining current resources and areas of unmet need, and creating programmatic, resource and recognition opportunities of the LGBTQ community and its allies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Use this space to share ideas about potential future Division III working groups:

________________________________________________________________
________________________________________________________________
Xi. Diversity, Inclusion and Gender Equity

As a core value, the NCAA believes in and is committed to diversity, inclusion and gender equity among its student-athletes, coaches and administrators. The information requested below will assist Division III in determining the effectiveness of current programs as well as provide guidance to help Division III improve in this regard in the future.

Please indicate your level of agreement with the following statements:

**OUR CAMPUS HAS MADE INTENTIONAL EFFORTS TO...**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the diversity of our student-athletes, coaches and administrators over the past three years.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promote inclusion and the value of diversity within athletics over the past three years.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please indicate your level of agreement with the following statements:

**DIVERSITY IN COMMITTEE APPOINTMENTS AND HIRING**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing and diversifying the pool of candidates for Division III committee service is important for the division.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The NCAA’s recent focus and efforts related to diversifying athletics candidate pools (e.g. Presidential Pledge) and Division III’s The Diverse Workforce, a resource to aid recruitment and retention, have positively impacted our campus.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please indicate your level of agreement with the following statement:

**PARTNERSHIPS**

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division III should more actively partner with external organizations (e.g. Women Leaders in College Sports, National Association of Division III Athletics Administrators - NADIIAA, Minority Opportunities Athletic Association - MOAA) to support innovative programs that promote inclusion.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

While the NCAA inclusion statement encompasses many dimensions of diversity, five focus areas have been developed based on historical underrepresentation and discrimination within athletics. These areas are: persons with disabilities, ethnic minorities, international students, persons identifying as LGBTQ and women.

Division III governance structure leadership is committed to partnering with Division III conferences and institutions to support innovative programs that promote inclusion.

To help us prioritize our efforts, with your campus in mind, rank the following programming areas:

- [ ] Persons with disabilities
- [ ] Persons identifying as LGBTQ
- [ ] International students
- [ ] Women
- [ ] Ethnic minorities

Page 31 of 34
Division III governance structure leadership is committed to the expansion of NCAA programming and resources to enhance opportunities for the recruitment of persons with disabilities, persons identifying as LGBTQ, international students, women and ethnic minorities into coaching and athletics administrator positions.

To help us prioritize our expansion efforts, with your campus in mind, in what areas should we expand programming and resources?

*Rank the following programming areas in order of importance to you.*

- [ ] Persons with disabilities
- [ ] Persons identifying as LGBTQ
- [ ] International students
- [ ] Women
- [ ] Ethnic minorities
XII. Conference Affiliation

The vast majority of Division III institutions are members of a multi-sport NCAA conference. The information requested below will assist in further clarifying the role that NCAA member conferences play within the NCAA structure.

**Multi-sport conference members should:**

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share a similar institutional mission.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Be affiliated based on public and private designations.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Share a similar academic profile (e.g. selectivity)</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Share a similar cost of attendance.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Be affiliated based on geographic proximity.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Shared athletics philosophy.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Share a similar athletics profile (e.g. sports sponsorship, resource allocation).</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Be affiliated based on favorable championships access.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Be affiliated based on institutional history and tradition.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Share a similar perspective on legislative standards.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Be affiliated with any group of institutions, no common criteria.</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
Rank your top four (4) multi-sport conference grouping criteria. (click and drag your selections to the criteria box)

<table>
<thead>
<tr>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>_____ Similar institutional mission.</td>
</tr>
<tr>
<td>_____ Public and private designation.</td>
</tr>
<tr>
<td>_____ Similar academic profile.</td>
</tr>
<tr>
<td>_____ Similar cost of attendance.</td>
</tr>
<tr>
<td>_____ Geographic proximity.</td>
</tr>
<tr>
<td>_____ Shared athletics philosophy.</td>
</tr>
<tr>
<td>_____ Similar athletics profile.</td>
</tr>
<tr>
<td>_____ Favorable championships access.</td>
</tr>
<tr>
<td>_____ Similar perspective on legislative standards.</td>
</tr>
<tr>
<td>_____ Institutional history and tradition.</td>
</tr>
<tr>
<td>_____ No common criteria.</td>
</tr>
</tbody>
</table>

This space has been provided for you to include any additional comments you may have.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
ACTION ITEMS.

• None.

INFORMATIONAL ITEMS.

1. Discuss and provide feedback from facilitator training in Cincinnati. The working group members that participated in the November 30-December 1, facilitator training program in Florence, Kentucky, took an opportunity to provide feedback and discuss the facilitation training program overall. The feedback included:

   a. The ability to practice facilitation of the training program was great. The training could benefit from more practice time;

   b. Including more case studies and how a staff can best handle those scenarios would be helpful;

   c. There needs to be ‘more nuts and bolts for de-escalating conflicts’ within the strategies sections; and

   d. Overall, there was appreciation for the information on how to take the framework of the training and sell it effectively on each campus.

2. Review updated subcommittee items for online toolkit. The working group discussed items that were still needed for the online toolkit that accompanies the project. The working group agreed that there needed to be a ‘post-training’ checklist and discussion document. This resource also will be added to the webpage.

3. Adjournment and reminder of next teleconference. Staff reminded the working group that its next teleconference is 2 p.m. Eastern time Thursday, January 11, 2018. The teleconference adjourned at approximately 2:30 p.m. Eastern time.
Chair: Gary Williams, Wittenberg University, North Coast Athletic Conference  
Staff Liaison: Jay Jones, Division III Governance

<table>
<thead>
<tr>
<th>NCAA Division III Sportsmanship &amp; Game Environment Working Group</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attendees:</strong></td>
</tr>
<tr>
<td>Tracy King, Liberty League</td>
</tr>
<tr>
<td>Julie Kline, University of LaVerne</td>
</tr>
<tr>
<td>Jeff Martinez, University of Redlands</td>
</tr>
<tr>
<td>Chuck Mitrano, Empire 8</td>
</tr>
<tr>
<td>Laura Mooney, Massachusetts College of Liberal Arts</td>
</tr>
<tr>
<td>Justin Newell, Kenyon College</td>
</tr>
<tr>
<td>Mike Snyder, Illinois College</td>
</tr>
<tr>
<td>Brian Wigley, Shenandoah University</td>
</tr>
<tr>
<td><strong>Absentees:</strong></td>
</tr>
<tr>
<td>Erik Bitterbaum, State University of New York at Cortland</td>
</tr>
<tr>
<td>Cedrick Fry, Carthage College</td>
</tr>
<tr>
<td>Candice Murray, North Eastern Athletic Conference</td>
</tr>
<tr>
<td>Kayla Porter, Frostburg State University</td>
</tr>
<tr>
<td>Karen Tompson-Wolfe, Westminster College (MO)</td>
</tr>
<tr>
<td>Leonard Reich, University of Mount Union</td>
</tr>
<tr>
<td>Gary Williams, Wittenberg University, chair</td>
</tr>
<tr>
<td><strong>NCAA Staff Support in Attendance:</strong></td>
</tr>
<tr>
<td>Jay Jones</td>
</tr>
<tr>
<td><strong>Other NCAA Staff Members in Attendance:</strong></td>
</tr>
<tr>
<td>Kristin DiBiase</td>
</tr>
</tbody>
</table>
REPORT OF THE NCAA DIVISION III
SPORTSMANSHIP AND GAME ENVIRONMENT WORKING GROUP
JANUARY 11, 2018, TELECONFERENCE

ACTION ITEMS.

• None.

INFORMATIONAL ITEMS.

1. Review and discuss Division III sportsmanship webpage contents. The working group reviewed the finalized version of the Division III sportsmanship webpage and provided the staff with recommendations for amendments to some language and functionality. Overall, the working group was pleased with the outcome and content of the webpage.

2. Detail plans for two remaining online pieces. NCAA staff provided an update on the new ‘learning management system’ software that the national office has acquired and the timeline for its implementation. It was noted that the software would be implemented in the spring of 2018. Based on that relatively short timeline and the improved technology, the working group supported delaying the production of the online training modules until after the software has been brought online.

The working group noted that Julie Kline, Laura Mooney and Karen Tompson-Wolfe would work with the staff to finalize a post-training assessment tool and implement its usage. Approval for the final tool can be given by the full working group via email.

3. Discuss training and communication plans for 2018 Convention. The working group noted the following key talking points for discussion at its upcoming conference meetings at the 2018 NCAA Convention:
   a. 107 Division III administrators are now trained as Gameday the DIII Way facilitators;
   b. Working group members should encourage those that are unfamiliar with the program to read the Champion Magazine article and listen to the podcast to understand the philosophy behind the program. Both of those resources are posted on the Division III sportsmanship webpage;
   c. Encourage members to visit the sportsmanship webpage for details on how to request a campus or conference training; and
   d. Share the ‘Campus Self-Evaluation and Discussion Tool’ on the webpage that they can use to assist in implementing the service standards at their institution.
Staff reminded the working group there would be a Gameday the DIII Way training session offered at the NCAA Convention Thursday, January 18, from 1 to 2:30 p.m.; currently 130 participants are registered to attend.

4. **Appreciation of service and adjournment.** Gary Williams thanked the working group for their efforts over the last couple of years. Staff informed the working group that there would not be additional standing teleconferences scheduled and that the need for future work could be handled, as issues arise, through smaller subgroups. The teleconference adjourned at approximately 2:50 p.m. Eastern time.

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

| NCAA Division III Sportsmanship & Game Environment Working Group  
January 11, 2018, Teleconference  
| Attendees:  
| Erik Bitterbaum, State University of New York at Cortland  
Cedrick Fry, Carthage College  
Tracy King, Liberty League  
Julie Kline, University of LaVerne  
Jeff Martinez, University of Redlands  
Laura Mooney, Massachusetts College of Liberal Arts  
Candice Murray, North Eastern Athletic Conference  
Justin Newell, Kenyon College  
Mike Snyder, Illinois College  
Karen Tompson-Wolfe, Westminster College (MO)  
Leonard Reich, University of Mount Union  
Gary Williams, Wittenberg University, chair  
| Absentees:  
| Chuck Mitrano, Empire 8  
Kayla Porter, Frostburg State University  
Brian Wigley, Shenandoah University  
| NCAA Staff Support in Attendance:  
| Jay Jones  
| Other NCAA Staff Members in Attendance:  
| Kristin DiBiase |
REPORT OF THE NCAA DIVISION III
LGBTQ WORKING GROUP
JANUARY 3, 2018, TELECONFERENCE

ACTION ITEMS.

• None.

INFORMATIONAL ITEMS.

1. Welcome and roster. The NCAA Division III Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Working Group commenced business at 1 p.m. Eastern time Wednesday, January 3. Working group chair Neil Virtue welcomed the group, and NCAA staff conducted a roll call. The working group welcomed its newest member Emet Marwell, a student at Mount Holyoke College. Additionally, Christopher Deddo, a baseball student-athlete at the State University of New York Maritime College, announced it would be his final working group teleconference. Deddo received an early assignment with the U.S. Marine Corps and will discontinue service on the Division III Student-Athlete Advisory Committee after the NCAA Convention.

2. Report of November 14 teleconference report. The working group reviewed and approved the teleconference report with one minor edit. [Attachment A]

3. Mission statement. The working group reviewed its mission statement. The mission statement is a living document and henceforth may be modified at any time.

4. LGBTQ survey executive summary. The working group reviewed and endorsed the executive summary of the LGBTQ Division III membership surveys. The executive summary will be posted on the Division III NCAA Convention resource page located on its home page. As part of its endorsement of the executive summary, the working group indicated it wants to further explore the concept, intent and structure of the train-the-trainer program, which was identified as a possible next step. The working group agreed to engage in that discussion after the NCAA Convention. [Attachment B]

5. LGBTQ survey executive summary of comments. The working group reviewed the executive summary of comments of the LGBTQ Division III membership surveys, a document that detailed the most substantive qualitative data in each of the demographic group surveys. The working group expressed concern that certain language used in the document is considered disrespectful by some LGBTQ individuals. Of particular concern was the term LGBTQ “lifestyle,” which is perceived by many in the LGBTQ community as suggesting sexual orientation and/or gender identity is a choice. Staff explained that when coding the qualitative data, they used in vivo coding, a technique that uses direct language from survey respondents to enhance the trustworthiness and validity of the research. Per the working group’s suggestion, staff will add a sentence to the executive summary of comments to clarify the rationale for using direct language. Staff also underscored that the executive summary of comments will not be publicly available. Instead, the resource was created to help inform and guide the working group in its development of resources.
6. **LGBTQ terminology and definitions.** The working group reviewed and endorsed a one-page LGBTQ terminology and definitions resource. Hard copies of the resource will be distributed at the NCAA Convention and an electronic version will be posted on the Division III homepage and the NCAA Convention resources link. During the November 2017 in-person meeting, the working group recommended that staff create an LGBTQ resource that equips people with fundamental terminology and definitions to engage in meaningful discussion about LGBTQ issues. In consultation with the NCAA Office of Inclusion and a co-author of the NCAA Champions of Respect terminology resource, staff created an abridged version of terminology. The terminology and definitions are organized in building-block order, wherein one term or definition lays the foundation for subsequent terms and definitions. Lastly, members of the working group expressed interest in possibly expanding the resource to include more terminology and definitions. Staff noted that the working group may expand the resource after the NCAA Convention as it deems appropriate. [Attachment C]

7. **LGBTQ PowerPoint at Convention.** The working group reviewed and endorsed the LGBTQ PowerPoint that working group chair Virtue will use in conjunction with his presentation at the NCAA Convention. Staff noted the PowerPoint and speech were based on the executive summary, as well as specific data the working group requested to be highlighted. As part of the review, members of the working group inquired whether the PowerPoint adequately highlighted survey findings that addressed areas of unmet need, disparate opinions between LGBTQ and non-LGBTQ participants, and opportunities for enhancement. Staff noted the concerns and deferred additional PowerPoint edits to working group chair Virtue.

The working group also reviewed and endorsed six straw-poll questions designed to solicit additional information to guide the working group’s next steps. Staff noted that Convention delegates will use polling devices during the Division III Business Session that will allow real-time responses to the questions.

8. **Convention talking points.** Staff presented a one-page document of talking points for members of the working group to use at the NCAA Convention and on campuses. The document includes general information about the working group’s history, its mission, survey results, possible next steps and NCAA inclusion resources to ensure a consistent message on core components of the working group. Staff noted that talking points will be periodically updated to reflect the status of the working group’s initiatives.

9. **Future teleconferences.** Staff will send a Doodle request to determine availability for the February and March teleconferences. On the teleconferences, the working group will begin planning its next steps.

10. **Other business.** Jean Orr shared that she recently moved from NCAA academic and membership affairs to the NCAA Office of Inclusion. Despite the transition, Orr will continue to serve as the primary liaison to the Division III LGBTQ working group.

11. **Adjournment.** The meeting adjourned at 2 p.m.
### NCAA Division III LGBTQ Working Group
December 3, 2018, Teleconference

<table>
<thead>
<tr>
<th>Attendees:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher Deddo, State University of New York Maritime College; Skyline Conference.</td>
</tr>
<tr>
<td>Malcolm Huggins, State University of New York at Oswego; State University of New York Athletic Conference.</td>
</tr>
<tr>
<td>R. Brit Katz, Millsaps College; Southern Athletic Association.</td>
</tr>
<tr>
<td>Christopher Kimball, California Lutheran University; Southern California Intercollegiate Athletic Conference.</td>
</tr>
<tr>
<td>Kyrstin Krist, Methodist University; USA South Athletic Conference.</td>
</tr>
<tr>
<td>Donna Ledwin, Allegheny Mountain Collegiate Conference.</td>
</tr>
<tr>
<td>Emet Marwell, Mount Holyoke College; New England Women’s and Men’s Athletic Conference.</td>
</tr>
<tr>
<td>Julie Shaw, Women’s Sports Foundation.</td>
</tr>
<tr>
<td>Michael Vienna, Emory University; University Athletic Association.</td>
</tr>
<tr>
<td>Neil Virtue, Mills College; Independent.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Absentees:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margaret Drugovich, Hartwick College; Empire 8.</td>
</tr>
</tbody>
</table>

**NCAA Staff in Attendance:**

Louise McCleary, Jean Orr.
REPORT OF THE NCAA DIVISION III  
LGBTQ WORKING GROUP  
NOVEMBER 14, 2017, MEETING

**ACTION ITEMS.**

- None.

