



EXCERPT OF THE REPORT OF THE  
NCAA DIVISION II STRATEGIC PLANNING AND FINANCE COMMITTEE  
SEPTEMBER 18, 2025, VIDEOCONFERENCE

ACTION ITEMS.

1. Legislative Items.

- None.

2. Nonlegislative Items.

a. 2026-32 Division II Operating Plan.

- (1) Recommendation. Adopt the division's new six-year Operating Plan that will be launched at the 2026 NCAA Convention and extend through Fiscal Year 2031-32 (FY32) to align with the length of the NCAA's current broadcast agreements [Attachment A].
- (2) Effective date. Immediate.
- (3) Rationale. The 2026-32 Operating Plan succeeds the division's current strategic plan adopted in 2015. Work on the new plan has been ongoing since 2021 when the division conducted a SWOT analysis with all Division II governance committees and councils to inform the new plan. However, the Division II Presidents Council (now Division II Executive Board) in August 2021 agreed to pause the planning process due to the NCAA initiating a new constitution and the Board of Governors subsequently charging all three divisions to review their policies and bylaws accordingly. The Division II Implementation Committee carried out this charge, and the planning process resumed in January 2023. Key to the development of the new plan was a representative Think Tank convened in September 2024 that brainstormed objectives and priorities, which helped inform a comprehensive membership survey distributed in January 2025. Since then, the Strategic Planning and Finance Committee has collaborated with Division II stakeholders to ensure the new plan addresses these priorities and adequately funds initiatives to achieve desired outcomes. Division II board, council, and committees have been apprised of the plan's development and progress throughout the process. (The complete timeline regarding the plan's development is in Attachment B.)
- (4) Estimated budget impact. The budget estimates to support the plan are outlined in Attachment A. All budget allocations will proceed through the normal approval process once the plan is implemented.

- (5) Student-athlete impact. The goals and initiatives in the new Operating Plan are prioritized to enable the Division II membership to provide optimal educational and athletics experiences for student-athletes well into the future.

**b. Division II Long-Range Budget.**

- (1) Recommendation. Adopt the division's long-range budget through FY32 [Attachment C].
- (2) Effective date. Immediate.
- (3) Rationale. The long-range budget was developed specifically to support the division's new six-year Operating Plan outlined in Action Item 2-a above and to support Division II member institutions' ability to provide their student-athletes with optimal educational and athletics experiences. The long-range budget features an increase in the baseline allocation to Division II championships from the current 62% to 65%, which the SPFC, Management Council and Executive Board supported during their summer meetings. The budget also is structured to address the total allocation to revenue distribution and initiatives by FY32.
- (4) Estimated budget impact. See Attachment C.
- (5) Student-athlete impact. As with the Operating Plan, the long-range budget directly and positively impacts student-athletes through programs and initiatives that support their well-being.

**INFORMATIONAL ITEMS.**

1. **Welcome and review of agenda.** Strategic Planning and Finance Committee Chair Curtis Janz welcomed the group and previewed key agenda items.
2. **Review of previous reports.** The committee approved the report from its August 19 videoconference as presented.
4. **Division II Operating Plan.** The committee reviewed and recommended that the Division II Management Council and Executive Board formally adopt the 2026-32 Division II Operating Plan outlined in Attachment A that includes operating areas, goals and objectives, action steps, timelines and budget allocations. (See Action Item No. 2-a.)
5. **Division II long-range budget.** The committee reviewed and recommended that the Division II Management Council and Executive Board formally adopt the Division II long-range budget through FY32. (See Action Item No. 2-b.)

6. **Unaudited 2024-25 Division II budget figures.** Staff provided an overview of the 2024-25 unaudited budget-to-actual statement through August, noting not all expenses have been recorded.
7. **Division II Conference Strategic Priorities Fund Guidelines and Principles.** The committee reviewed and approved an updated version of the Conference Strategic Priorities Fund guidelines and principles.

Committee members also discussed whether a review of the reporting process for this fund is appropriate given the likely adoption of the new Division II Operating Plan that includes different strategic priority areas than the current plan. The committee advised that relevant governance groups and stakeholders engage in this discussion prior to the new plan being implemented to ensure that the most strategic outcomes for the plan are understood and achieved.

8. **Future videoconferences.**
  - a. Friday, December 5, 11 a.m. to 1 p.m. Eastern time.
  - b. March 25, 2026, Noon to 4 p.m. Eastern time.
  - c. June 22, 2026, 1 to 3 p.m. Eastern time.
  - d. August 18, 2026, Noon to 4 p.m. Eastern time.
  - e. September 25, 2026, 1 to 3 p.m. Eastern time.
  - f. December 9, 2026, 1 to 3 p.m. Eastern time.

