

Draft #7

NCAA Division I Board of Directors Strategic Areas of Emphasis 2018-2023

(revised February 12, 2018)

Action: Request for Membership Comment

The NCAA Division I Board of Directors provides the strategic direction and oversight for the Division I collegiate model. With the Board's 2016-2018 strategic plan nearing completion, it is now time to turn attention to identifying the future areas of emphasis for 2018-2023.

While the NCAA Board of Governors is simultaneously engaged in an Association-wide strategic planning process, and the NCAA Division I Council, NCAA Division I Committee on Academics, national Division I Student-Athlete Advisory Committee and other governance entities are also identifying specific areas for review in their respective areas, it is important that the Division I Board provide leadership and direction for the division and for the Association as a whole, and the development of a Division I strategic areas of emphasis will help create the necessary framework by which the broader collegiate model of sport can be advanced.

The Board of Directors, NCAA Division I Presidential Forum and the NCAA Division I Strategic Vision and Planning Committee reviewed the first draft of strategic areas and provided helpful comments that are reflected in this second draft.

Among the most substantial recommendations were the need to 1) strongly reaffirm through actions the concept of the student-athlete and how athletics participation enhances the educational experience to counter the perception that all decisions are based on money; 2) align all specific areas for review with the foundational goals that will be established; 3) be transparent in its work and the work of the entire Division I governance structure to increase membership and public confidence in the collegiate model; and 4) reinforce the need to make informed policy and legislative decisions using data.

Reaffirming the Role of Intercollegiate Athletics in the Educational Experience

The collegiate model of athletics promises that participation in college sports enriches the entire postsecondary educational experience for student-athletes. Athletics participation is an integral component of that experience rather than an ancillary or extracurricular endeavor. And the benefits of that participation – the teamwork, the self-discipline, the camaraderie, the collaboration with persons of varied backgrounds to achieve a common goal – serve student-athletes not only during their time in competition, but also well after they have earned their diplomas.

The intercollegiate athletics experience adds unique educational value for student-athletes. The attributes inherent in athletics participation – the work ethic, leadership, collaboration/teamwork, time management, self-discipline, partnering with teammates from diverse backgrounds and cultures – offer as much of a high-impact “classroom” for learning as other aspects of education such as lab work, study abroad programs and internships. Student-athletes learn valuable life lessons as part of their intercollegiate athletics experience, and NCAA research shows that those lessons position student-athletes for success in life well beyond their college years.

The continuum of the student-athlete experience – from college recruitment through the college years to the post-college environment – is such that expectations and habits developed along the way can

positively or negatively affect student-athletes' well-being and skill development at all stages of their experience; that engagement in intercollegiate athletics has the potential of adding significant value to the student-athletes' well-being and skill development when done properly, and that the student-athlete experience at its core is one that builds on students' experience generally, regardless of their "elite athletic status" at any point along the continuum.

Foundational Goals to support the student-athlete:

The Division I Board of Directors has identified the following Foundational Goals as the highest strategic priorities focused on reaffirming and supporting the primacy of the student-athlete.

- ***Foundational Goal # 1:*** *The NCAA Division I Board of Directors will oversee the development of policies and legislation to improve the academic success of student-athletes and help provide student-athletes with a well-rounded, opportunity-rich experience that helps prepare them for a successful transition from college into lifelong productive citizenship.*
 - ***Particular areas of focus could include:***
 - *Use existing university-wide programming to afford interested student-athletes with opportunities for experiential learning (e.g., internships, study abroad), while developing student-athlete specific programming in instances in which creation of new programming is appropriate.*
 - *Improve the academic performance of student-athletes who are less academically prepared.*
- ***Foundational Goal # 2:*** *The Division I Board of Directors, in collaboration with the NCAA Board of Governors, will oversee the development of policies and legislation to sustain and enhance safe educational and athletics experiences that support student-athletes' overall well-being from pre-college and recruitment through graduation and beyond.*
 - ***Particular areas of focus could include:***
 - *Advance and implement all health and safety initiatives, including mental health and campus sexual violence prevention programming.*
- ***Foundational Goal # 3:*** *The NCAA Division I Board of Directors will oversee the development of policy or legislative changes that enhances the sustainability of the Division I collegiate model in light of the current and future fiscal climate impacting intercollegiate athletics and higher education.*
 - ***Particular areas of focus could include:***

- *Examine implications of increasing disparate revenue generation among Division I conferences and institutions on the long-term viability of the Division I collegiate model.*
- *Within the limitations of cost-of-attendance regulations, identify ways to allow student-athletes to accept the full amount of institutional financial aid that is available to them.*
- ***Foundational Goal #4:*** *The NCAA Division I Board of Directors will actively engage in the identification and examination of threats and opportunities impacting the Division I collegiate model, and develop strategies to effectively manage outcomes and directions to enhance the student-athlete experience.*
 - ***Particular areas of focus could include:***
 - *Examine NCAA expectations related to academic integrity and misconduct to assure continued consistency with the practices of higher education while recognizing the Division I's membership's collective interest in the fairness of competition and the integrity of the student-athlete experience.*
 - *Examine the Academic Performance Program team and institutional academic standards to ensure the standards appropriately include institutional mission as part of the criteria for determine penalized teams or institutions.*
 - *Examine existing regulations and policies in an effort to better assist and protect student-athletes within the collegiate model (e.g., modernization, transfers, early recruiting, impact of third parties, agents, equity issues).*
 - *Increase diversity in coaching and administrative positions and improve the pools of diverse candidates for committee vacancies.*
 - *Partner with higher education organizations in the NCAA's role as "content experts" related to athletics to help inform new and potential presidents.*
 - *Enhance communication and advocacy of the collegiate model.*
 - *Improve the efficiency and effectiveness of Division I governance structure.*
 - *Improve student and fan behavior and engagement to better comport with institutional and NCAA values.*
 - *Examine and create expectations for the role of coaches and athletics administrators, including improved leadership training.*

- *Address recommendations of the Commission on College Basketball.*
- *Address recommendations from NCAA Division I Enforcement and Infractions Review Group, including threats and tensions present in the current system.*
- *Identify additional challenges and opportunities.*

Next Steps.

The Board expects that once the strategic areas of emphasis have been identified, referrals to key governance entities will be made. These “responsible parties” will be asked to identify critical (and more detailed) components of the review, provide input on prioritization, conduct the reviews and offer recommended actions. In some areas, the Board has identified important components of the review and these will be provided to the appropriate responsible party as it conducts its review.

The Board also encourages the Council, Committee on Academics, NCAA Division I Student-Athlete Advisory Committee and other entities in the Division I governance structure to identify other areas for review specific to their responsibility that reaffirm and support the student-athlete and are consistent with the foundational goals.

To that end, the Board offers the following suggestions for inclusion in these reviews.

- Review of enforcement and noncompliance issues that may arise when institutions fail to adhere to legislative and policy expectations in the area of health and safety.
- Examine whether the existing regulations (or lack thereof) create incentives that unintentionally lead to unethical behavior.
- Examine how to best support and hold accountable presidents to encourage value-based decisions.

Finally, the Board of Directors will be responsive to key issues identified through the Board of Governors strategic planning process.