**INFORMATIONAL ITEMS.**

1. **Welcome and roster.** The NCAA Division III LGBTQ Working Group commenced business at 8 a.m. Eastern time Tuesday, November 14. Working group chair Neil Virtue welcomed the group and NCAA staff conducted a roll call.

2. **Report of October 4 teleconference report.** The working group reviewed and approved the teleconference report.

3. **Mission statement.** The working group reviewed its mission statement. The mission statement is a living document and henceforth may be modified at any time.

4. **LGBTQ membership surveys.** In preparation for the NCAA research staff’s executive summary presentation, the working group reviewed the content and structure of the LGBTQ Division III-wide membership surveys distributed to the following demographic groups:

   a. Presidents and athletics direct reports;

   b. Athletics administrators and coaches;

   c. Commissioners; and

   d. Student-athletes.

5. **LGBTQ survey executive summary.** The research staff presented an executive summary of the LGBTQ Division III-wide membership surveys, detailing quantitative findings in four categories. Below are the key takeaways from each of the four categories. [Attachment]

   a. **Landscape and culture in Division III.**

      (1) Most respondents felt their athletics departments and conferences were free from LGBTQ discrimination; however, the working group noted there were notable differences of opinion between LGBTQ and non-LGBTQ student-athlete respondents.
(2) While a small percentage of LGBTQ athletics administrator and student-athlete respondents feared losing their jobs or roster spots, respectively, the working group discussed the need to eliminate the existing fear amongst male LGBTQ student-athletes and coaches.

(3) Nearly all respondents felt LGBTQ spectators would be safe at their athletics events. The working group noted that this positive response aligned with Division III's initiative to create a positive game environment via the "Game Day the DIII Way" sportsmanship plan.

(4) The working group noted a student-athlete knowledge gap of LGBTQ people and issues. Non-LGBTQ student-athletes were less likely to agree that institutions and athletics departments should provide support and fewer identified as allies. The working group suggested that the NCAA Division III Student-Athlete Advisory Committee, as well as campus and conference SAACs could potentially serve resources to close the awareness and knowledge gap.

(5) Many LGBTQ respondents do not feel it is safe to communicate about their sexuality and/or gender identity. The working group acknowledged this reflects a continued fear of being "out" at institutions and within intercollegiate athletics.

(6) LGBTQ respondents were considerably less likely to rate their conference's support of the LGBTQ community as welcoming. The working group pondered if the data reflects a lack of awareness of what happens at the conference level.

b. Education/resources.

(1) Most respondents agreed that guest speakers and regularly scheduled open dialogue sessions would be the most helpful types of LGBTQ programming, while they noted not using the existing NCAA Office of Inclusion LGBTQ resources. The working group discussed the possibility that many individuals do not know where to locate existing resources or have forgotten and/or are not aware that the resources exist.

(2) Lack of alignment with institutional values and lack of financial resources were the most commonly cited reasons for lack of LGBTQ staff training. The working group noted that there may be several religiously affiliated institutions who may not support LGBTQ initiatives. A Division III version of the NCAA Common Ground initiative was suggested as a way to begin dialogue with faith-based Division III institutions. The working group also
noted the possibility of offering funding to institutions that do not have the financial means to conduct trainings on LGBTQ issues.

c. **Visibility and recognition.**

(1) Nearly half of the LGBTQ respondents indicated that they were comfortable with national, conference or institutional recognition for their contributions to intercollegiate athletics and celebrating them for their LGBTQ identity; however, a substantial percentage of respondents were undecided. The working group pondered whether for those undecided, there were concerns about being "outed," being singled out and/or being treated differently by others.

(2) Respondents were evenly split on supporting the establishment of a national award. The working group, once again, speculated on potential reasons why a respondent might not support a national award that recognizes contributions to intercollegiate athletics and celebrating the LGBTQ identity.

d. **Policies.**

(1) Most athletics departments do not have a written LGBTQ nondiscrimination policy. Further, many athletics department handbooks and student-athlete handbooks do not reference supporting or promoting an inclusive, respectful environment for student-athletes and colleagues of the LGBTQ community. The working group noted that policy language should be a focal area for resource development.

(2) More than half of respondents did not know if their athletics department or conference had a transgender student-athlete participation policy. The working group suggested the low number of institutions with such a policy may be a result of few institutions having disclosed transgender student-athletes.

(3) LGBTQ coaches and administrators were considerably more likely to believe coaches use the identity of LGBTQ coaches as a negative recruiting tool with prospective student-athletes. LGBTQ female administrators and coaches were almost twice as likely to fear losing prospective student-athletes because of their identity compared to LGBTQ male administrators and coaches; however, the working group noted that a substantial percentage from both demographic groups feared losing prospective student-athletes because of their identity.
4. Student-athlete respondents noted that negative recruiting against LGBTQ coaches at other institutions was virtually nonexistent.

6. **Subgroup discussion of survey results and NCAA Convention presentation.** The working group divided into three subgroups (i.e., Education/Resources; Visibility and Recognition; and Communication) to discuss the survey results within the context of the following three questions relevant to the specific subgroup:

   a. What survey findings should be presented during the Division III business session at the 2018 NCAA Convention?

   b. Should the working group develop a resource to be distributed during the Division III business session to support the survey feedback?

   c. Relevant to your subgroup, what polling questions should be asked during the Division III business session to continue guiding the working group?

7. **Working group discussion of survey results and Convention.** Each subgroup reported its discussion including recommendations regarding the presentation of survey results, development of resources and possible polling questions for the Division III business session.

   a. **Education/Resources:** The subgroup reported that the survey results reflected a critical need in Division III to engage in deeper conversations about LGBTQ issues. Consequently, the subgroup recommended that the presentation of survey results at the Division III business session highlight the following findings:

      (1) Overall, survey respondents ranked guest speakers and regularly scheduled open dialogue sessions as the most helpful types of LGBTQ programming.

      (2) Forty-eight (48) percent of survey respondents cited lack of financial resources as the primary reason why LGBTQ trainings do not occur (or occur as frequently as preferred).

The subgroup also recommended creating a one-page, Division III-specific resource of LGBTQ terminology to distribute at the Convention. Specifically, the subgroup noted that to engage in meaningful conversations about LGBTQ issues, it is important to equip individuals with fundamental language. Staff will collaborate with the NCAA Office of Inclusion and the author of an existing glossary of terms on ncaa.org to develop an updated, abridged version for Division III members. The subgroup also suggested the following polling questions:
(1) What educational resources would most assist your LGBTQ programming efforts?

(a) Written educational guide.

(b) Facilitator training (e.g., train the trainer).

(c) NCAA-facilitated trainings.

(2) If you do not use existing LGBTQ resources from the NCAA Office of Inclusion and Division III webpages, what is the reason?

(a) Was not aware they existed.

(b) Do not know where to find them.

(c) They are not relevant to my needs.

(d) They are not helpful.

(3) How do you prefer to receive LGBTQ resources?

(a) In-person small dialogue.

(b) In-person large group presentation.

(c) Email.

(d) Webinar/web-based resources.

b. Visibility and recognition: The subgroup reported that the survey results reflected a relatively even distribution of opinion about whether to publicly celebrate and recognize LGBTQ individuals within the context of intercollegiate athletics. The working group expressed concern that besides the NCAA Woman of the Year Award, there is no precedent for publicly awarding underrepresented populations in intercollegiate athletics. Consequently, the subgroup recommended that the presentation of survey results at the Division III business session highlight the following findings:

(1) Of the survey respondents who identified as LGBTQ, nearly half indicated that they were comfortable with the NCAA, Division III, their conference
or their institution recognizing them for their contributions to intercollegiate athletics and celebrating them for their LGBTQ identity. More than one-fourth were undecided.

(2) On the issue of the NCAA and Division III establishing a national award to recognize individuals, institutions or conferences for their contributions to LGBTQ inclusion, more than one-third of survey respondents across groups reported being unsure, while a similar percentage agreed.

Lastly, the subgroup suggested the following polling questions:

(1) If the NCAA were to commit resources toward LGBTQ programming (e.g., train the trainer), recognition event (e.g., Division III reception), or promotional materials (e.g., banners/poster campaign), which would you prefer?

(a) Programming.
(b) Recognition event.
(c) Promotional materials

(2) If you chose programming in the previous question, which constituent group should be the initial target for programming?

(a) Athletics administrators.
(b) Coaches.
(c) Student-athletes.

(3) If made available, would you publicly display a Division III specific LGBTQ-inclusive poster/banner in your athletics facilities?

c. Communication: The subgroup reported that the survey results reflected an information gap regarding LGBTQ policies. Specifically, there is more understanding and awareness of policies at the institutional-level compared to the athletics department. Similarly, athletics departments have a greater awareness and inclusion of policies than conferences. However, the least informed survey respondents were coaches and student-athletes. Consequently, the subgroup recommended that the presentation of survey results at the Division III business session highlight the following findings:
(1) Sixty-two (62) percent of survey respondents either did not know if their athletics department had, or did not have, a written LGBTQ nondiscrimination policy.

(2) Seventy-six (76) percent of conference administrator respondents indicated that their conference does not have a written LGBTQ nondiscrimination policy.

(3) Less than half of conferences and athletics departments have policies to address anti-LGBTQ slurs, jokes, comments, actions or behaviors.

(4) Only 29 percent of athletics departments and conferences have a transgender student-athlete participation policy.

(5) One in four LGBTQ administrator and coach respondents strongly agree or agree that some coaches use the identity of LGBTQ coaches as a negative recruiting tool with prospective student-athletes or their parents. Only nine percent of non-LGBTQ administrator and coach respondents strongly agreed or agreed.

(6) Forty percent (40) of female LGBTQ administrator and coach respondents strongly agreed or agree with the statement, “I fear losing prospective student-athletes because of my LGBTQ identity”. Twenty-five (25) percent of male LGBTQ administrator respondents strongly agreed or agreed with that statement.

The subgroup also noted that most athletics departments and conferences lack policies that include references to LGBTQ, sexual orientation, gender identity and gender expression. Consequently, the subgroup recommended that the presentation of survey results at the Division III business session highlight the following findings:

(1) Thirty-eight (38) percent of survey respondents indicated that their athletics department has a written LGBTQ nondiscrimination policy.

(2) Less than 50 percent of survey respondents indicated that their athletics department handbook included the support and promotion of an inclusive, respectful environment for the LGBTQ community.

(3) One-fourth of survey respondents indicated that their athletics department’s communications and recruiting materials includes a nondiscrimination clause. Of those with nondiscrimination clauses, 41 percent indicated the clause references LGBTQ.
The subgroup also recommended distributing the Office of Inclusion’s "Five Ways to Have an LGBTQ-inclusive Athletics Department" as a resource to supplement the presentation of findings at Convention and to encourage the Division III membership to access the resource online for a more interactive experience. Further, the subgroup recommended that the presentation of findings call attention to the LGBT SportSafe Inclusion Program as well as all resources available on the Office of Inclusion's LGBTQ webpage.

Lastly, the subgroup suggested the following polling question:

- If made available, would you use template language to develop policy statements, inclusion statements and nondiscrimination clauses?

8. **Next steps after Convention.** The working group discussed potential next steps after the Convention regarding the development of Division III-specific LGBTQ resources, initiatives and programming. Specifically, the working group discussed the following possibilities:

a. Develop a Division III "train the trainer" program.

b. Develop template language for policy statements, inclusion statements and nondiscrimination clauses for conferences and athletics departments, including exemplary examples from Division III conferences and institutions.

c. Sponsor a Division III LGBTQ reception at an NCAA-sponsored event.

d. Design a Division III LGBTQ poster/banner/decal campaign.

e. Develop a Division III LGBTQ certification program (comparable to the LGBT SportSafe Inclusion Program).

f. Design an NCAA-inclusion template for Division III institutions and conferences to co-brand. Create a Division III SAAC facilitation guide for student-to-student dialogue.

g. Update existing resources on the Office of Inclusion's LGBTQ webpage in consultation with internal and external constituents.

h. Launch Division III LGBTQ video campaign.

i. Encourage Division III conferences and institutions to nominate student-athlete advocates for LGBTQ issues as part of their respective SAAC governance structures.
j. Design follow-up Division III membership survey to solicit additional information.

9. **Future teleconferences.** Staff noted a Doodle request to determine availability for the January 2018 teleconference is forthcoming. On the teleconference, the working group will review the draft Convention presentation and straw poll questions.

10. **Other business.** Staff shared an email from a Division III transgender student. The transmale student was a field hockey prospective student-athlete; however, once the student enrolled at the Division III institution and began medically transitioning to male, he was no longer eligible for participation. The student, who now serves as the student manager for the Division III institution's field hockey team, expressed interest in the Division III LGBTQ membership survey and offered to assist the working group in whatever manner necessary. Staff asked the working group if they would like to offer the student to join the working group, in part, to add another student perspective as well as to add a transgender perspective. The working group unanimously supported extending an invitation to the student.

11. **Adjournment.** The meeting adjourned at 1:50 p.m.

*Staff Support: Louise McCleary, Division III Governance Jean Orr, Academic and Membership Affairs*

---

**NCAA Division III LGBTQ Working Group**

**November 14, 2017, In-person Meeting**

**Attendees:**
- Malcolm Huggins, State University of New York at Oswego; State University of New York.
- Christopher Kimball, California Lutheran University; Southern California Intercollegiate Athletic Conference (**via teleconference**).
- Kyrstin Krist, Methodist University; USA South Athletic Conference.
- Donna Ledwin, Allegheny Mountain Collegiate Conference.
- Rosamaria Riccobono, Eastern Connecticut State University; Little East Conference.
- Julie Shaw, Women's Sports Foundation.
- Michael Vienna, Emory University; University Athletic Association.
- Neil Virtue, Mills College; Independent.

**Absentees:**
- Christopher Deddo, State University of New York Maritime College; Skyline Conference.
- Margaret Drugovich, Hartwick College; Empire 8.

**NCAA Staff in Attendance:**
- Lydia Bell, Louise McCleary, Jean Orr and Amy Wilson.
Executive Summary
Division III Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Working Group
Prepared for the 2018 NCAA Convention Division III Issues Forum Attendees

Highlights

1. **Working group formation.** At the October 2016 Division III Management Council meeting, council members endorsed the establishment of a working group to examine the current and potential programming, resources and recognition of the LGBTQ community and its allies in Division III. Possible outcomes included 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 NCAA Office of Inclusion to develop programming as needed. For the past year, the group has conducted teleconferences and ultimately, developed a membership-wide survey to better understand the current landscape and climate surrounding LGBTQ issues on Division III campuses and conferences. In November, the working group met in-person and examined the survey results to explore potential Division III LGBTQ educational resources, visibility and recognition opportunities and communication best practices at the campus, conference and national levels.

2. **LGBTQ membership survey.** An LGBTQ Division III-wide membership survey was distributed to individuals from four demographic groups. The survey yielded 4,541 total responses, which are disaggregated by demographic group below:
   a. Presidents and athletics direct reports (80 responses);
   b. Athletics administrators and coaches (1,384 responses);
   c. Commissioners/assistant commissioners (44 responses); and
   d. Student-athletes (3,033 responses).