*Committee Chair:* Curtis Janz, Director of Athletics, University of Arkansas, Fort Smith  
*Staff Liaisons:* Terri Steeb Gronau, Division II Governance and Member Services  
Maritza Jones, Division II Governance and Member Services  
Ryan Jones, Division II Governance and Member Services  
Cara Hubert, Administrative Services

<b>Division II Strategic Planning and Finance Committee September 18, 2025, Videoconference</b>	
<b>Attendees:</b>	
Joseph Arnold, Clark Atlanta University.	
Peter Crabb, Northwest Nazarene University.	
Curtis Janz, University of Arkansas, Fort Smith.	
Colleen Perry Keith, Goldey-Beacom College ( <i>ex officio</i> ).	
Brandi Laurita, University of Findlay.	
Erin Lind, Northern Sun Intercollegiate Conference.	
Roberta Page, Slippery Rock University of Pennsylvania ( <i>ex officio</i> ).	
Pennie Parker, Rollins College.	
Julie Ruppert, Northeast-10 Conference.	
Darius Satterfield, Elizabeth City State University.	
David Wilmes, Slippery Rock University of Pennsylvania.	
Sandra Woodley, The University of Texas Permian Basin.	
Frank Wu, Queens College (New York).	
<b>Absentees:</b>	
None.	
<b>Guests in Attendance:</b>	
Gary Brown, NCAA Contractor.	
<b>NCAA Staff Support in Attendance:</b>	
Terri Steeb Gronau, Cara Hubert and Maritza Jones.	
<b>Other NCAA Staff Members in Attendance:</b>	
Karen Kirsch, Angela Red, Jill Waddell and Courtney Wengryn.	

## Division II Operating Plan

**NCAA Mission:** Provide a world-class athletic and academic experience for student-athletes that fosters lifelong well-being.

**DII Vision:** Provide an environment in which student-athletes develop well-being and life skills through their desired academic pursuits, through participation in high-level athletics, and through impactful civic engagement.

### **DII Commitments:**

- Empower student-athletes to excel in their chosen academic curricula and ensure that athletics is an integral component of the holistic educational experience.
- Provide programs and resources to enhance student-athletes' physical, mental, social and personal well-being.
- Deliver an outstanding championships program that provides fair and rewarding postseason experiences.
- Conduct meaningful civic engagement activities to strengthen relationships within the campus and surrounding communities.
- Support student-athletes' personal and professional development as they successfully transition to life after sport.
- Operate an efficient and effective governance structure informed by diligent research that enables Division II members to actualize the mission and vision.
- Promote and celebrate the Division II brand to enhance the public's knowledge and appreciation of the Division II experience.

### **DII Operating Areas:**

#### **Academics**

1. Maintain rules and policies that enable institutions to support student-athletes' academic achievement.
2. Continue to achieve a student-athlete graduation rate above that of the general student body.
3. Provide resources and initiatives that help student-athletes enhance their community engagement experiences.
4. Ensure that student-athletes are afforded the opportunity to develop the skills they need to succeed in life after sport.

#### **Athletics**

1. Implement a championships selection and bracketing methodology that enhances the postseason for participants and fans without compromising the regional model as a core tenet of the Division II regular-season experience.
2. Review all aspects of financing the championships program and make recommendations as necessary.

3. Seek innovative approaches to support up-and-coming sports that offer new, exciting and equitable opportunities.
4. Support student-athletes with their opportunities related to Name, Image and Likeness.
5. Develop initiatives and practices that strengthen the officiating pool; provide education, training and resources to support current officials and attract new officials.
6. Review initiatives to help member institutions enhance their game day environments.
7. Develop initiatives to enhance the fan experience and exposure related to Division II championships.

### **Health and Wellness**

1. Collaborate with the Sport Science Institute and the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports to create an environment/culture that supports and enhances total wellness for all individuals (physical, mental, social and personal well-being).
2. Develop initiatives to help athletics departments and conference offices provide optimal health and wellness support for student-athletes.
3. Increase support for the athletic training profession in college sports to help with hiring and retention.

### **Governance**

1. Maintain a governance and committee structure that provides opportunities for service and leadership, is representative of the membership and includes all Division II constituents through the one school/one vote legislative process at the NCAA Convention.
2. Ensure a strong student-athlete presence in decision making at the campus, conference and national levels.

### **Operations and Positioning**

1. Evaluate the strength of the Division II brand.
2. Maintain/enhance or create programming/initiatives that help designated individuals in athletics (e.g., FARs, SWAs and SIDs) promote the Division II brand on their campuses and beyond.
3. Ensure that Division II maintains a membership that has both strength in numbers and is composed of institutions that share the division's principles and values.
4. Help institutions and conferences enhance their operations.
5. Seek new revenue streams and opportunities to increase ticket sales, corporate sponsorships, and media partnerships.