   Overall, 53 percent of respondents identified as female and 46 percent as male, with most athletics administrators identifying as male and most student-athlete respondents as female. Overall, 81 percent of respondents identified as heterosexual/straight. The remaining 19 percent identified as LGBTQ with one percent of all respondents identified as transgender.

3. **Landscape and culture in Division III.** Overall, most respondents considered their athletics departments and conferences to be welcoming and free from discrimination toward the LGBTQ community. However, findings revealed noteworthy differences of opinion when disaggregated by LGBTQ/non-LGBTQ identity where smaller proportions of those that identified as LGBTQ agreed.

   **Institution.** More than eight out of 10 athletics and higher education administrator respondents, and approximately two-thirds of student-athletes, identified themselves as allies of the LGBTQ community. Three-quarters of respondents agreed their athletics department or conference was free from LGBTQ discrimination and was very welcoming or welcoming of the LGBTQ
community. However close to 20 percent were unsure. Respondents that were not student-athletes indicated higher levels of awareness of openly LGBTQ individuals.

**Conference.** More than half of respondents reported their athletics conference was very welcoming or welcoming, while an additional quarter were not sure. LGBTQ student-athletes were less likely to consider their conference welcoming (48 percent) than their non-LGBTQ peers (62 percent). Similarly, LGBTQ administrators and coaches were less likely to consider their conference welcoming (46 percent) than their non-LGBTQ colleagues (58 percent).

**Athletics overall.** Nearly all respondents indicated LGBTQ individuals would be safe as spectators at an intercollegiate contest, and more than 80 percent of those who identified as LGBTQ indicated they felt safe communicating about their sexuality and/or gender identity. While feeling a sense of security within athletics, there may be a different experience outside of athletics as one out of five survey respondents indicated they have witnessed anti-LGBTQ comments or slurs.

Overall, most respondents were unaware of their Student-Athlete Advisory Committee (SAAC) campus or conference engagement on LGBTQ issues. Over 95 percent of athletics administrator and student-athlete respondents who identified as LGBTQ, did not fear losing their job or their roster spot. However, within-group comparison showed that male LGBTQ student-athletes (19 percent) and male administrators and coaches (32 percent) were the most likely to take a neutral position perhaps reflecting a greater sense of uncertainty.

4. **Education/resources.** The most commonly cited ways that institutions support students and staff were campus-wide LGBTQ committees, safe zone trainings and campus LGBTQ centers. The most commonly used resources were inclusive sportsmanship statements, NCAA Champions of Respect, NCAA Inclusion of Transgender Student-Athletes and the You Can Play campaign. Nearly half of respondents reported other campus offices and centers as available resources. Overall, respondents ranked guest speakers and regularly-scheduled open dialogue sessions as the most helpful types of LGBTQ programming.

More than half of survey respondents indicated their institution, athletics department or conference provide LGBTQ staff trainings at least once per year. At the same time, 29 percent of respondents reported staff trainings never take place. The most commonly cited reasons for lack of staff training were that these types of trainings did not align with the institution’s values and lack of financial resources. Two other reasons cited were that athletics department leadership did not believe the training was necessary even though they were supportive of the LGBTQ community, and that human resources staff lacked training or understanding.
5. **Visibility and recognition.** Approximately half of survey respondents agreed the NCAA, Division III and their institutions recognize LGBTQ student-athletes, coaches and administrators for their contributions to intercollegiate athletics, while 39 percent agreed their conferences recognize LGBTQ student-athletes, coaches and administrators for their contributions to intercollegiate athletics. At the same time, approximately one out of five respondents indicated not knowing about such recognitions. Nearly half of LGBTQ respondents indicated they were comfortable with national, conference or institutional recognition for their contributions to intercollegiate athletics and celebrating them for their LGBTQ identity. More than one-quarter were undecided. On the issue of establishing a national LGBTQ recognition award, more than one-third of survey respondents across all groups reported being undecided, while a similar percentage agreed they would like to see such an award.

6. **Policies.** Sixty percent of athletics administrators and coaches reported their institution has a written LGBTQ nondiscrimination policy while only 38 percent indicated their athletics department has such a policy. Of those reporting having either policy, approximately three-quarters indicated the policy explicitly included sexual orientation, gender identity and gender expression. Approximately one-third of respondents indicated they did not know if the policies addressed anti-LGBTQ slurs, jokes, comments, actions and behaviors.

**Handbook.** Less than half of survey respondents indicated their athletics department and their student-athlete handbooks included the support and promotion of an inclusive, respectful environment for the LGBTQ community. Additionally, more than one-third of respondents did not know about the policies including if there was a transgender student-athlete participation policy.

**Recruitment.** One quarter of survey respondents indicated their athletics department’s communications and recruiting materials included a nondiscrimination clause. Of those with nondiscrimination clauses, 41 percent indicated the clause referenced LGBTQ. Of those respondents who identified as an LGBTQ ally, 83 percent reported feeling supported in their efforts to promote inclusion and respect in recruiting and hiring. Only 13 percent indicated a belief that coaches were using the identity of LGBTQ coaches as a negative recruiting tool while the same proportion did not know. However, when disaggregated by LGBTQ and non-LGBTQ identity, LGBTQ coaches were nearly five times more likely to agree that there was negative recruiting based on LGBTQ identity (33% versus 7%). More than one-third of LGBTQ coaches indicated they were fearful of losing prospective student-athletes because of their identity, more so for female coaches (40 percent) than male coaches (20 percent). However, student-athlete respondents overwhelmingly reported the identities of LGBTQ coaches and student-athletes were not being used to discourage them from attending those institutions.
7. **Possible next steps.** The working group discussed developing Division III-specific LGBTQ resources, initiatives, and programming. Specifically, the working group discussed the following possibilities:

   a. Train the trainer program.
   b. Template language for inclusive handbook policies and statements.
   c. Certification program for LGBTQ inclusive institutions.
   d. LGBTQ reception.
   e. Co-branded NCAA inclusion material.
   f. SAAC facilitation guide for student-to-student dialogue.

8. **Resources.** The working group has relied on multiple research documents to inform its discussions. The following resources are referenced in the 2018 NCAA Convention Division III PowerPoint: (need to hyperlink below)

   a. [NCAA Office of Inclusion LGBTQ webpage](#)
   b. [NCAA Five Ways to Have an LGBTQ-inclusive Athletics Department](#)
   c. [NCAA Inclusion of Transgender Student-Athletes](#)
   d. [NCAA Champions of Respect](#)
LGBTQ Terminology and Definitions

**Sex Assigned at Birth:** Refers to the designation of a newborn child’s sex based on inspection of their external genitalia.

**Gender Identity:** One’s inner concept of self as male or female or both or neither.

**Gender Expression:** Refers to the ways in which a person communicates their gender identity to others through behavior, clothing, haircut, voice, name, personal pronouns and other forms of self-presentation.

**Transgender:** An adjective describing a person whose gender identity does not match their sex assigned at birth.

**Transitioning:** The process by which a transgender person strives to live consistently with their gender identity (Male to female or female to male, for example). Transitioning may include changing behavior, names, pronouns, clothing, hairstyles and other appearance related characteristics. Transitioning may also, but not necessarily, include surgically changing one’s body or taking or suppressing hormones.

**Cisgender:** An adjective describing a person whose gender identity is consistent with their sex assigned at birth.

**Non-Binary:** Describes a person whose gender identity is not either male or female. A non-binary person may feel some mix of both male and female, somewhere in between, or something completely different. Other terms that are similar to ‘non-binary’ are genderqueer, gender expansive, and gender nonconforming.

**Gender Fluid:** Describes a person whose gender identity and expression are not fixed and can vary at any time.

**Sexual Orientation:** Describes a person’s sexual attraction to other people. “Heterosexual” (or “straight”) describes a person attracted to people of a different sex. “Lesbian” describes a woman attracted to women. “Gay” describes a man attracted to men (“Gay” is also used as an umbrella term referring to both lesbians and gay men). “Bisexual” or “pansexual” describe someone attracted to people of any sex.

**Queer:** Historically a slur used to demean lesbian and gay people, queer is now a self-description preferred by many lesbian, gay, bisexual and transgender people (especially younger people) as a challenge to traditional sex and gender expectations or labels and to reclaim the word in a positive way from its historically negative use.

**LGBTQ:** A short-hand way to refer to lesbian, gay, bisexual, transgender, queer people. The “Q” can also refer to people who are questioning their sexual orientation or gender identity.

**Heterosexual or Cisgender Ally:** A description for heterosexual and cisgender people who take actions to support LGBTQ people and address prejudice and discrimination against LGBTQ people.

*A more extensive list of LGBTQ terminology and definitions can be found on [NCAA.org](http://NCAA.org).*
DIVISION III IDENTITY INITIATIVE

Division III Purchasing Website

After signing a three-year contract extension (2016-2019), the Division III Purchasing Website is in its seventh year of operation, and its sixth year of management by Source One Digital. In September, a new $500 credit was offered to institutions and conferences for purchases from the site during the 2017-18 year. Thus far, approximately 23 percent of the institutions and conference offices have used their credit, which ends on August 31, 2018. Source One Digital will be adding a few new items to their website in early 2018.

Division III/D3SIDA Recognition Award

The Division III College Sports Information Directors of America (D3SIDA) selection committee recently selected Assistant Athletics Communication Director Samantha Murray as the fall recipient of the D3SIDA Recognition Award for her story on student-athlete Achol Odolla. The selection committee is currently in the midst of reviewing the winter submissions, which all met the recent deadline of February 15. The Division III and D3SIDA Recognition Award is a partnership between the Division III governance staff and D3SIDA to honor the best work - including news releases, feature articles, videos, blogs and other materials - produced by Division III campus and conference athletics communication offices. Each top honoree, named three times annually, will receive a $1,500 credit to attend Division III Day at the 2018 CoSIDA convention in Washington, D.C.

Social Media

The NCAA Division III Facebook has surpassed 26,000 fans, while the @NCAADIII Twitter feed approaches 45K followers, after gaining nearly 4,000 followers since the start of the 2017-18 season. NCAA staff has continued to imply a social media strategic plan to leverage social media as a primary channel for sharing the Division III story with current student-athletes, administrators, potential student-athletes, parents, and supporters.

All Division III fall championships included snapchat geofilters which contained NCAA sport specific graphics that athletes, fans, and spectators used throughout the duration of the championships. Numbers resulted in a great amount of usage throughout the events. Division III intends to provide the geofilters for the fall as well, while also planning to further explore alternative ways to use this platform in the near future.

Special Olympics

For the second straight year, Special Olympics bracelets will be provided to all of the Division III championships this year to highlight the division’s partnership. To date, 27 institutions and 2 conference offices have reported Division III Special Olympics activities during the 2017-18 year. Activities thus far have involved approximately 505 Division III student-athletes and 667 Special Olympic athletes. The division, to date, has dedicated just over 1,302 volunteer hours and raised over $27,000 as a result of these activities. Staff continues to encourage schools and conferences to report their events.
Website Content

NCAA.org continues to provide Division III with additional opportunities to use its home page to share more stories portraying its unique student-athlete experience. The page regularly highlights Division III feature stories from sources such as member websites and Champion magazine, and videos produced by the NCAA and by member schools and conferences. Sports information directors are encouraged to send human interest stories and record-breaking performances to d3identity@ncaa.org. The new FTP site will be titled Videos and Resources. Here you will be able to find logos, videos, EPSs, and other helpful resources. For more information, please click here.

Division III Week

During the sixth annual Division III Week, staff launched a new celebratory video contest, developed a new poll format for DIII trivia, and created a new fundraising platform to help raise money for Special Olympics. Click here for more. The seventh annual Division III Week will occur April 2-8, 2018. A communications kit for this week is now available online.
**Division III National Student-Athlete Advisory Committee**

**January 2018 Meeting Highlights**

**Special Olympics**
- Special Olympics is celebrating its 50th Anniversary this summer and the annual Games will be held in Chicago. ([link](#))
- Division III continued its partnership with Special Olympics by conducting a unified sports event. The event featured kickball and corn hole. Sixty-five Division III Student-Athletes and 30 Special Olympics athletes participated in the event with another 60 people in attendance cheering everyone on.
- Mitch Bonner of Special Olympics Indiana, delivered an inspiring speech to all 1,300 Division III delegates during the Friday Division III Issues Forum. That speech can be seen in its entirety here. ([link](#))

**Sportsmanship**
- Go to the Division III Sportsmanship webpage to check out the new Gameday the DIII Way initiative. ([link](#))

**Mental Health**
- Division III SAAC is in the process of producing a Division III specific mental health awareness video. ([link](#)) Meanwhile, the SSI has released this mental health video aimed at student-athletes.

**Communications**
- National SAAC met with each of their conferences to discuss legislation and other ongoing issues in the division.
- The committee discussed additional ways to further communication in Division III between National SAAC and campus SAAC Advisors.

**Division III Legislation**
- For a recap of all of the results of the Division III business session and legislative outcomes from Convention, click here. ([link](#))

**Important Issues for the Division III SAAC**

**Sports Wagering Issues at the Division III level**
- Recent data indicates that Division III student-athletes are more involved/likely to gamble than student-athletes from the other two NCAA divisions.

**Social Justice on Campus**
- In a meeting with the Division III Presidents and Management Councils, the SAAC discussed how to make student-athletes more comfortable addressing difficult social justice topics and respectfully expressing themselves and their views on campus.

**Better Education for NCAA Rules**
- The SAAC discussed the annual NCAA compliance paperwork and rules video and began to assess forming a SAAC subcommittee to make this process more appealing to student-athletes.

**Division III National SAAC Composition**
- During the business session, the Division III membership adopted a new composition model for the Division III National SAAC. The model features a ‘partner conference liaison’ that will help to improve communications and representation of all Division III conferences. Stay tuned for further information as we move towards the August 1, 2018 effective date.

---

**Thank you to our Eight Departing Members**

The National SAAC said goodbye to eight departing members after the 2018 Convention.

- Christopher Deddo – State University of New York Maritime College - Baseball
- Jessica Jean – John Jay College of Criminal Justice - Women’s Soccer
- Elissa Pheneger – North Central University - Women’s Volleyball
- Kayla Porter – Frostburg State University - Women’s Volleyball, (Chair)
- Rosa Riccobono – Eastern Connecticut State University - Women’s Lacrosse
- Michael Rubayo – Swarthmore College - Men’s Basketball
- Megan Warren – Defiance College - Softball
- Alaina Woo – Pomona-Pitzer Colleges - Women’s Basketball, (Vice Chair)

**FUTURE IN-PERSON MEETING DATES:**
April 15-16, July 14-15, November 11-12 in Indianapolis, Indiana
SUPPLEMENT NO. 15

FOOTBALL PRESEASON

PLAYING AND PRACTICE

SEASON WILL BE DISTRIBUTED AT THE MEETING
REPORT OF THE NCAA DIVISION III
DIVERSITY AND INCLUSION WORKING GROUP
FEBRUARY 12, 2018, TELECONFERENCE

ACTION ITEMS.

• None.

INFORMATIONAL ITEMS.

1. Welcome and Roster. The chair, Gerard Bryant, commenced the NCAA Division III Diversity and Inclusion Working Group teleconference at 2:02 p.m. Eastern time Monday, February 12, 2018. He welcomed the group and conducted a roll call.

2. Report of November 2, 2017, Teleconference. The working group reviewed the report and had no changes.

3. Division III Mandatory Student-Athlete Graduation Rate Reporting. Heather Benning and Nnenna Akotaobi shared feedback from the January Division III Management Council meeting. While the Council won’t take formal action until its April meeting, it did provide feedback on the 2019 proposed legislation. In concept, it appears the Council supports the proposal. However, there were some concerns related to administrative burden and proposed consequences for noncompliance. Staff also discussed the topic at the Division III presidents and chancellors luncheon held during the 2018 NCAA Convention. Overall, the room appeared split on its support for the proposed legislation.

The working group supports the proposed legislation but recommends the submission date be moved to July 1 as some institutions are still in school in early June. [Note: After the teleconference, staff clarified that since the student-athlete cohort is for six years, a very small number of student-athletes are still in class by the June 1 submission date. Further, the June 1 date is consistent with institutions abiding by the mandatory IPED deadline to the Department of Education].

The working group also discussed solutions to the following questions and perceived hurdles:

What is the current Division III graduation rate reporting process?

a. All Division III institutions are currently mandated to annually submit student body graduation rates. This information is public on NCAA.org and the Department of Education websites.

b. Approximately 40 percent of the membership consistently submits the voluntary student-athlete graduation rates annually. The report is private and can only be viewed by the institution via the Academic Portal, a password-protected web-based application used by institutions to submit graduation rate and enrollment data.
c. The data is incorporated into the NCAA’s Institutional Performance Program (IPP) where institutions may view their student-body and student-athlete graduation rates as well as create anonymous peer groups for benchmarking.

**Why does the working group want mandatory reporting?**

a. It will allow for the development of evidenced-based best practices. The existing voluntary data show retention rates of male African-Americans and football student-athletes have been considerably lower than other sports and race/ethnicity groups for eight consecutive years. Best practices may help institutions increase retention rates.

b. Enhance usage of the NCAA’sIPP.

c. Enable the Division III membership to better tell its very positive academic story and highlight its unique philosophy. The current data show that Division III student-athletes graduate at a higher rate than the overall student-body, as well as student-athletes in other NCAA divisions.

**What are the administrative requirements and burdens?**

a. Staff requested the working group members solicit testimonials regarding the reporting process, burdens and benefits. All information should be sent to staff not later than March 15. The testimonials will be shared on its April teleconference.

b. The working group commented that there may be some concerns with how to count a student-athlete for the reporting process. [Note: after the teleconference, staff clarified with NCAA Research that any student-athlete that is on the roster on the first date of competition is counted for the purpose of the graduation rate report].

**How will the data be used?**

a. Individual institution academic success rates reports will not be publicly released. They will only be available through the password-protected NCAA Academic Portal application.

b. A division-wide aggregate report will be compiled and released.

c. Individual institution data will be incorporated into the NCAA IPP for institutions to conduct a self-review and benchmark against anonymous peer groups to identify areas of needed improvement.
d. If the data warrant, the working group will create a best practice resource to assist in improving retention rates.

4. **Student Immersion Participant Feedback.** Staff reviewed the feedback from the third annual Student Immersion Program held in conjunction with the 2018 NCAA Convention. Overall, the feedback was positive, and the participants provided suggestions for future programs.

5. **Recognition Award.** The working group discussed the creation of a Division III specific diversity and inclusion award. After receiving feedback from the NCAA Minority Opportunities and Interest Committee as well as the leadership of the Minority Opportunities Athletic Association, the working group decided now was not the best time to create a division-specific award that would compete with the NCAA’s Association-wide diversity award. However, the working group emphasized the importance of promoting the monthly Division III Diversity Spotlight Initiative. Monthly, this initiative recognizes and promotes outstanding diversity development projects, programming, and initiatives occurring on Division III campuses and in conference offices.

6. **Hispanic and Latino Graduation Rates.** Staff shared graduation data of Division III Hispanic students and student-athletes. Key takeaways include:

   a. Hispanic students represent almost eight percent of the student-body and six percent of student-athletes.

   b. Hispanic student-athletes had a federal graduation rate of 59 percent; nine points below the overall student-athlete rate.

   c. Male Hispanic student-athletes had a federal graduation rate of 53 percent while female had a 70 percent rate.

   The working group noted that if the proposed student-athlete graduation rate reporting became a mandatory requirement, the data also would benefit the review of Hispanic student-athlete graduation/retention rates.

7. **Other Business.** There was no other business.
8. **Next Steps.** The chair summarized the working group’s next step that includes the submission of testimonials, by March 15, regarding the current reporting process, burden and benefits of student-athlete graduation rates. On the April teleconference, the working group will review the testimonials of the current voluntary student-athlete graduation rate reporting process; finalize its proposal for the April Council meetings; and review the Career Next Steps and Institute for Administrative Advancement rosters.

9. **Future teleconferences.** The next teleconference is scheduled for 2 p.m. Eastern time, Mon., April 2. Staff will send out a doodle for a mid-May teleconference.

10. **Adjournment.** The call adjourned at 3 p.m. Eastern time.

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

<table>
<thead>
<tr>
<th>Teleconference date: February 12, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Attendees:</strong></td>
</tr>
<tr>
<td>Nnenna Akotaobi, Swarthmore College</td>
</tr>
<tr>
<td>Heather Benning, The Midwest Conference</td>
</tr>
<tr>
<td>Gerard Bryant, John Jay College of Criminal Justice</td>
</tr>
<tr>
<td>Jason Fein, Bates College</td>
</tr>
<tr>
<td>Kelsey Morrison, University of Valley Forge</td>
</tr>
<tr>
<td>Joe Onderko, Presidents Athletic Conference</td>
</tr>
<tr>
<td>Dan Schumacher, University of Wisconsin, Eau Claire</td>
</tr>
<tr>
<td>Jason Verdugo, Hamline University</td>
</tr>
<tr>
<td>Natalie Winkelfoos, Oberlin College</td>
</tr>
<tr>
<td>Nicolle Wood, Salem State University</td>
</tr>
<tr>
<td><strong>Absentees:</strong></td>
</tr>
<tr>
<td>Javier Cevallos, Framingham State University</td>
</tr>
<tr>
<td><strong>NCAA Staff Support in Attendance:</strong></td>
</tr>
<tr>
<td>Louise McCleary, Amy Wilson.</td>
</tr>
<tr>
<td><strong>Other in Attendance:</strong></td>
</tr>
<tr>
<td>None.</td>
</tr>
</tbody>
</table>
Student-Athlete Graduation Rate Reporting

Background

During its October 2017 meeting the NCAA Division III Management Council received a request from the Diversity and Inclusion Working Group to consider 2019 NCAA Convention legislation to establish the annual mandatory reporting of student-athlete graduation rates. The working group has been evaluating the viability and value of mandatory student-athlete graduation rate data collection, including weighing the potential administrative burden, in part because the graduation rates of African-Americans and football student-athletes have been considerably lower than other groups and sports for eight consecutive years. The working group believes mandatory graduation rate data collection would provide the following benefits:

1. A census of valid and reliable data will allow for legally and scientifically defensible evidenced-based policies.
2. Enhancement to the Institutional Performance Program (IPP), the free self-assessment and benchmarking tool provided by the NCAA.
3. Enable the Division III membership to better tell its very positive academic story and highlight its unique philosophy. The current data (submitted voluntarily by a portion of Division III institutions) show that Division III student-athletes graduate at a higher rate than the overall student-body, as well as student-athletes in other NCAA divisions.

The Management Council recommended the Presidents Council endorse the working group’s efforts to continue analyzing the existing data, and further discuss the value of the mandatory collection of student-athlete graduation rates. The Presidents Council discussed this recommendation during its November 2017 meeting, and encouraged the working group to explore crafting a legislative proposal for the 2019 Convention regarding mandatory student-athlete graduation rate reporting. Both Councils acknowledged the potential concerns regarding the administrative burden and stressed the importance of providing concrete suggestions to overcome these concerns.

Legislative Proposal Recommendations

Division III is the only division that doesn’t currently mandate institutional submission of graduation rate data of its student-athletes. Divisions I and II have required this reporting for several years and can provide guidance for structuring the most appropriate legislative proposal for Division III.

The following are staff recommendations regarding a proposed Division III legislative proposal:

1. **Recommendation for Division III Manual Placement:** That graduation data reporting be mandated in NCAA Constitution 3 as a condition and obligation of membership but should not include a specific membership penalty at this time. This obligation also should be added in Executive Regulation 31 as a condition to participate in championships.

2. **Recommendation for Division III Committee Oversight:** That oversight of the proposed reporting of student-athlete annual graduation data be assigned to the NCAA Division III Membership Committee, since the reporting requirement is proposed to be a condition and obligation of membership. As the Membership Committee currently has authority over the conditions and obligations of membership, it would be the appropriate governance committee to oversee this process.
3. **Recommendation for Further Review and Effective Date:** That the Membership Committee and Diversity and Inclusion Working Group review these procedures for further comment. If the Presidents Council sponsors a 2019 Convention proposal mandating student-athlete graduation reporting, the proposal should have an August 1, 2019, effective date with the first report due June 1, 2020.

**Legislative Proposal Questions**

*What does the proposal mandate and how are institutions held accountable?*

The proposal would mandate that institutions submit annual graduation data on their student-athletes. Divisions I and II identify this requirement and hold their institutions accountable in two ways: (1) As a membership obligation; and (2) by affecting championships eligibility. Division III could follow this approach as well.

Membership obligations are primarily identified in Constitution 3. Placing the obligation of graduation data reporting in Constitution 3 will clarify to the membership that reporting is an expectation of a Division III member and that failure to do so can result in possible reclassification. (Constitution 3.3.4.2) Thus, an institution could be placed on probation, restricted membership or even lose membership status for failure to repeatedly submit the required data.

The Management Council could either propose a strict legislated penalty structure similar to current penalties for failure to attend the NCAA Convention, Regional Rules Seminars, or maintain minimum sports sponsorship, or allow a Division III committee/council to exercise appropriate discretion. Until potential noncompliance is better understood, it may be difficult to identify an appropriate legislated penalty structure.

The second prong, which would condition championships eligibility on the timely submission of the relevant data, is similar to the current process for the annual submission of federal institution-wide graduation rates and financial aid data. It has proven to be an effective and efficient tool to encourage and secure timely compliance. Unlike the membership review process, which may take several months, ineligibility for championships is effective immediately. This two-prong approach clarifies to the membership the importance of receiving the data in a timely manner while recognizing relevant practical concerns.

*Which committee and/or council should have oversight over the process established in the proposal?*

Mandating the annual submission of student-athlete graduation rate data requires a Division III committee to provide oversight of the reporting process. Committee oversight is necessary for the following reasons:

1. To establish and maintain policies and procedures for graduation data submission. While the Management Council would oversee and approve/disapprove any of these policies, the creation of the policies is most efficiently done via another committee that reports to the Council;

2. To review and analyze the data and prepare reports to the Councils and membership;

3. To hear and decide requests from member institutions for relief of the submission requirement;
4. To issue penalties as appropriate for noncompliance; and

5. To assist institutions with data submission.

*How are institutions impacted by this proposal?*

The following is a summary of the reporting program and the obligations on member institutions if mandatory reporting is adopted. This process is the same as the existing Division III student-athlete voluntary graduation rate reporting process. This level of detail would not appear in the actual proposal, but rather would appear in policies and procedures subject to approval and amendment by the Management Council. This information also is provided to help determine a reasonable effective date for a proposal.

1. **Required Information.** Institutions would be required to gather the following information to provide an accurate submission:

   a. For the 2019 academic year, student enrollment as reported on the Federal Fall Enrollment Survey and student-body graduation rate for the 2013 freshman cohort as reported on the Federal Graduation Rate Survey (GRS). [Already required per Executive Regulation 31.2.1 (e)].

   b. Division III student-athlete graduation information for the 2013 freshman cohort: Gender, ethnicity, student-athlete type and final result for student-athletes in each Division III sport [currently referred to as the Division III Academic Success Rate (ASR)].

   c. For those institutions that currently sponsor Division I sports and offer athletics aid or those that offered athletics aid in 2013, the student-athlete graduation rate for the 2013 freshman cohort broken out by sport. [Already required per Executive Regulation 31.2.1.8].

2. **Procedures for Submission of Division III Academic Success Rate.** To establish the student-athlete cohort, this standard definition of a student-athlete will be employed: *a student-athlete is an individual listed on the institution’s official roster on or after the first scheduled contest or date of competition in the NCAA championship segment during the INITIAL academic year of enrollment.* For those student-athletes participating in more than one sport, a primary sport must be determined for each student-athlete to avoid double-counting. (Attachment B contains additional procedural details)

3. **Validation of Graduation Rates.** At the time of data submission each institution will be expected to complete and submit The Graduation Rates Report Signature Form via the Academic Portal. This form, signed by the president, chancellor or designee confirms the accuracy of the information.

4. **Reporting of Graduation Rates.**

   a. Each of the institution’s graduation rates reports are available for viewing and download via the Academic Portal once the submission process has been completed.
b. The institution’s public student-body Graduation Rate Survey (GRS) and enrollment report is available via ncaa.org in conjunction with the NCAA official public release in the Fall of each year.

c. The institution’s student-athlete Academic Success Rate reports are available for viewing and download via the Academic Portal only once the submission process has been completed. These reports will not be shared publicly.

d. The student-body and student-athlete graduation rates data is incorporated in the Institutional Performance Program (IPP) in conjunction with the NCAA official public release of graduation rates in the Fall of each year. The IPP is a password protected self-assessment and peer-group benchmarking tool.

Summary

Attachment A is a draft proposal mandating annual student-athlete graduation rate reporting consistent with the recommendations set forth above. This proposal incorporates the following:

1. Identifies the requirement as a condition and obligation of membership in Constitution 3; and

2. Conditions championship eligibility upon timely submission of the data.

3. Is silent as to the specific oversight means by the Membership Committee. That committee, with its responsibility over the conditions and obligations of membership, would have oversight subject to Management Council review.
MEMBERSHIP – ACTIVE MEMBERSHIP – CONDITIONS AND OBLIGATIONS OF MEMBERSHIP – ACADEMIC SUCCESS RATE

**Intent:** To include as a condition and obligation of Division III active membership, that an institution submit on an annual basis data for the academic success rate (ASR) in a form prescribed by the Management Council; further to establish a penalty for failing to submit the ASR.

**Bylaws:** Amend 3.2.4 by adding 3.2.4.20 as follows:

3.2.4.20 Academic Success Rate. Active members shall annually submit data, by the applicable deadline, for the Academic Success Rate (ASR) in a form prescribed by the Management Council.

3.2.4.20.1 Failure to Submit Data. An active member institution that fails to submit data for the ASR by the applicable deadline shall not be eligible to enter a team or individual competitors in an NCAA championship (See Bylaw 31.2.1.9) and may be subject to additional membership penalties.

3.2.4.20.2 Waiver. The Membership Committee, by two-thirds majority of its members present and voting may grant waivers of Constitution 3.2.4.20 if it deems that unusual circumstances warrant such action.

**Bylaws:** Amend 31.2.1, as follows:

[31.2.1.1 through 31.2.1.8, unchanged]

31.2.1.9. Academic Success Rate. An institution shall not be eligible to enter a team or individual competitors in an NCAA championship unless it has submitted, by the applicable deadline, data for the Academic Success Rate (ASR), in a form prescribed by the Management Council.

[Remainder of 31.2.1, unchanged]

**Rationale:** (to be included)

21.9.5.8 Membership Committee.

21.9.5.8.2 Duties. The committee shall review issues related to Division III membership, including:

(a) Issues and educational efforts affecting provisional, reclassifying and continuing members;
(b) Monitoring and auditing of sports-sponsorship requirements;
(c) Coordinating educational programs for the membership regarding NCAA legislation; and
(d) Issues regarding membership requirements (e.g., sports sponsorship) that are discovered during the enforcement process. Additionally, the committee may impose penalties for the failure of any member to meet conditions and obligations of membership, including sports-sponsorship requirements and any issues discovered through the enforcement process.

**Effective Date:** August 1, 2019 with the first report due June 1, 2020.
**Procedures for Submission of Division III Academic Success Rate.** For those student-athletes participating in more than one sport, a primary sport must be determined for each student-athlete to avoid double-counting.