**Budget Allocations for Operating Plan:**

In the revised long-range budget for Division II, the division allocated new revenue and reserves, focused on three areas through FY32:

- Championships,
- Revenue distribution, and
- Initiatives

The following allocations have been made to support the implementation and activation of the Division II Operating Plan.

**Championships:**

65% of total Division II expenses would be allocated to championships (61% in FY26).

- \$4-\$5 million for new initiatives
- Includes previously approved increases to championships:
  - > 5% increase for travel annually.
  - > \$10 increase for per diem annually, including establishment of a high-cost city per diem.
  - > Triennial increases of one percent for committee expenses, three percent for game operations, and \$1,050,000 increase for championships enhancements.

**Revenue distribution:**

14% of total Division II expenses would be allocated to revenue distribution (15% in FY26).

- Increases annually by 5% (up from 3%).

**Initiatives:**

20% of total Division II expenses would be allocated to initiatives (24% in FY26).

- \$2 million dollar allocation for one-time initiatives in FY26 with the remaining revenue allocated beginning in FY27.

**OPERATING AREA: ACADEMICS**

**No. 1 – Maintain rules and policies that enable institutions to support student-athletes’ academic achievement.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
<p>a. Review/modernize the Division II Life in the Balance definition to ensure student-athletes are provided with optimal educational experiences that allow them to pursue the academic curricula of their choice.</p>	<p>Appoint a representative working group to conduct the review in collaboration with select governance committees and submit initial recommendations to the Strategic Planning and Finance Committee, with ultimate approval from the Management Council and Executive Board.</p>	<p>July 1, 2027.</p>	<p>Possible (to fund 1-2 in-person or virtual meetings).                      Budget Estimate – TBD                      Budget Source – Current committee expenses</p>	<p>The review should apply to all athletics department personnel in addition to student-athletes and incorporate mental wellness as a significant factor in the balance equation. A review of Bylaw 17 impacts should be considered and also apply to the Athletics Area.</p>
<p>b. Based on feedback and results of the GOALS study, re-evaluate student-athlete time demands [e.g., include community engagement and countable athletically related activities (CARA) by sport] to ensure student-athletes are</p>	<p>Legislation Committee; Championships Committee; Student-Athlete Advisory Committee.</p>	<p>July 1, 2027.</p>	<p>No.</p>	<p>The expected completion date accommodates potential submission of Convention legislation.</p>

positioned to succeed academically.				
c. Review the division's academic eligibility rules and policies to determine whether more permissive and flexible legislation is necessary to accommodate nontraditional degree programs (i.e., partnerships, trade schools, AAs).	Academic Requirements Committee; Legislation Committee.	July 1, 2029.	No.	If the rules change regarding seasons of competition and period of eligibility, then those should be allowed to play out before making other substantive legislative changes.

**No. 2 – Continue to achieve a student-athlete graduation rate above that of the general student body.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Assess the current Division II degree-completion program for student-athletes and determine whether changes are necessary, such as funding or initiatives to assist with academic counseling, or funding to assist student-athletes in their first or second year of enrollment.	Academic Requirements Committee; Degree-Completion Committee.	March 1, 2027.	TBD.	

<p>b. Review graduation rates for student-athletes (Academic Success Rate and Federal Graduation Rate), particularly for transfer student-athletes, and make policy and/or legislative changes, as needed.</p>	<p>Academic Requirements Committee</p>	<p>June 1, 2028</p>	<p>No.</p>	<p>ARC will also explore the Graduation Passport (tracking of transfer student-athletes) and determine how to use the data in Division II.</p>
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**No. 3 – Provide resources and initiatives that help student-athletes enhance their community engagement experiences.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
<p>a. Recognize and celebrate community engagement at the school level, including promoting partnerships with local entities, including Make-A-Wish and Team IMPACT.</p>	<p>Student-Athlete Advisory Committee.</p>	<p>Ongoing.</p>	<p>No.</p>	
<p>b. Recognize community engagement at the conference level; encourage conferences to develop initiatives in which visiting teams engage with host communities during conference championships.</p>	<p>Student-Athlete Advisory Committee; D2 CCA.</p>	<p>Ongoing.</p>	<p>No.</p>	

**No. 4 – Ensure that student-athletes are afforded opportunities to develop the skills they need to succeed in life after sport.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
<p>a. Consider whether to create educational programming (e.g., modules, training workshops, webinars) that help individuals in DII athletics departments with assisting student-athletes achieve proficiencies in crafting resumes, interview skills, learning how to manage finances, pursuing internships, etc. This includes finding ways to partner with entities on campus that assist the general student body with this education.</p>	<p>Student-Athlete Advisory Committee.</p>	<p>July 1, 2028.</p>	<p>TBD pending program development.</p>	
			<p>Budget Estimate – TBD</p>	
			<p>Budget Source – Current DIIU budget</p>	