The gender, ethnicity and final result of student-athletes in each of these four subgroups will be reported for each Division III sport.

1. **Fall Freshmen:** Students who entered into the institution in the Fall as first-time, full-time baccalaureate degree-seeking students. The student-athlete type is “Non-scholarship.”

2. **Mid-Year (January) Freshmen:** Students who entered the institution in the Spring semester as first-time, full-time baccalaureate degree-seeking students. The student-athlete type is “January Freshman.”

3. **Incoming Transfers from a Two-Year Institution:** Students transferring into the institution from a two-year school at any time during the academic year. The student-athlete type is “2-Year Transfer.”

4. **Incoming Transfers from a Four-Year Institution:** Students transferring into the institution from a four-year school at any time during the academic year. The student-athlete type is “4-Year Transfer.”

Each student-athlete will have one of four final results:

1. **Enrolled:** If a student-athlete neither graduated, left eligible nor was an allowable exclusion, the final result will be “Did not graduate/did not leave eligible.”

2. **Graduated:** Students who graduated from your institution with their baccalaureate degree within six years, or by August 31 of the previous year will have a final result of “Graduated.”

3. **Allowable Exclusion:** The final result will be “Allowable Exclusion” for students who left the institution because of one of the following reasons within 150 percent of time (i.e. six years) without completing a bachelor’s degree: student is deceased or permanently disabled and unable to return to school; student left school to serve in the armed forces; student left school to serve with a foreign aid service of the Federal Government, or student left school to serve on an official church mission.

4. **Left Eligible:** For students with athletics eligibility remaining that have left the institution prior to receiving their baccalaureate degree and would have been academically eligible to compete the next regular academic term had they returned to your institution, the final result will be “Left academically eligible with athletic eligibility remaining.” The institution must determine what academic eligibility rules the student would have been subject to had they returned, apply those standards to the student’s academic record and determine if he or she would have been academically eligible if he or she had returned. This includes all NCAA, conference and institutional academic eligibility rules. This group does not include students who exhaust their eligibility and leave the institution prior to receiving their baccalaureate degree.
For each Division III sport, the data can be entered manually or with a data file. Technical instructions on entering the data for student-athletes can be found within the Academic Portal. The Academic Portal is available via My Apps. Single-source sign-on administrations (typically the Director of Athletics) will need to grant individuals access to this portal prior to entering any data.

For the 2019 reporting cycle, institutions will be able to take advantage of the fact that student-athletes, as defined for this program, would have been previously identified through the “2013-14 Division III Financial Aid Reporting Program”. This is where information on the 2012 entering cohort was first collected. This Financial Aid Reporting Program information has been securely stored on NCAA servers. If it is no longer available on your campus, it can be retrieved from the NCAA by contacting Eric Hartung (ehartung@ncaa.org).
Key Questions Answered

1. What are the hosts requirements to conduct alcohol sales as part of the pilot program?
   a. Host institution, or its authorized agent (e.g., alcohol concessionaire), must have a written policy for, and be actively engaged in, the sale of alcohol during the regular season athletic events and be properly licensed by the local and state authorities to carry on such operations.
   b. If applicable, any off-campus competition venue, or its authorized agent (e.g., alcohol concessionaire), must have a written policy in place for, and be properly licensed by the local and state authorities to carry on such operations.
   c. The alcohol management policy of the host institution, competition venue, or alcohol concessionaire (whichever may be the case) must address the following:
      (1) Prevention of alcohol sales to visibly intoxicated patrons;
      (2) Prevention of alcohol sales to minors;
      (3) Serving sizes and quantities;
      (4) Alcohol sales cut-off time;
      (5) Outside beverages;
      (6) Security and disturbances; and
      (7) Alcohol management training requirements for employees.

2. Are there restrictions on the type of alcohol sold?
   - Beer and wine only.

3. What percentage of Division III championship finals sites will be held on campus vs. off campus and how many are equipped to sell alcohol?
   a. Thirty-five (35) percent of championships, or 33 of 94, will be hosted on campus (includes regionals for selected sports).
   b. Seven (7) of the 33 will be hosted on Division I campuses.
   c. Twenty-three (23) percent of off campus sites have the capabilities to sell alcohol, but they may not meet all the requirements needed to do so at a championship.
4. Is there a tool by which the alcohol sales program can be evaluated by site (i.e., from the pilot program)?

   • A survey is sent out to the participating teams, host/local organizing committees, and stadium operations staff following the conclusion of the championship requesting feedback.

5. What do the results for the pilot program show – benefits and challenges for both the NCAA and the hosts?

   a. Pilot data from the first two years have shown a reduction in alcohol-related citations and incidents.

   b. Spectators appear to be less likely to binge drink in the parking lot since they have access to alcohol in the venue.

6. How is the revenue from the sales accounted for (i.e., Association-wide vs. Division III revenue)?

   a. Revenue is minimal as most venue contracts retain concession sales. However, potential revenue from alcohol sales could encourage more bids from potential hosts.

   b. All revenue from championships is allocated to the revenue distribution plan for championships.

   c. Revenue from the men’s lacrosse pilot program is captured by Division I as the division is responsible for covering the site expenses.

7. Is it possible to conduct a Division III pilot before recommending a more permanent change?

   • Yes, if approved by the Division III Management and Presidents Councils.
Division III Strategic Plan
2017-19 Budget Biennium  [Year 1: 2017-18]

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

CONTENTS

Philosophy Statement...page 3
Strategic Positioning Platform Summary...page 4
Strategic Priorities for the Budget Biennium...page 5
NCAA Goals and Related Division III Programs and Objectives (Appendix A) ...page 8
Budget Justification (Appendix B) ...page 16
History of the Strategic Plan (Appendix C) ...page 19
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 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.
- **Comprehensive Learning:** Opportunity for broad-based education and success.
- **Passion:** Playing for the love of the game, competition, fun and self-improvement.
- **Responsibility:** Development of accountability through personal commitment and choices.
- **Sportsmanship:** Fair and respectful conduct toward all participants and supporters.
- **Citizenship:** Dedication to developing responsible leaders and citizens in our communities.

**Reasons to Believe**

1. **Comprehensive educational experience.** Division III institutions develop student-athlete potential through a holistic educational approach that includes rigorous academics, competitive athletics and opportunity to pursue other interests and passions.
2. **Integrated campus environment.** Approximately twenty percent of all students at Division III institutions participate in athletics. Those participating in athletics are integrated into the campus culture and educational missions of their colleges or universities.
3. **Academic focus.** Student-athletes most often attend a college or university in Division III because of the excellent academic programs, creating a primary focus on learning and achievement of their degree.
4. **Available financial aid.** Three-quarters of all student-athletes in Division III receive some form of grant or non-athletic scholarship. Student-athletes have equal opportunity and access to financial aid as the general student body – but are not awarded aid based on athletics leadership, ability, performance or participation.
5. **Competitive athletic programs.** Student-athletes do not receive any monetary incentive (athletics scholarship) to play sports in college. They play for the love and passion of the game and to push themselves to be their best, creating an intense, competitive athletics environment for all who participate.
6. **National championship opportunities.** Division III has over 185,000 student-athletes competing annually in 28 Division III and nine national collegiate championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletic potential.
7. **Commitment to athletics participation.** Division III institutions are committed to a broad-based program of athletics because of the educational value of participation for the student-athlete. The division has a higher number and wider variety of athletic opportunities on average than any other division in the NCAA, emphasizing both competitive men’s and women’s sports.
NOTE: Text in red highlights a new initiative during the 2017-19 biennium. Strategic initiatives are not listed in priority order; all are of equal value.

DIVISION III STRATEGIC PRIORITIES FOR 2017-19 BUDGET BIENNIAL [YEAR 1: 2017-18]

1. **Clarify the Values of Division III athletics.** The division continues to serve as a conscious alternative to the sport-specialization youth culture, and as an accessible and fulfilling educational and athletics destination. It also emphasizes a fuller, more integrated academic experience in all divisional endeavors. This includes communicating the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents, and high school admissions counselors. Consulting with the NCAA Eligibility Center, supporting membership activation of the Division III Identity Initiatives and other Division III social media platforms.

   • Communicate the distinct Division III philosophy as articulated in the Strategic Positioning Platform.
     - Present relevant information regarding Division III on the Eligibility Center’s website.
     - Maintain and develop initiatives to educate the membership regarding the Eligibility Center’s free registration process for Division III prospective student-athletes and its correlation to using the NCAA free on-line compliance form.
     - 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.
     - Elevate the current part-time assistant director to full-time to more effectively 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) by providing professional development funding and opportunities (e.g., Division III Day at the CoSIDA Convention and CoSIDA Student Program), overseeing a recognition system awarded three times per year, and providing funds to support the Division III-specific Academic All-America program.
     - Update the Sports Information Director resource and best practices guide for all Division III institutions and conferences.

   • Strengthen the advocacy of Division III faculty for the values of the athletics experience. The division continues to enhance the Faculty Athletic Representative (FAR) Fellows Institute by offering professional development training and networking opportunities to FARs.
     - Identify strategies to re-engage FARs via an established FAR working group. The working group will conduct a membership survey, collaborate with conference commissioners and produce a best practices resource.

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

   • Maintain 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 Presidents Advisory Group and significant NCAA Convention attendance. Enhance communication between the NCAA and Athletics Direct Reports on campus to effectively engage and educate as well as leverage these individuals serving in the governance structure (e.g. ADR Institute).

- In partnership with the NCAA Executive Staff and divisional Association-wide governance staffs, enhance Division III specific presidential programming at the NCAA Convention and promote the Chancellors and Presidents Outreach Program to educate and engage all Division III chancellors and presidents.

- Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents.

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. Partner with Division III conferences and institutions to support innovative programs that promote inclusion (e.g. Monthly Diversity Spotlight).
  - Continue professional development and networking opportunities for women and ethnic minorities (e.g. SWA Program, the Institute for Administrative Advancement, Student Immersion Program and Career Next Steps).
  - Support an LGBTQ working group that will collaborate with the Office of Inclusion to develop programming and resources at the campus, conference and national levels.

- 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.
  - Distribute and promote “The Diverse Workforce”, a resource to assist institutions and conference offices to diversify its athletics searches.
  - Continue to send out a quarterly Diversity and Inclusion newsletter.
  - Continue to promote committee service to women and ethnic minorities within the division.
  - Monitor and promote institutional/conference commitment to the NCAA Presidential Pledge to support diversity and inclusion.

- Maintain an existing working group to evaluate the current diversity and inclusion landscape within Division III. Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics.

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

- Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource, for Division III and NASPA small college institutions.
• Continue to partner with the Sport Science Institute (SSI) regarding priority health and safety issues. Provide Division III representatives for on-going sport specific summits (e.g. basketball, lacrosse). Provide timely and consistent communication to the membership regarding new SSI interassociation guidelines and best practices. Partner on the promotion and use of Datalys, SSI’s data collection system, by the membership.

• Support the Division III Sportsmanship and Game Environment working group’s on-going examination and enhancement of the Division III sportsmanship and game environment. Further, in a partnership with the Disney Institute, identify best practices and provide tools and resources for member institutions and conferences (i.e. Gameday, the DIII Way).

5. **Promote the Division III Philosophical Principle that Student-Athletes’ Academic Performance is 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.

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

• Distribute a performance scorecard for regular accountability of key Division III programs and committee staff liaisons.

• In the Spring of 2018, distribute a membership-wide survey to evaluate the division, its core principles and values, and its key policies and legislative standards.

• Continue to monitor the enrollment and retention challenges within higher education and the unique challenges affecting the Division III membership.

• Work with conference commissioners to plan and implement a Conference Rules Seminar (CRS) in the summer as requested and needed to provide a more regionalized compliance educational opportunity for active Division III member institutions and conferences.

• Address relevant issues identified through evaluation of committee structure.

7. **Maintain Fiscal Integrity.**

• Develop a divisional biennium operating budget for 2017-19 and beyond that presents policy goals and program preferences that are fiscally responsible and sustainable.

• Continue 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.
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>$295,530</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>$901,894</td>
</tr>
<tr>
<td>National SAAC Outreach.</td>
<td>Celebrate successful campus SAAC community outreach each quarter, engage in community outreach at each National SAAC meeting, and annually educate student-athletes about National Student-Athlete Day and other community initiatives. Support national SAAC's creation of a short video highlighting the Division III student-athlete experience to be shown at annual campus compliance meetings.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>National student-athlete outreach.</td>
<td>Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Graduation Rate Reporting.</td>
<td>Sponsor a regular and representative graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.</td>
<td>$35,000</td>
</tr>
</tbody>
</table>
**ASSOCIATION-WIDE GOAL 2: The Student-Athlete Experience.** Student-athletes will be enriched by a collegiate athletics experience based on fair and reasonable standards and a commitment to sportsmanship.

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

<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>Women and Minority Internship Program</td>
<td>The division will assess the original goals of this program to understand its legacy and to formulate future, long terms goals related to diversity of the athletics administrative and governance structures.</td>
<td>$1,130,000</td>
</tr>
<tr>
<td>Strategic Alliance Matching Grant</td>
<td>The division will assess the original goals of this program to understand its legacy and to formulate future, long term goals related to diversity of the athletics administrative and governance structures.</td>
<td>$708,600</td>
</tr>
<tr>
<td>Strategic Initiatives Conference Grant Program: Tier Two - Diversity/Gender Equity and Sportsmanship Initiatives</td>
<td>All conferences and at least 50% of institutions will engage in programming related to diversity, gender equity and sportsmanship initiatives within each four-year grant cycle.</td>
<td>$426,480</td>
</tr>
<tr>
<td>The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.</td>
<td>Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Get in the Game Web site; Requests and Secondary Reports Online.</td>
<td>The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.</td>
<td>Association-wide funding; Provisional/Reclassifying Membership fees</td>
</tr>
<tr>
<td>Committees will exercise fair decision making when making waiver and interpretive decisions.</td>
<td>Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Regional Rules Seminars (national program) and Conference Rules Seminar.</td>
<td>Education sessions on Division III rules and regulations will be offered annually. The Conference Rules Seminar will be held as requested by conference offices.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Rules Test.</td>
<td>The Membership Committee shall annually make available a clear and fair rules test that all members can access on-line to comply with the condition and obligation of membership to administer the rules test.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Conduct quality championships with fair selection processes and appropriate access.</td>
<td>The Championships Committee will continually assess policies and NCAA legislation related to the championships program including the appropriateness of bracket sizes, regional alignment and select criteria processes.</td>
<td>$23,930,450</td>
</tr>
<tr>
<td>Women Leaders 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>$30,000</td>
</tr>
<tr>
<td>Sportsmanship and Game Environment Initiatives.</td>
<td>New initiatives based on a partnership with Disney and recommendations from the Division III Sportsmanship and Game Environment working group, with membership endorsement.</td>
<td>$250,000</td>
</tr>
<tr>
<td>Division III Programs and Initiatives</td>
<td>Desired Outcomes</td>
<td>Division III Programs and Initiatives</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-----------------</td>
<td>---------------------------------------</td>
</tr>
<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>$250,000</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>$151,500</td>
</tr>
</tbody>
</table>
Member institutions and conferences will have access to data, research and best practices that assist governance and management of intercollegiate athletics.

**Objectives**
- Increase opportunities and support for chief executive officers to participate and make more informed decisions about intercollegiate athletics.
- Increase opportunities for member institutions and conferences to share best practices in support of the Association’s core values.
- Increase the number and quality of research initiatives on relevant issues to help member institutions and conferences make informed decisions.
- Increase opportunities for affiliated organizations to provide input for more informed decision-making.
- Enhance hiring practices for administrators, coaches and other athletics personnel, resulting in more inclusive leadership in intercollegiate athletics.