**OPERATING AREA: ATHLETICS**

**No. 1 – Implement a championships selection and bracketing methodology that enhances the postseason for participants and fans without compromising the regional model as a core tenet of the Division II regular-season experience.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Adopt a results-based metric as the sole selection criterion for team sports.	Championships Committee.	August 1, 2026.	No.	
b. Develop a new bracketing model that enhances the championship experience.	Championships Committee.	August 1, 2027.	Potentially, if the new bracketing model creates more flights.	
			Budget Estimate – TBD	
			Budget Source – new \$4-\$5M allocation to championships	
c. Evaluate the merits of a 16-site/three-weekend format			Potentially, if the length of select	

for men's and women's basketball.	Championships Committee and relevant sport committees.	September 1, 2026.	championships is expanded.	
			Budget Estimate – TBD	
			Budget Source – \$1,050,000 enhancement (championships triennial)	
d. Evaluate the merits of a 16-site/three-weekend format for women's volleyball.	Championships Committee and relevant sport committee.	September 1, 2026.	Potentially, if the length of the championship is expanded.	
			Budget Estimate – TBD	
			Budget Source – \$1,050,000 enhancement (championships triennial)	

e. Consider strategies to increase attendance at championships (e.g., use the NCAA fan database; seek corporate partner support).	Championships Committee.	September 1, 2026.	No.	
f. Review the Division II National Championships Festival.	Championships Committee; Student-Athlete Advisory Committee.	TBD, pending the structure and timing of future bid cycles.	Not for the review itself but potentially, pending what is recommended.	Depending on outcome, the division will need to discuss how to reallocate the dollars (e.g., joint championships, student-athlete experience)
g. Explore ways to improve the Division II Football Championship.	Football Committee; Championships Committee.	July 1, 2026.	TBD.	Bracket expansion will be in place for the 2026 championship, but this review should also consider long-term membership classification implications.

**No. 2 – Review all aspects of financing the championships program and make recommendations as necessary.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Review the current budget line items (championships versus initiatives) to determine whether allocations are appropriate (i.e., whether the current	Strategic Planning and Finance Committee; Championships Committee.	August 1, 2026.	No.	This review should take into consideration the funding for championships enhancements and the costs paid by institutions that participate in championships.

60% allocation to championships should be adjusted).				
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**No. 3 – Seek innovative approaches to support up-and-coming sports that offer new, exciting and equitable opportunities.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Explore grants for institutions adding sports as an incentive to build sponsorship to assist with creating National Collegiate championships and/or Division II-specific championships.	Strategic Planning and Finance Committee.	August 1, 2026.	Yes, if grant program is adopted.	
			Budget Estimate –	
			TBD	
			Budget Source – new \$4-\$5M allocation to championships	

**No. 4 – Support student-athletes with their opportunities related to Name, Image and Likeness.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
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a. Explore what institutions are doing currently to collect best practices and determine what should or should not be required of Division II institutions related to NIL.	Legislation Committee; Student-Athlete Advisory Committee; D2ADA; D2CCA; NIL Third-Party Providers (e.g., Opendorse).	Ongoing.	No.	
b. Monitor NIL legislative requirements to determine educational opportunities and flexibility regarding institutional involvement.	Legislation Committee.	Ongoing.	No.	
<b>No. 5 – Develop initiatives and practices that strengthen the officiating pool; provide education, training and resources to support current officials and attract new officials.</b>				
Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Provide opportunities for campuses to develop an officiating certificate within sport management or similar majors to help grow officiating as a viable career path. Opportunities include providing grant funding to assist with the costs of developing a program/curriculum and/or	Championships Committee; Strategic Planning and Finance Committee; D2CCA; D2ADA.	Ongoing.	Yes.	
			Budget Estimate – TBD	

partner with organizations that have existing programs or curriculum that could be used.			Budget Source – new \$4-\$5M allocation to championships and/or  \$1,050,000 enhancement (championships triennial)	
b. Determine ways to educate student-athletes on the officiating profession – target officials who are former student-athletes to speak with current student-athletes.	Student-Athlete Advisory Committee; D2CCA; D2ADA.	Ongoing.	No.	
<b>No. 6 – Review initiatives to help member institutions enhance their game day environments.</b>				
Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Determine potential incentives and/or requirements for using the Make Game Day Yours platform.	Management Council Identity Subcommittee; Championships Committee; D2ADA.	Ongoing.	No.	

<p>b. Consider expanding the current neutrality policy (pregame only at preliminary rounds) to permit hosts to conduct contests (from start to finish) as done in the regular season.</p>	<p>Championships Committee.</p>	<p>July 1, 2026.</p>	<p>No.</p>	
<p><b>No. 7 – Develop initiatives to enhance the fan experience and exposure related to Division II championships.</b></p>				
<p><b>Action</b></p>	<p><b>Oversight Group(s)</b></p>	<p><b>Expected Completion Date</b></p>	<p><b>Budget Impact?</b></p>	<p><b>Notes</b></p>
<p>a. Review live streaming requirements and platforms and make recommendations to ensure consistency among host sites (preliminary-round and finals sites), enhancements (e.g., additional cameras), sports included for web streaming and fan experience on ncaa.com.</p>	<p>Championships Committee.</p>	<p>August 1, 2027.</p>	<p>No.</p>	

**OPERATING AREA: HEALTH AND WELLNESS**

**No. 1 – Collaborate with the Sport Science Institute and the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports to create an environment/culture that supports and enhances total wellness for all individuals (physical, mental, social and personal well-being).**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Consider whether to add mental wellness as a core component of the Division II Life in the Balance Philosophy.	Management Council.	Immediate.	No.	Also incorporate into the revised Division II Philosophy Statement, which will require Convention legislation.

**No. 2 – Develop initiatives to help athletics departments and conference offices provide optimal health and wellness support for student-athletes.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Determine whether to increase mental health resources and programming, including education and training (e.g., seed money to assist schools in starting	Strategic Planning and Finance Committee; Management Council; Student-Athlete Advisory Committee.	Ongoing.	Yes, if resources are produced (i.e., training).	Collaborate with the Sport Science Institute (SSI), Committee on Competitive Safeguards and Medical Aspects of Sports (CSMAS), and the

<p>services, programs and/or meeting requirements with mental health first aid, in-person training, evaluating mental health action plans) that help athletics department personnel manage mental wellness issues in ways that destigmatize mental health and allow student-athletes to access the help they need.</p>			<p>Budget Estimate:</p> <p>Mental Health First Aid - \$5000 to \$7000 per school</p> <p>\$5000 to \$7000 grant per school if already did mental health first aid</p>	<p>National Athletic Trainers' Association (NATA).</p>
<p>b. Determine how to connect coaching, athletic performance, and student-athlete well-being directly to the educational mission; emphasize the competitive advantage of mental wellness as an asset to athletic performance.</p>	<p>Management Council.</p>	<p>Ongoing.</p>	<p>Yes, if resources are produced (i.e., training).</p> <p>Budget Estimate:</p> <p>TBD (may be part of 2-a)</p> <p>Budget Source:</p> <p>\$2 million (one-time allocation for new initiatives)</p>	<p>Work with SSI, CSMAS, NATA, D2ADA and D2CCA to develop strategic initiatives and education/training for coaches.</p>

c. Collaborate within the Student-Athlete Advisory Committee network to activate the DII SAAC's commitments and goals in the areas of student-athlete wellness.	Management Council; Student-Athlete Advisory Committee.	Ongoing.	No.	
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**No. 3 – Increase support for the athletic training profession in college sports to help with hiring and retention.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Create a representative working group composed of athletic trainers, ADs, SWAs and health professionals to recommend strategies that have originated with other groups, including working groups gathered by the Sport Science Institute to determine Division II-specific strategies.	Strategic Planning and Finance Committee; Management Council; Executive Board.	Ongoing.	Yes, to fund meeting logistics and potential recommendations.	Collaborate with the D2ADA, SSI, CSMAS, and NATA.
			Budget Estimate: \$20,000-\$30,000	
			Budget Source: \$2 million (one-time allocation for new initiatives) and/or FY25 Surplus	

<p>b. Consider grants/scholarships and other incentives (e.g., culture changes) to address the shortage of athletic trainers in college sports.</p> <p>See Operations and Positioning Item 2-b</p>	<p>Strategic Planning and Finance Committee; Management Council; Executive Board.</p>	<p>Ongoing.</p>	<p>Yes.</p> <p>Budget Estimate:</p> <p>TBD</p> <p>Budget Source:</p> <p>New \$1.5M allocation to initiatives and/or</p> <p>Evaluation of current grants:</p> <p>\$218,500 – Internship Grant</p> <p>\$950,000 – SAMG</p> <p>\$370,000 – Coaches Enhancement Grant</p>	<p>Collaborate with the D2ADA, SSI, CSMAS, and NATA.</p>
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**OPERATING AREA: GOVERNANCE**

**No. 1 – Maintain a governance and committee structure that provides opportunities for service and leadership, is representative of the membership and represents all Division II constituents through the one school/one vote legislative process at the NCAA Convention.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Ensure participation in the governance and committee structure from all levels (presidents/chancellors, athletics directors, commissioners, compliance administrators, senior woman administrators, faculty athletics representatives, coaches, student-athletes, staff).	Nominating Committee; Management Council; Executive Board.	Ongoing.	No.	Collaborate with D2CCA to enhance the nomination process.
b. Review/evaluate the Division II legislative process to ensure efficiency and membership participation, including how legislation/policy changes align with Division II values.	Legislation Committee; Management Council.	Ongoing.	No.	

c. Review/evaluate Convention programming and timing to ensure optimal participation and engagement.	Convention Planning Project Team; Management Council.	Ongoing.	No.	This review should also attempt to determine the length of the Convention.
d. Determine new effective communication strategies that ensure transparency in decision making and strengthen trust.	Management Council; Executive Board.	Ongoing.	No.	