<table>
<thead>
<tr>
<th>Programs and Initiatives</th>
<th>Desired Outcomes</th>
<th>Resource Allocation from Division III Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategically engage presidents and athletics direct reports in the Division III governance structure</td>
<td>Continue to promote greater strategic focus and more selective legislative engagement by presidents in the Division III governance structure, led by the Presidents Council in consultation with the Presidents and Chancellors Advisory Group (PAG).</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Quarterly Presidential Communication.</td>
<td>The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.</td>
<td>Association-wide funding</td>
</tr>
<tr>
<td>Division III Governance Outreach to Affiliates.</td>
<td>Governance structure representatives will engage with affiliates on an issue-specific basis (e.g., higher education association meetings, annual sports chairs and championships committee meeting, and FARA annual meeting, etc...).</td>
<td>Overhead</td>
</tr>
<tr>
<td>Presidential Programming at the NCAA Convention.</td>
<td>Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.</td>
<td>$20,000</td>
</tr>
<tr>
<td>Best Practices for Presidential-Commissioner Leadership.</td>
<td>Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Institutional and Conference Self-Studies (ISSG/CSSG).</td>
<td>All institutions and conferences will conduct regular reviews with active participation of campus/conference presidents. Presidential involvement shall promote an understanding of institutional control and the primary compliance role of presidents. Institutional reviews shall assess standards on recruiting, admissions, academic eligibility, student services, student-athlete profiles, personnel and a commitment to Division III philosophical priorities. Conference reviews shall include an assessment of conference alignments, values and priorities to support partnerships between conference members.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Sports sponsorship and Institutional Self-Study (ISSG) audits.</td>
<td>The Membership Committee’s annual review of member compliance with sports sponsorship requirements and completed Institutional Self-Study instruments to assess compliance with membership criteria and educational needs of the membership. Members placed on probation required to complete an athletics program assessment.</td>
<td>Provisional/Reclassifying membership fees</td>
</tr>
<tr>
<td>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>$125,000</td>
</tr>
<tr>
<td>Continually monitor Division III membership size and related access to championship and other services.</td>
<td>The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.</td>
<td>Overhead</td>
</tr>
<tr>
<td>Athletics Direct Report (ADR) Institute.</td>
<td>Conduct an annual ADR Institute in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be</td>
<td>$90,000</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Financial Aid Reporting Process.</th>
<th>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).</th>
<th>Overhead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Athletics Representative (FAR) Fellows Institute.</td>
<td>Conduct an FAR Fellows institute to offer professional development training to and provide FARs with tools to communicate the Division III story to their campus peers and enhance the level of engagement of FARs across the division. Re-engage FARs by maintaining a working group that will survey the membership and produce next steps.</td>
<td>$85,000</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.</td>
<td>Continue to provide assistance for conference offices to provide documentation of a third-party external review of grant fund usage to the national office annually.</td>
<td>$16,800</td>
</tr>
<tr>
<td>Programming at the NCAA Convention.</td>
<td>Continue to create specific programming for delegates attending the annual Convention (e.g. educational sessions, Issues Forum, and technology to support all sessions) to help better engage and educate the membership.</td>
<td>$30,000</td>
</tr>
</tbody>
</table>
ASSOCIATION-WIDE GOAL 4: Effective National Office Administration.  
The National Office will be operated in an accountable, efficient manner.

**Objectives**
- Increase partnership with the membership. Better define the national office’s role.
- Increase flexibility, responsiveness and efficiency of interpretations, enforcement and appeals processes.
- Increase the timeliness, clarity, conciseness and effectiveness of membership communication.
- Increase use of technology to improve the effectiveness and efficiencies of Association processes.

<table>
<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>$75,000</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>$657,166</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>$85,000</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>$299,530</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 recognition award for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story.</td>
<td>$300,000</td>
</tr>
<tr>
<td>Special Olympics Partnership.</td>
<td>Continue to grow the strategic partnership with Special Olympics. Maintain Special Olympics events as a signature element of the Division III championships program and continue to encourage campus and conference engagement with local Special Olympics chapters.</td>
<td>$35,000</td>
</tr>
<tr>
<td>Academic All-America Partnership with CoSIDA.</td>
<td>Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.</td>
<td>$44,000</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).</td>
<td>Continue to identify new ways to support the growth of SIDs as strategic communicators, advance the messages of the Division III platform, and communicate the story of Division III at the local level. Offer professional development support through the Conference Grant Program, and position support through the Strategic Alliance Matching Grant and Internship Program.</td>
<td>$46,200</td>
</tr>
</tbody>
</table>
Appendix B

Division III Budget Justification
<table>
<thead>
<tr>
<th>Projected NCAA Division III 2017-18 Budget Breakdown</th>
<th>Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td><strong>Division III Institutions....</strong></td>
</tr>
<tr>
<td>Division III 3.18% Revenue</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>Allocation (ESTIMATE)</td>
<td></td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
</tr>
<tr>
<td>Total Championships Expense (excluding overhead)</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></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>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>Conference Commissioners/SID Meeting</td>
<td>The purpose is to provide DiSC behavioral assessments to student-athletes, coaches and administrators. The DiSC assessment aids participants with understanding their individual behavioral styles and preferences, a common language when addressing these topics and methods to better relate to others. It also provides additional strategies to build more effective relationships on teams and in the workplace.</td>
</tr>
<tr>
<td>Conference Rules Seminar</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>Association-wide</td>
<td></td>
</tr>
<tr>
<td>Women Leaders Enhancement Grants</td>
<td>Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))</td>
</tr>
<tr>
<td>Division-wide Sportmanship Initiative</td>
<td>Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))</td>
</tr>
<tr>
<td>Strategic Alliance Matching Grant</td>
<td>Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))</td>
</tr>
<tr>
<td>Women &amp; Minority Intern Program</td>
<td></td>
</tr>
<tr>
<td>Student-Athlete Leadership Forum</td>
<td>Seek to establish and maintain an environment in which 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>Campus Based Student-Athlete Leadership Programming</td>
<td></td>
</tr>
<tr>
<td>360 Proof</td>
<td></td>
</tr>
<tr>
<td>FAR Fellows Institute</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 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>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)</td>
<td>Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students’ academic program (preamble to philosophy statement).</td>
</tr>
<tr>
<td>Other Working Groups/Task Forces</td>
<td>This initiative exists to provide opportunities for working groups/tasks forces in the future.</td>
</tr>
<tr>
<td>CoSIDA D3 Day</td>
<td>This initiative supports 175-200 sports information directors to receive professional development.</td>
</tr>
<tr>
<td>Identity Initiatives</td>
<td>This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).</td>
</tr>
<tr>
<td>Special Olympics Partnership</td>
<td>Institutions seek to establish and maintain an environment in which student-athlete’s athletics activities are conducted as an integral part of the student-athlete's educational experience (preamble to philosophy statement).</td>
</tr>
<tr>
<td>Inclusion and Diversity Partnership</td>
<td>Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))</td>
</tr>
<tr>
<td>Division III Cancellation Insurance</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 Report Stipend</td>
<td>Honorarium for institutions that submit data for the voluntary graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.</td>
</tr>
<tr>
<td>Convention Programming including specific student-athlete programs</td>
<td>Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.</td>
</tr>
<tr>
<td>Athletics Direct Report (ADR) Institute</td>
<td>Conduct an inaugural ADR Institute in 2016 in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.</td>
</tr>
<tr>
<td>New Athletics Director Orientation</td>
<td>Create in-person, orientation programs for new athletics directors to assist with the knowledge, resources and philosophy of the division.</td>
</tr>
<tr>
<td>New Commissioner Orientation</td>
<td>Create in-person, orientation programs for new commissioners to assist with the knowledge, resources and philosophy of the division.</td>
</tr>
<tr>
<td>Additional SAAC in-person meeting</td>
<td>A planning meeting for the Division III national SAAC committee. At this meeting, SAAC provides an orientation for new members and sets its goals and objectives for the year.</td>
</tr>
<tr>
<td>NADIII AAA and D3CA leadership meeting</td>
<td>The executive leadership groups from NAD III AAA and D3CA come to Indianapolis in Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year.</td>
</tr>
<tr>
<td>Other Division III Initiatives</td>
<td>This includes contracting costs, as well as money earmarked to support future initiatives.</td>
</tr>
<tr>
<td>Overhead Allocation (including National Office staffing) **</td>
<td>N/A</td>
</tr>
<tr>
<td>Total Division III Expenses</td>
<td>$30,137,450</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 media rights revenue.

**The $1,514,000 overhead fee covers time and miscellaneous expenses related to Division III staff and programs.
Appendix C

History of the

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

In 2008-09, the strategic plan underwent a format change to create a forward-looking document that highlights the goals and expectations of a budget biennium. Much of the reporting done in previous plans was moved into a Division III Annual Report, and standard committee operations are now reflected in each committee's policy and procedure guide (available on each committee's home page on ncaa.org). The plan clearly articulates the division's funding priorities, and explains when an initiative is funded by Division III, and when it is funded by a broader Association-wide budget. The plan also includes an appendix to show the philosophical or constitutional justification for all programs funded with Division III dollars.

In 2009-10, the plan was updated to highlight the division’s near-term strategic priorities. Most 2009-10 priorities resulted from a series of presidentially authored white papers on membership growth published in September 2008. For 2010-12, the plan was updated based on the Division’s release of a Strategic Positioning Platform, and clearly defined the near- and medium-term goals the division needed to accomplish to be successful in embodying the platform.

For 2012-15, the plan was updated to reflect the Association’s move to a three-year budget cycle.

With the 2015-17 and 2017-19 budgets, the plan returns to a two-year budget cycle and emphasizes budget accountability and management to address recent championships budget overages.
History

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

In 2008-09, the strategic plan underwent a format change to create a forward-looking document that highlights the goals and expectations of a budget biennium. Much of the reporting done in previous plans was moved into a Division III Annual Report, and standard committee operations are now reflected in each committee's policy and procedure guide (available on each committee's home page on ncaa.org). The plan clearly articulates the division's funding priorities, and explains when an initiative is funded by Division III, and when it is funded by a broader Association-wide budget. The plan also includes an appendix to show the philosophical or constitutional justification for all programs funded with Division III dollars.

In 2009-10, the plan was updated to highlight the division’s near-term strategic priorities. Most 2009-10 priorities resulted from a series of presidentially authored white papers on membership growth published in September 2008. For 2010-12, the plan was updated based on the Division’s release of a Strategic Positioning Platform, and clearly defined the near- and medium-term goals the division needed to accomplish to be successful in embodying the platform.

For 2012-15, the plan was updated to reflect the Association’s move to a three-year budget cycle.

With the 2015-17 budget, the plan returns to a two-year budget cycle and emphasizes budget accountability and management to address recent championships budget overages.
## Revenue:

<table>
<thead>
<tr>
<th>Year-to-date</th>
<th>Budget</th>
<th>Actual</th>
<th>Difference</th>
<th>Charter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division III 3.18% Revenue Allocation</td>
<td>28,543,863</td>
<td>30,140,829</td>
<td>1,596,966</td>
<td>N/A</td>
</tr>
<tr>
<td>Division III Other Revenue</td>
<td>-</td>
<td>106,715</td>
<td>106,715</td>
<td>N/A</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>28,543,863</td>
<td>30,247,544</td>
<td>7,818,223</td>
<td>N/A</td>
</tr>
</tbody>
</table>

- **Difference**: 1,596,966
- **Actual**: 31,155,829
- **Charter**: 28,543,863

## Expenses:

### Championship Expenses

<table>
<thead>
<tr>
<th>Men's Championships</th>
<th>Budget</th>
<th>Actual</th>
<th>Difference</th>
<th>Charter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball</td>
<td>1,891,000</td>
<td>1,717,761</td>
<td>173,239</td>
<td>(254)</td>
</tr>
<tr>
<td>Basketball</td>
<td>997,000</td>
<td>922,216</td>
<td>74,784</td>
<td>2,694</td>
</tr>
<tr>
<td>Cross Country</td>
<td>541,000</td>
<td>528,141</td>
<td>12,859</td>
<td>508,204</td>
</tr>
<tr>
<td>Football</td>
<td>1,820,000</td>
<td>1,736,777</td>
<td>83,223</td>
<td>1,759,879</td>
</tr>
<tr>
<td>Golf</td>
<td>541,000</td>
<td>537,671</td>
<td>3,329</td>
<td>6,231</td>
</tr>
<tr>
<td>Ice Hockey</td>
<td>316,000</td>
<td>266,829</td>
<td>49,171</td>
<td>(302)</td>
</tr>
<tr>
<td>Swimming &amp; Diving</td>
<td>513,000</td>
<td>547,966</td>
<td>34,966</td>
<td>15,023</td>
</tr>
<tr>
<td>Tennis</td>
<td>615,000</td>
<td>572,733</td>
<td>42,267</td>
<td>(993)</td>
</tr>
<tr>
<td>Track, Indoor</td>
<td>569,000</td>
<td>639,425</td>
<td>70,425</td>
<td>11,212</td>
</tr>
<tr>
<td>Track, Outdoor</td>
<td>771,000</td>
<td>785,329</td>
<td>14,329</td>
<td>(575)</td>
</tr>
<tr>
<td>Volleyball</td>
<td>167,000</td>
<td>184,145</td>
<td>17,105</td>
<td>(2,513)</td>
</tr>
<tr>
<td>Wrestling</td>
<td>381,000</td>
<td>377,109</td>
<td>3,891</td>
<td>3,891</td>
</tr>
<tr>
<td>Total Championships</td>
<td>10,614,000</td>
<td>10,272,481</td>
<td>341,519</td>
<td>355,324</td>
</tr>
</tbody>
</table>

- **Difference**: 2,729,566
- **Actual**: 12,308,900
- **Charter**: 10,614,000

### Women's Championships

<table>
<thead>
<tr>
<th>Women's Championships</th>
<th>Budget</th>
<th>Actual</th>
<th>Difference</th>
<th>Charter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball</td>
<td>1,304,000</td>
<td>917,882</td>
<td>386,118</td>
<td>3,398</td>
</tr>
<tr>
<td>Basketball Anniversary</td>
<td>200,000</td>
<td>107,364</td>
<td>92,636</td>
<td>-</td>
</tr>
<tr>
<td>Cross Country</td>
<td>561,000</td>
<td>537,154</td>
<td>23,846</td>
<td>511,806</td>
</tr>
<tr>
<td>Field Hockey</td>
<td>431,000</td>
<td>371,431</td>
<td>59,569</td>
<td>330,261</td>
</tr>
<tr>
<td>Golf</td>
<td>321,000</td>
<td>328,608</td>
<td>7,608</td>
<td>9,935</td>
</tr>
<tr>
<td>Ice Hockey</td>
<td>286,000</td>
<td>180,427</td>
<td>105,573</td>
<td>(529)</td>
</tr>
<tr>
<td>Lacrosse</td>
<td>727,000</td>
<td>729,435</td>
<td>2,435</td>
<td>9,768</td>
</tr>
<tr>
<td>Rowing</td>
<td>305,000</td>
<td>311,719</td>
<td>6,719</td>
<td>(1,388)</td>
</tr>
<tr>
<td>Soccer</td>
<td>1,227,000</td>
<td>1,025,336</td>
<td>201,664</td>
<td>959,439</td>
</tr>
<tr>
<td>Softball</td>
<td>1,418,000</td>
<td>1,259,431</td>
<td>158,569</td>
<td>1,195</td>
</tr>
<tr>
<td>Swimming &amp; Diving</td>
<td>525,000</td>
<td>527,694</td>
<td>2,694</td>
<td>5,651</td>
</tr>
<tr>
<td>Tennis</td>
<td>647,000</td>
<td>620,365</td>
<td>26,635</td>
<td>(1,227)</td>
</tr>
<tr>
<td>Track, Indoor</td>
<td>617,000</td>
<td>609,185</td>
<td>7,815</td>
<td>(1,998)</td>
</tr>
<tr>
<td>Track, Outdoor</td>
<td>807,000</td>
<td>773,955</td>
<td>33,045</td>
<td>(3,477)</td>
</tr>
<tr>
<td>Volleyball</td>
<td>999,000</td>
<td>925,596</td>
<td>73,404</td>
<td>863,887</td>
</tr>
<tr>
<td>Total Championships</td>
<td>10,375,000</td>
<td>9,226,148</td>
<td>1,148,560</td>
<td>2,675,138</td>
</tr>
</tbody>
</table>

- **Difference**: 11,393,500
- **Actual**: 11,393,500
- **Charter**: 10,375,000

## Summary:

- **Total Championships Expense**: 21,322,000
- **2016-17 Total**: 1,107,119
- **2017-18 Total**: 1,227,134
- **Difference**: 124,015
- **Budget to Actual**: 6,520,661
- **Charter**: 21,322,000
- **Revenue**: 28,543,863
- **Revenue Difference**: 1,596,966
- **Expenses**: 21,322,000
- **Expense Difference**: 124,015
- **Revenue to Expense Difference**: 1,472,951
- **Revenue to Expense Ratio**: 1.35
- **Revenue to Expense Margin**: 7.3%

**Note**: The table above summarizes the financial data for the Division III 3.18% Revenue Allocation and other expenses, along with the comparison between the budget and actual values for the 2016-17 and 2017-18 fiscal years. The data is broken down by different sports and fiscal categories, with differences highlighted to show variances from the budgeted amounts.

W/04 Administrative Committee/Administrative Committee Meetings/2018/sup_19a_Review 2017-18 budget-to-actual at "DIII B to A (Champ)" tab

Updated: 2/21/2018 8:56 AM
## Expenses (continued):

### Non-Championship Expenses

<table>
<thead>
<tr>
<th></th>
<th>2015-16</th>
<th></th>
<th></th>
<th>2016-17</th>
<th></th>
<th></th>
<th>2017-18</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actual</td>
<td>Difference</td>
<td>Budget</td>
<td>Actual</td>
<td>Difference</td>
<td>Budget</td>
<td>Actual</td>
<td>Difference</td>
</tr>
<tr>
<td>Strategic Initiative Conference Grants</td>
<td>2,541,000</td>
<td>2,521,326</td>
<td>19,674</td>
<td>2,496,547</td>
<td>2,541,000</td>
<td>2,537,821</td>
<td>3,179</td>
<td>2,540,994</td>
<td>2,795,100</td>
</tr>
<tr>
<td>Other Division III Strategic Initiatives</td>
<td>890,000</td>
<td>811,812</td>
<td>78,188</td>
<td>831,735</td>
<td>1,130,000</td>
<td>1,088,724</td>
<td>41,276</td>
<td>1,043,076</td>
<td>1,130,000</td>
</tr>
<tr>
<td>Women &amp; Minority Intern Program</td>
<td>600,000</td>
<td>547,997</td>
<td>52,003</td>
<td>530,239</td>
<td>708,600</td>
<td>608,420</td>
<td>100,180</td>
<td>604,059</td>
<td>708,600</td>
</tr>
<tr>
<td>Strategic Alliance Matching Grant</td>
<td>365,000</td>
<td>353,250</td>
<td>11,750</td>
<td>365,000</td>
<td>344,949</td>
<td>20,051</td>
<td>298,512</td>
<td>365,000</td>
<td>309,545</td>
</tr>
<tr>
<td>Student-Athlete Leadership Conference</td>
<td>446,000</td>
<td>293,460</td>
<td>152,540</td>
<td>162,503</td>
<td>360,000</td>
<td>342,743</td>
<td>17,257</td>
<td>155,927</td>
<td>300,000</td>
</tr>
<tr>
<td>Division III Identity Program</td>
<td>231,000</td>
<td>97,018</td>
<td>133,982</td>
<td>24,678</td>
<td>231,000</td>
<td>284,742</td>
<td>(53,742)</td>
<td>121,921</td>
<td>250,000</td>
</tr>
<tr>
<td>DIII Diversity Initiatives</td>
<td>50,000</td>
<td>50,000</td>
<td>0</td>
<td>-</td>
<td>50,000</td>
<td>523,325</td>
<td>(473,325)</td>
<td>160,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Division-wide Sportsmanship Initiative</td>
<td>200,000</td>
<td>81,294</td>
<td>118,706</td>
<td>49,554</td>
<td>176,000</td>
<td>124,744</td>
<td>51,256</td>
<td>37,422</td>
<td>125,000</td>
</tr>
<tr>
<td>ADR Institute</td>
<td>80,000</td>
<td>95,286</td>
<td>(15,286)</td>
<td>29,447</td>
<td>107,500</td>
<td>93,769</td>
<td>13,732</td>
<td>21,305</td>
<td>90,000</td>
</tr>
<tr>
<td>Miscellaneous Division III Initiatives</td>
<td>10,000</td>
<td>5,802</td>
<td>4,198</td>
<td>9,757</td>
<td>4,000</td>
<td>145</td>
<td>3,855</td>
<td>55</td>
<td>85,300</td>
</tr>
<tr>
<td>New AD and Commissioner Orientation</td>
<td>50,000</td>
<td>78,469</td>
<td>(28,469)</td>
<td>-</td>
<td>60,000</td>
<td>71,942</td>
<td>(11,942)</td>
<td>-</td>
<td>85,000</td>
</tr>
<tr>
<td>DIII FAR Institute</td>
<td>80,000</td>
<td>82,365</td>
<td>(2,365)</td>
<td>68,334</td>
<td>86,500</td>
<td>91,882</td>
<td>(5,382)</td>
<td>70,856</td>
<td>85,000</td>
</tr>
<tr>
<td>Campus-based Student-Athlete Leadership Programs</td>
<td>80,000</td>
<td>80,023</td>
<td>(23)</td>
<td>170</td>
<td>80,000</td>
<td>80,000</td>
<td>0</td>
<td>41,415</td>
<td>80,000</td>
</tr>
<tr>
<td>NADHIBA Partnership</td>
<td>44,000</td>
<td>42,196</td>
<td>9,804</td>
<td>-</td>
<td>52,000</td>
<td>52,023</td>
<td>(23)</td>
<td>25,173</td>
<td>75,000</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>
<td>37,443</td>
<td>32,557</td>
<td>-</td>
<td>70,000</td>
</tr>
<tr>
<td>Co-SIDA Partnership</td>
<td>55,000</td>
<td>44,953</td>
<td>10,047</td>
<td>41,463</td>
<td>44,000</td>
<td>43,900</td>
<td>1,100</td>
<td>39,500</td>
<td>44,000</td>
</tr>
<tr>
<td>Division III Event Cancellation Insurance</td>
<td>25,000</td>
<td>24,282</td>
<td>718</td>
<td>24,282</td>
<td>25,000</td>
<td>24,994</td>
<td>7</td>
<td>24,994</td>
<td>35,000</td>
</tr>
<tr>
<td>Academic Reporting Honorarium</td>
<td>35,000</td>
<td>37,489</td>
<td>(2,489)</td>
<td>31,189</td>
<td>35,000</td>
<td>38,847</td>
<td>(3,847)</td>
<td>32,994</td>
<td>35,000</td>
</tr>
<tr>
<td>Special Olympics Partnership</td>
<td>28,000</td>
<td>29,200</td>
<td>(1,200)</td>
<td>1,200</td>
<td>28,000</td>
<td>28,000</td>
<td>-</td>
<td>-</td>
<td>30,000</td>
</tr>
<tr>
<td>SWA Enhancement Grant Program (NADHIBA/NHER)</td>
<td>15,000</td>
<td>19,077</td>
<td>(4,077)</td>
<td>-</td>
<td>15,000</td>
<td>15,716</td>
<td>(716)</td>
<td>-</td>
<td>25,000</td>
</tr>
<tr>
<td>Additional Spring In-Person SAAC Meeting</td>
<td>20,000</td>
<td>9,460</td>
<td>10,540</td>
<td>-</td>
<td>20,000</td>
<td>16,237</td>
<td>3,763</td>
<td>1,247</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>2,362</td>
<td>16,000</td>
<td>16,301</td>
<td>(301)</td>
<td>-</td>
<td>20,000</td>
</tr>
<tr>
<td>Co-SIDA DIII Day</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>15,000</td>
</tr>
<tr>
<td>DIII Administrator and Commissioner Meeting</td>
<td>-</td>
<td>3,407</td>
<td>(3,407)</td>
<td>-</td>
<td>10,000</td>
<td>9,594</td>
<td>406</td>
<td>5,283</td>
<td>10,000</td>
</tr>
<tr>
<td>Exploratory/Provisional Membership</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Non-Championships Expense</td>
<td>5,988,000</td>
<td>5,359,191</td>
<td>628,809</td>
<td>4,342,959</td>
<td>6,255,600</td>
<td>6,520,320</td>
<td>(264,720)</td>
<td>5,265,392</td>
<td>6,769,000</td>
</tr>
<tr>
<td>Overhead Allocation</td>
<td>957,000</td>
<td>990,000</td>
<td>(33,000)</td>
<td>398,750</td>
<td>1,054,000</td>
<td>944,000</td>
<td>110,000</td>
<td>439,167</td>
<td>1,128,000</td>
</tr>
<tr>
<td>Total Non-Championships Expenses</td>
<td>6,945,000</td>
<td>6,349,191</td>
<td>595,809</td>
<td>4,741,709</td>
<td>7,309,600</td>
<td>7,464,320</td>
<td>(154,720)</td>
<td>5,704,359</td>
<td>7,897,000</td>
</tr>
<tr>
<td>Total Division III Expenses</td>
<td>28,267,000</td>
<td>26,185,112</td>
<td>2,081,888</td>
<td>5,921,762</td>
<td>29,241,709</td>
<td>28,169,295</td>
<td>1,072,414</td>
<td>12,225,219</td>
<td>31,827,450</td>
</tr>
</tbody>
</table>

**Excess Revenue over Expense**

|                          | 276,863 | 4,062,432 | 453,444 | 4,185,051 | (625,371) | 542,300 |
### DIII Future Projections

**Assumptions:**
- Game Operations increases by X%/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%/x each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is 2.1% annually.
- Team Transportation increases by X%/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 for $200M for 2016-17.
- Reduction in DIII revenue related to investments due to association-wide reserve investment portfolio.
- Additional membership dues assessment is reflected as $0 in 2017-18 due to one-year deferral on implementation (approximately $519,000 if collected).
- Maintain 75%/25% ratio of championships to non-championships spending thru 2024 with draw on reserve to cover certain champs enhancements over the same period.

### Division III Budget Projections

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017-18</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018-19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019-20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020-21</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021-22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022-23</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2023-24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Revenue:**
- Division III Revenue Allocation: $32,276,843
- Additional Revenue from Membership Dues Increase: $0

**Expenses:**
- Championships Game Operations: $4,473,176
- Championships Committee: $326,753
- Championships Team Transportation: $15,963,506
- Championships Per Diem: $6,111,340
- Championships Overhead Allocation: $374,000

**Total Revenue:** $32,354,346

**Projected Revenue Increase:** 7.1%

**Net Change in Fund Balance (after supplemental spending):** $4,185,051

**Supplemental items:**
- Supplemental Championships Spending from reserve 1
- Supplemental Non-Championships Spending from reserve

**Total Supplemental Spending:** $4,185,051

**Division III Membership Dues Credit:** $0

**Net Change in Fund Balance (after supplemental spending):** $0

**Supplemental Expenses:**
- Beginning Fund Balance (Projected Reserve and Unallocated Funds): $25,819,886
- Net change in fund balance: $4,185,051

**Ending Fund Balance (Projected Reserve and Unallocated Funds):** $30,004,937

**Cash available in excess of reserve policy:** $1,569,000

**Notes:**
1. Mandated reserve is 50% of the annual DIII revenue allocation in cash beginning in fiscal year 2017-18.
2. Supplemental championships spending is earmarked for individual/sports ground transportation and returning travel party sizes to 2013-14 levels. This supplemental spending would be evaluated first for elimination in the event of an operating deficit.
3. Amount includes inactivity increase from prior year amounts (light blue highlights).
4. All amounts for 2017-18 are budgeted amounts with the exception of other revenue and overhead. Overhead estimates were updated in December 2017 based on current information.

### The National Collegiate Athletic Association

**Division III Budget Projections**

**Net Change in Fund Balance (before supplemental spending):** $4,185,051

**Net Change in Fund Balance (after supplemental spending):** $0

**Supplemental Expenses:**
- Beginning Fund Balance (Projected Reserve and Unallocated Funds): $25,819,886
- Net change in fund balance: $4,185,051

**Ending Fund Balance (Projected Reserve and Unallocated Funds):** $30,004,937

**Cash available in excess of reserve policy:** $1,569,000

**Notes:**
1. Mandated reserve is 50% of the annual DIII revenue allocation in cash beginning in fiscal year 2017-18. The division also holds a separate event cancellation insurance policy with a $5M limit.
2. Supplemental championships spending is earmarked for individual/sports ground transportation and returning travel party sizes to 2013-14 levels. This supplemental spending would be evaluated first for elimination in the event of an operating deficit.
AGENDA
The National Collegiate Athletic Association
Division III Strategic Planning and Finance Committee

Jesse Owens                   March 27, 2018
NCAA National Office         8 a.m. to 2 p.m. Eastern Time

1. Welcome and review roster. [Supplement No. 1] (Sue Henderson)

2. Report from the November 2, 2017 teleconference. [Supplement No. 2] (Henderson)

3. Division III budget. (Jeff O’Barr)
   a. Review 2017-18 budget-to-actual. [Supplement No. 3]
   b. Future projections. [Supplement No. 4]

4. Division III proposed budget initiatives. (Jen Chuks/Louise McCleary/O’Barr)
   a. Championships Committee February 2018 report. [Supplement No. 5]
   b. Nonchampionship new budget initiatives.
      (1) Division identity video rebrand.
      (2) NCAA injury surveillance pilot.
      (3) NCAA staff – full-time reclassification.

5. Division III Initiatives – Budget Impact.
   a. Senior Woman Administrator Program. [Supplement No. 6] (McCleary)
   b. Athletic Direct Report (ADR) Institute. [Supplement Nos. 7a and 7b] (McCleary)
   c. Student Immersion Program. [Supplements Nos. 8a, 8b and 8c] (Andy Schultz)
   d. 2018 FAR Orientation. [Supplement No. 9] (McCleary)
   e. International ice hockey pilot. [Supplement No. 10] (Jeff Myers)

6. Division III Conference Grant Program. (Jay Jones)
   a. Conference Grant Review Subcommittee members.
   b. Update on NCAA audit process. [Supplement No. 11]
   c. D3CA Grant Subcommittee request. [Supplement No. 12]
   d. Conference Grant Program Policy documentation. [Supplement No. 13]
7. 2018 Division III membership-wide survey. (Eric Hartung)

   a. Sportsmanship and Game Environment – Gameday the DIII Way. [Supplement No. 14] (Jones)
   b. Diversity and Inclusion. [Supplement No. 15] (McCleary)
   c. FAR Engagement. (Hartung)
   d. LGBTQ. [Supplement Nos. 16a and 16b] (McCleary)

9. Hot Topics.
   a. 2018 Legislation voting results. [Supplement No. 17] (Myers)
   b. Football preseason practice recommendations. [Supplement No. 18] (Myers)
   c. Concussion protocols and template. [Supplement Nos. 19a and 19b] (Myers)
   d. NCAA Board of Governors update. (Henderson/Dutcher)
      • Commission on College Basketball. [Supplement No. 20]
      • Commission on Sexual Violence. [Supplement No. 21]
      • NCAA strategic plan.