**No. 2 – Ensure a strong student-athlete presence in decision making at the campus, conference and national levels.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Review current resources and determine whether changes or enhancements are needed (including exploring potential legislative or policy changes) that would enhance SAAC structures and procedures at the campus and conference levels.	Student-Athlete Advisory Committee; Management Council.	Ongoing.	No.	Division I has adopted several legislative requirements regarding student-athlete engagement in the governance process, and recent survey feedback within Division II indicates some support for a similar approach.

<p>b. Study whether to implement a system similar to the Connection Program that would include campus and conference SAAC advisors.</p>	<p>Student-Athlete Advisory Committee; Management Council.</p>	<p>Ongoing.</p>	<p>No.</p>	
<p>c. Review/evaluate the SAAC super region conventions to consider whether enhancements and/or changes are necessary.</p>	<p>Student-Athlete Advisory Committee.</p>	<p>Ongoing.</p>	<p>No.</p>	

**OPERATING AREA: OPERATIONS AND POSITIONING**

**No. 1 – Evaluate the strength of the Division II brand.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
<p>a. Authorize the Management Council Identity Subcommittee to create a membership working group or retain third-party advisors to conduct an evaluation to include (but not limited to) assessing the strength, relevance and long-term impact of the Division II Make It Yours campaign and the DII brand overall.</p>	<p>Management Council Identity Subcommittee; Student-Athlete Advisory Committee; Strategic Planning and Finance Committee; Management Council; Executive Board. Collaborate with D2CCA and D2ADA to enhance the review process.</p>	<p>August 1, 2028.</p>	<p>Yes.</p> <hr/> <p>Budget Estimate: \$100,000 to \$150,000</p> <hr/> <p>Budget Source: New \$1.5M allocation to initiatives and/or  Evaluation of current grants: \$218,500 – Internship Grant \$950,000 – SAMG \$370,000 – Coaches Enhancement Grant</p>	<p>This proposed action results from discussions during the Think Tank regarding the desire to explore changing divisional titles (or at least Division II's title) to better represent the division's values and attributes. However, that notion did not receive much support from the subsequent membership survey.</p>

**No. 2 – Maintain/enhance or create programming/initiatives that help designated individuals in athletics (e.g., FARs, SWAs and SIDs) promote the Division II brand on their campuses and beyond.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Determine whether to add education regarding the DII brand to existing programming such as the FAR Institutes, Women Leaders program, Compliance Administrators Institutes, New Athletics Directors Orientation, and Professional Development for Athletics Communicators.	Management Council Identity Subcommittee.	August 1, 2027.	Yes, if programs/initiatives are added.	
			Budget Estimate:  Minimal	
			Budget Source:  DIIU and/or  Staff Expense	
b. Explore the Division II grants/scholarships offerings to ensure they are achieving their desired outcomes and consider expansion as necessary to include groups/titles that could	Management Council Identity Subcommittee; Strategic Planning and Finance Committee.	Ongoing.	Yes, if grants are added.	This attempts to maintain and perhaps expand the success of the current matching grants and to retain the division’s goal of providing varied input/voices within athletics departments
			Budget Estimate:  TBD	

benefit from such access (e.g., athletic trainers, sports communicators).			Budget Source: \$2 million (one-time allocation for new initiatives) and/or FY26, FY27, FY28 Surplus and/or DII identity initiatives, communications and marketing budget	and within the division's governance structure.
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**No. 3 – Ensure that Division II maintains a membership that has both strength in numbers and is composed of institutions that share the division's principles and values.**

Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Review existing membership standards (institution and conference) to determine how or whether to attract new membership.	Membership Committee; Management Council; Strategic Planning and Finance Committee.	Ongoing.	No.	
b. Create a working group/task force composed primarily of	Strategic Planning and Finance Committee;	Ongoing.	Yes, to fund meeting logistics.	This attempts to take advantage of presidential expertise and

presidents and athletics direct reports to evaluate/forecast trends in higher education that impact existing and potential Division II members.	Management Council; Executive Board.		Budget Estimate:  \$20,000-\$30,000	other leaders within higher education to discern current trends and project others to position the Division II governance structure to protect the division's best interests in an ever-changing landscape.
			Budget Source:  \$2 million (one-time allocation for new initiatives) and/or  FY25 or FY26 Surplus and/or  Committee budget	

**No. 4 – Help institutions and conferences enhance their operations.**

<b>Action</b>	<b>Oversight Group(s)</b>	<b>Expected Completion Date</b>	<b>Budget Impact?</b>	<b>Notes</b>
a. Consider whether programs and initiatives that have been successful in Division II championships can be incorporated at the campus and conference levels.	Management Council Identity Subcommittee; Student-Athlete Advisory Committee.	Ongoing.	No.	
b. Determine how technology, including AI, can assist	Management Council; Membership Committee.	Ongoing.	No.	

campuses and conferences with their athletics operations.	Collaborate with D2CCA and D2ADA to enhance the review process.			
<b>No. 5 – Seek new revenue streams and opportunities to increase ticket sales, corporate sponsorships and media partnerships.</b>				
Action	Oversight Group(s)	Expected Completion Date	Budget Impact?	Notes
a. Use the NCAA Fan Database to promote Division II championships and the Division II brand.	National office staff.	Ongoing.	No.	
b. Work with the NCAA national office staff to develop sponsorship opportunities (based on what contractual obligations permit) at the local level for Division II championships.	National office staff.	Ongoing.	No.	

# Operating Plan Timeline



## NCAA Division II Long-Range Budget Assumptions

### Division II Long-Range Budget [Attachment A] – Key Assumptions.

- The NCAA Division II Long-Range Budget (DII LRB) Assumptions document is intended to provide detail of each revenue and expense line item in the DII LRB, and any key assumptions used to create the projections within the DII LRB.
- The DII LRB is reviewed annually by the Division II Strategic Planning and Finance Committee, Management Council and Executive Board.

### DII Revenue – Key Assumptions.

- In accordance with NCAA Constitution Article 3 (finance), Division II is 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. General operating revenue includes 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 [Attachment B].
- Division II calculates its projected revenue for purposes of the long-range budget by taking the prior year’s actual revenue and adding its divisional portion of revenue increases from CBS/Turner and ESPN (minus NIT), as noted below.

$$\begin{array}{rcl}
 \text{Division II Prior Year Actual Revenue} & = & \text{Division II Estimated Revenue} \\
 + & & \\
 \text{Division II Allocation of Change} & & \\
 \text{From Media Agreements} & & 
 \end{array}$$

- Surplus is not budgeted. The revenues in excess of expenses may serve to fund unforeseen needs, special projects/initiatives or a possible supplemental distribution to the Division II membership.
- Unallocated dollars from the previous fiscal year are added to the projected budget to calculate the total revenue for the division. Unallocated dollars as of Fiscal Year (FY) 2025-26 have been allocated starting in FY26 for initiatives and FY27 for championships and revenue distribution.

### DII Expenses – Key Assumptions.

- Total DII Championships Expenses: Assumes the following:
  - Annual increase:
    - Five percent increase to the travel budget to cover travel expenses.
    - \$10 increase in per diem.
  - Triennial (FY28 and FY31) increases:

- One percent increase for committee expenses;
- Three percent increase for game operations; and
- \$1,050,000 increase for championships enhancements.
- DII Joint Championships: Assumes allocations of \$525,000 in FY26 and FY30 and \$25,000 in every other fiscal year. Unused dollars carry over year to year.
- DII Championships Festivals: Assumes an allocation of \$200,00 in FY26 and \$700,000 FY27. Following FY27, assumes \$700,000 each fiscal year through FY32 (except for a \$200,000 allocation in FY30). These dollars will be reallocated to enhance all Division II student-athlete championships experiences following the sunset of Division II National Championships Festivals.
- Championships support operations: Holding account for funds not used during the previous triennial championships enhancement amount (all unused funds from the FY25 triennial have been allocated); or allocated as part of the new Division II Operating Plan process. Assumes a base allocation starting in FY27 of \$5,083,645.
- DII Conference Sports Sponsorship Fund: Assumes a three percent increase in FY26 and a five percent increase from FY27 through FY32.
- DII Institutional Equal Distribution Fund. Assumes a three percent increase in FY26 and a five percent increase from FY27 through FY32.
- DII Supplemental Distribution: The amount for a supplemental distribution is determined following the end of a fiscal year based on whether the division had a surplus at year end.
- APPLE Training Institute and NCAA Impact Forum. Assumes a three percent increase in FY28 and FY31 for travel and operational increases.
- DII Connection Program. Assumes no increases until requested and approved.
- DII Coaching Enhancement Grant. Assumes no increases until requested and approved.
- DII Community Engagement at Division II Championships: Assumes no increases until requested and approved.
- DII Conference Strategic Priorities Fund: Assumes a \$6,000 to \$8,000 premium amount increase in FY28 (\$310,000); and a \$110,000 to \$120,000 base amount increase for each conference in FY31 (\$230,000).
- DII Degree Completion. Assumes no increases until requested and approved.
- DII University. Assumes no increases until requested and approved.
- DII Drug Testing Enhancement: Assumes a two percent increase in FY27, a four percent increase in FY28 and FY29, and a three percent increase annually from FY30 through FY32 per contractual agreement.