10. Other business. (Henderson)

11. Future meetings – June 2018 teleconference call. (Henderson)

2018 DIVISION III
PRESIDENTS ADVISORY GROUP
[Including Presidents Council]

Teresa Amott [Presidents Council]
President
Knox College [Midwest Conference]
2 East South Street
Box K-142
Galesburg, Illinois 61401
Phone: 309/341-7211
FAX: 309/341-7856
Cell Phone: 309/335-2546
Email: tamott@knox.edu
Term Expiration: January 2022

Erik Bitterbaum
President
State University of New York at Cortland
[State University of New York Athletic Conference]
P.O. Box 2000
Cortland, New York 13045
Phone: 607/753-2201
FAX: 607/753-5993
Email: erik.bitterbaum@cortland.edu
Assistant: Lori Porter
Email: lori.porter@cortland.edu
Phone: 607/753-5500
Term Expiration: January 2020

Javier Cevallos [Presidents Council]
President
Framingham State University [Massachusetts State Collegiate Athletic Conference]
100 State Street
Framingham, Massachusetts 01701
Phone: 508/626-4575
Cell Phone: 610/780-5438
Email: jcevallos@framingham.edu
Assistant: Katie Hebert
Email: khebert@framingham.edu
Term Expiration: January 2021

Donald Christian
President
Concordia University Texas [American Southwest Conference]
11400 Concordia University Drive
Austin, Texas 78726
Phone: 512/313-4201
Email: donald.christian@concordia.edu
Assistant: Kathy Arnold
Email: kathy.arnold@concordia.edu
Term Expiration: January 2020

Mary Beth Cooper [Presidents Council]
President
Springfield College [New England Women's and Men's Athletic Conference]
263 Alden Street
Springfield, MA 01109
Phone: 413/748-3241
FAX: 413/748-3746
Email: mbcooper@springfieldcollege.edu
Assistant: Lorie Pieterse
Phone: 413/748-3214
Email: lpieterse@springfieldcollege.edu
Term Expiration: January 2019

James Dlugos
President
Saint Joseph's College (Maine) [Great Northeast Athletic Conference]
278 Whites Bridge Road
Standish, Maine 04084
Phone: 207/893-7711
Cell Phone: 207/650-0351
Email: jdlugos@sjcme.edu
Assistant: Laura Sullivan
Email: lsullivan@sjcme.edu
Term Expiration: January 2019
Jeffrey Docking [Chair, Presidents Council]
President
Adrian College [Michigan Intercollegiate Athletic Association]
Administration Building
110 South Madison Street
Adrian, Michigan 49221-2575
Phone: 517/264-3167
Email: jdocking@adrian.edu
Assistant: Andrea Burt
Email: aames@adrian.edu
Term Expiration: January 2019

Tiffany Franks [Presidents Council]
President
Averett University [USA South Athletic Conference]
420 West Main Street
Danville, Virginia 24541
Phone: 434/791-5670
FAX: 434/799-5601
Email: tfranks@averett.edu
Assistant: Cyndie Basinger
Phone: 434/791-5671
Email: chasinger@averett.edu
Term Expiration: January 2022

Stuart Dorsey [Presidents Council]
President
Texas Lutheran University [Southern Collegiate Athletic Conference]
1000 W. Court Street
Seguin, Texas 78155-5978
Phone: 830/372-8001
FAX: 830/372-8008
Email: s dorsey@tlu.edu
Assistant: Susan Rinn
Email: srinn@tlu.edu
Term Expiration: January 2022

William J. Fritz [Presidents Council]
President
College of Staten Island [City University of New York Athletic Conference]
2800 Victory Boulevard
Staten Island, New York 10314
Phone: 718/982-2400
FAX: 718/982-2404
Email: William.Fritz@csi.cuny.edu
Assistant: Janet Arata
Email: janet.Arata@csi.cuny.edu
Term Expiration: January 2020

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: 607/431-4206
Email: drugovichm@hartwick.edu
Assistant: Kerri Green
Email: greenk2@hartwick.edu
Term Expiration: January 2020

Troy Hammond
President
North Central College [College Conference of Illinois and Wisconsin]
30 North Brainard
Naperville, Illinois 60540
Phone: 630/637-5454
Email: president@noctrl.edu
Assistant: Email:
Term Expiration: January 2020

David Evans
President
Southern Vermont College [New England Collegiate Conference]
982 Mansion Drive
Bennington, Vermont 05201
Phone: 802/447-6319
Cell Phone: 802/681-5857
Email: devans@svc.edu
Assistant: Erica Harmon
Email: eharmon@svc.edu
Term Expiration: May 31, 2020

Sue Henderson [Vice chair, Presidents Council]
President
New Jersey City University [New Jersey Athletic Conference]
2039 Kennedy Boulevard
Jersey City, New Jersey 07305
Phone: 201/200-3111
FAX: 201/200-2353
Email: shenderson@njcu.edu
Assistant: Virginia Melendez
Email: vmelendez@njcu.edu
Term Expiration: January 2020
Gregory Hess  
President  
Wabash College [North Coast Athletic Conference]  
301 West Wabash Ave.  
Crawfordsville, Indiana 47933  
Phone: 765/361-6221  
Email: hessg@wabash.edu  
Assistant: Beverly Cunningham  
Email: cunningb@wabash.edu  
Term Expiration: January 2021

Elizabeth Hillman  
President  
Mills College [American Collegiate Athletic Association]  
500 MacArthur Boulevard  
Oakland, California 94613  
Phone: 510/430-2094  
Email: president@mills.edu  
Term Expiration: January 2021

Sharon Hirsh [Presidents Council]  
President  
Rosemont College [Colonial States Athletic Conference]  
1400 Montgomery Avenue  
Rosemont, Pennsylvania 19010  
Phone: 610/527-0200  
FAX: 610/527-1041  
Email: shirsh@rosemont.edu  
Assistant: Barb Walsh  
Email: bwalsh@rosemont.edu  
Term Expiration: January 2019

Robert Huntington [Presidents Council]  
President  
Heidelberg University [Ohio Athletic Conference]  
310 East Market Street  
Tiffin, Ohio 44883  
Phone: 419-448-2202  
FAX: 419-448-2126  
Email: president@heidelberg.edu  
Assistant: Monica Verhoff  
Email: mverhoff@heidelberg.edu  
Term Expiration: January 2019

Chris Kimball [Management Council]  
President  
California Lutheran University [Southern California Intercollegiate Athletic Conference]  
60 West Olsen Road #1400  
Thousand Oaks, California 91360  
Phone: 805/493-3100  
FAX: 805/493-3867  
Cell: 805/791-1225  
Email: ckimball@callutheran.edu  
Term Expiration: January 2019

Beverly Kopper  
Chancellor  
University of Wisconsin-Whitewater [Wisconsin Intercollegiate Athletic Conference]  
800 West Main Street  
Whitewater, Wisconsin 53190  
Phone: 262/472-1918  
FAX: 262/472-1518  
Email: kopperb@uww.edu  
Assistant: Leah Grochowske  
Email: grochowl@uww.edu  
Assistant: Kari Heidenreich  
Email: heidenreka12@uww.edu  
Term Expiration: January 2021

Robert R. Lindgren [Presidents Council]  
President  
Randolph-Macon College [Old Dominion Athletic Conference]  
Peele Hall  
204 Henry Street  
Ashland, Virginia 23005  
Phone: 804/752-7211  
Cell Phone: 804/291-8283  
Email: rlindgren@rmc.edu  
Assistant: Emily Harrison  
Email: emilyharrison@rmc.edu  
Term Expiration: January 2019
Barry Maloney
President
Worcester State College [Massachusetts State
Athletic Conference]
486 Chandler Street
Worcester, Massachusetts 01602
Phone: 505/929-8020
FAX: 508/919-8191
Email: bmaloney@worcester.edu
Assistant: Patrick Hare
Email: phare@worcester.edu
Term Expiration: January 2019

Andrew Manion
President
Marian University (Wisconsin) [Northern
Athletics Collegiate Conference]
45 S. National Avenue
Fond du Lac, Wisconsin 54935
Phone: 920/923-7616
Email: amanion@marianuniversity.edu
Assistant: Carey Gardin
Email: CGardin@marianuniversity.edu
Term Expiration: January 2020

David McInally
President
Coe College [Iowa Intercollegiate Athletic
Conference]
1220 First Avenue NE
Cedar Rapids, Iowa 52402
Phone: 319/399-8686
FAX: 319/399-8830
Email: dmcinally@coe.edu
Assistant: Kim Pribyl
Email: kpribyl@coe.edu
Term Expiration: May 31, 2018

Paul McNulty
President
Grove City College [Presidents Athletic
Conference]
100 Campus Drive
Grove City, Pennsylvania 16127
Phone: 724/458-2500
FAX: 724/458-2190
Email: pimcnulty@gcc.edu
Assistant: Deborah A. McComb
Email: damccomb@gcc.edu
Term Expiration: January 2021

Fayneese Miller [Presidents Council]
President
Hamline University [Minnesota
Intercollegiate Athletic Conference]
1536 Hewitt Avenue
Saint Paul, Minnesota 55104
Phone: 651/523-2202
Email: president@hamline.edu
Assistant: Anne Pierre
Email: apiierre01@hamline.edu
Term Expiration: January 2020

Tori Murden McClure [Presidents Council]
President
Spalding University [St. Louis Intercollegiate
Athletic Conference]
845 South Third Street
Louisville, Kentucky 40203
Phone: 502/588-7164
FAX: 502/992-2404
Email: tmclure@spalding.edu
Assistant: Jackie Howard
Email: jhoward@spalding.edu
Term Expiration: January 2021

Kathleen Murray [Presidents Council]
President
Whitman College [Northwest Conference]
345 Boyer Avenue
Walla Walla, WA 99362
Phone: 509/527-5132
Email: kmurray@whitman.edu
Assistant: Jennifer Casper
Email: casperja@whitman.edu
Phone: 509/527-5134
Term Expiration: January 2019

Elsa Nunez [Presidents Council]
President
Eastern Connecticut State University [Little
East Conference]
83 Windham Street
Willimantic, CT 06226
Phone: 860/465-5222
Email: nunez@easternct.edu
Assistant: Katherine Atkinson
Email: atkinsonk@easternct.edu
Phone: 860/465-4484
Term Expiration: January 2020
Janet Riggs  
President  
Gettysburg College [Centennial Conference]  
300 North Washington St.  
Gettysburg, Pennsylvania 17325  
Phone: 717/337-6010  
Email: president@gettysburg.edu  
Assistant: Pamela Eisenhart  
Email: peisenha@gettysburg.edu  
Term Expiration: June 2019

Frank Sanchez  
President  
Rhode Island College [Little East Conference]  
600 Mt. Pleasant Avenue  
Providence, Rhode Island 02908  
Phone: 401/456-8101  
Email: fsanchez@ric.edu  
Term Expiration: January 2021

Matthew Shank [Presidents Council]  
President  
Marymount University (Virginia) [Capital Athletic Conference]  
2807 North Glebe Rd.  
Arlington, Virginia 22207  
Phone: 703/284-1598  
FAX: 703/284-1595  
Email: mshank@marymount.edu  
Assistant: Hilary Phillips  
Email: hilary.phillips@marymount.edu  
Term Expiration: January 2021

Dennis Shields [Management Council]  
Chancellor  
University of Wisconsin, Platteville  
(Wisconsin Intercollegiate Athletic Conference)  
1 University Plaza  
2508 Ullsvik Hall  
Platteville, Wisconsin 53818-3099  
Phone: 608/342-7321  
Cell Phone: 480/250-6018  
Email: shieldsd@uwplatt.edu  
Assistant: Joyce Burkholder  
Email: burkholi@uwplatt.edu  
Term Expiration: January 2022

Helen J. Streubert  
President  
College of Saint Elizabeth [North Eastern Athletic Conference]  
2 Convent Road  
Morristown, New Jersey 07960-6989  
Phone: 973/290-4475  
FAX: 973/290-4485  
Email: histreubert@cse.edu  
Assistant: Mary Ann Ricciotti  
Email: mricciotti@cse.edu  
Term Expiration: January 2019

Kent Trachte [Presidents Council]  
President  
Lycoming College [Middle Atlantic Conference]  
700 College Place  
Williamsport, PA 17701  
Phone: 570/321-4101  
Email: trachte@lycoming.edu  
Assistant: Diane Carl  
Phone: 570/321-4101  
Email: carl@lycoming.edu  
Term Expiration: January 2022

Jim Troha  
President  
Juniata College [Landmark Conference]  
1700 Moore Street  
Office of the President  
Huntington, PA 16652  
Phone: 814/641-3101  
Cell Phone: 814/599-1862  
FAX: 814/641-3355  
Email: trohaj@juniata.edu  
Assistant: Bethany Sheffield  
Email: sheffib@juniata.edu  
Term Expiration: January 2020

Gregory Vincent  
President  
Hobart and William Smith Colleges [Liberty League]  
300 Pulteney Street  
Geneva, New York 14456  
Phone: 315/781-3309  
Email: vincent@hws.edu  
Assistant:  
Email:  
Term Expiration: January 2020
Management Council Representative

Shantey Hill [Chair of the Management Council]
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

Kate Roy [Vice Chair of the Management Council]
Senior Woman Administrator/Associate Director of Athletics/Compliance
Northern Vermont University [North Atlantic Conference]
1001 College Road
Lyndonville, Vermont 05851
Phone: 802/626-6439
FAX: 802/626-4819
Cell Phone: 207/749-7029
Email: Katherine.roy@northernvermont.edu
Term Expiration: January 2020

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

NCAA Staff Liaisons

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

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

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

Adam Skaggs
Assistant Director for Division III Governance Communications
Email: askaggs@ncaa.org

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

Chris Brown
Associate Director of Academic and Membership Affairs for Division III
Email: cbrown@ncaa.org

Eric Hartung
Associate Director of Research for Divisions II and III
Email: ehartung@ncaa.org

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

DIII%20Committees/01%20Presidents%20Council/President's%20Advisory%20Group/Roster/2017/PAG%20Roster.doc/dsb/20180215
Division III Presidents/Chancellors Advisory Group

Rationale for Establishment of Division III Presidents/Chancellors Advisory Group

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

Current Position of this Advisory Group within the Governance Structure

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

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

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

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

**Composition**

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

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

**Appointment**

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

**Duties**

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

**Term of Office**

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

**Frequency of Meetings and Conference Calls**

- In-person meetings will be held in August and January given the Division III legislative cycle. For 2018-19, the in-person meetings will be August 7, 2018, January 17, 2019 and August 6, 2019.

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

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

- Communication also will occur via email as necessary.
Stevie Baker-Watson
1. North Coast Athletic Conference
2. Heartland Collegiate Athletic Conference

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

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

Gerard Bryant
1. City University of New York Athletic Conference (CUNYAC)
2. Centennial Athletic Conference
3. Presidents Athletic Conference

Gail Cummings-Danson
1. Liberty League
2. North Eastern Athletic Conference

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

Jason Fein
1. New England Small College Athletic Conference
2. Commonwealth Coast Conference

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

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

Lori Mazza
1. Little East Conference
2. Allegheny Mountain Athletic Conference
3. ECAC
Tim Millerick
1. Southern Collegiate Athletic Conference
2. Southern Athletic Association

Laura Mooney
1. Massachusetts State College Athletic Conference (MASCAC)
2. New England Men’s and Women’s Athletic Conference
3. New England Collegiate Conference

Kate Roy
1. North Atlantic Conference
2. Empire 8 Conference

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

Dennis Shields
1. Wisconsin Intercollegiate Athletic Conference
2. Minnesota Intercollegiate Athletic Conference

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

Denise Udelhofen
1. Iowa Intercollegiate Athletic Conference
2. Northern Athletics Conference
3. College Conference of Illinois & Wisconsin (CCIW)

Michael Vienna
1. University Athletic Association
2. Ohio Athletic Conference

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