- Exploratory and Provisional Membership: Only reported as actuals.
- DII FAR Institute. Assumes no increases unless requested and approved.
- DII Governance Outreach. Assumes no increases unless requested and approved.
- DII Grant to ADA. Assumes no increases until requested and approved.
- DII Grant to CCA. Assumes no increases until requested and approved.
- DII Grant to College Sports Communicators. Assumes no increases until requested and approved.
- DII Grant to MOAA. Assumes no increases until requested and approved.
- DII Grant to NAAC. Assumes no increases until requested and approved.
- DII Grant to Women Leaders in Sports. Assumes no increases until requested and approved.
- DII Identity Initiatives, Marketing and Communications: Assumes a \$50,000 increase in each triennial (FY28 and FY31). Assumes a \$1,000 purchasing credit each triennial (FY28 and FY31).
- DII Professional Development Workshop: Assumes a three percent increase in FY28 and FY31 for travel and operational increases.
- Insurance for Loss of Revenue. Assumes no increase until contract for Association increases or changes.
- DII Internship Grant. Assumes no increases until requested and approved.
- DII Leadership Conference. Assumes a three percent increase in FY28 and FY31 for travel and operational increases.
- DII Membership Education: Assumes no increases until requested and approved.
- DII Mentor Program. Assumes no increases until requested and approved.
- NCAA Annual Convention. Assumes no increases until requested and approved.
- DII New AD Orientation. Assumes no increases until requested and approved.

- DII Regular Season and Championships Media. Assumes a one-time \$210,000 allocation in FY26 for championships streaming on a single platform for Division II for 2025-26 and social media coverage for early rounds of Division II championships. Assumes no other increases until requested and approved.
- DII SAAC Conference. Assumes a three percent increase in FY28 and FY31 for travel and operational increases.
- DII Strategic Alliance Matching Grant: Assumes no increases until requested and approved.
- Administrative Support: Assumes no increases until requested and approved.
- Additional Expenses for Division II: Per NCAA constitution adopted in January 2022, current overhead charge ceased with FY22. Starting in FY23, an annual review is conducted to validate additional Association service expenses that Division II pays for directly out of its 4.37 percent allocation. Expenses starting in FY23 are indexed three percent annually.
- DII Initiatives: Holding account for funds allocated as part of the new Division II Operating Plan process. Assumes a one-time allocation in FY26 of \$2,000,000 and a base allocation as follows: FY27 and FY28: \$1,469,536; FY29: \$1,919,536; FY30: \$2,319,536; FY31: \$2,694,536; FY32: \$3,369,536.

Division II Long-Range Budget Projections through 2031-32

	2025-26 Proposed Budget	2026-27 Proposed Budget	2027-28 Proposed Budget	2028-29 Proposed Budget	2029-30 Proposed Budget	2030-31 Proposed Budget	2031-32 Proposed Budget						
<b>DII Revenue:</b>													
Revenue Allocation	64,151,244	64,522,760	65,531,144	68,213,864	70,000,274	71,794,964	70,431,869						
Prior year reserve	65,856,728	72,016,278	72,016,277	69,197,127	66,879,007	63,822,015	58,019,742						
<b>Total Revenue</b>	<b>130,007,972</b>	<b>136,539,037</b>	<b>137,547,421</b>	<b>137,410,991</b>	<b>136,879,281</b>	<b>135,616,979</b>	<b>128,451,611</b>						
<i>Unallocated Revenue</i>		6,328,790											
<b>DII Expenses:</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	62%	65%	65%	65%	65%	65%	<b>FY32</b>			
<b>Championships</b>	<b>62%</b>	<b>62%</b>	<b>65%</b>	<b>35,742,614</b>	<b>41,939,794</b>	<b>44,583,571</b>	<b>46,167,265</b>	<b>47,792,645</b>	<b>50,783,500</b>	<b>52,498,605</b>	<b>65%</b>		
Committee Expenses	1.0%	1%	0.8%	344,807	344,807	348,255	348,255	348,255	351,738	351,738	0.7%		
Game Ops	23.1%	22%	18.7%	7,844,486	7,844,486	8,940,821	8,940,821	8,940,821	10,259,045	10,259,045	19.5%		
Per Diem	32.5%	35%	31.4%	12,429,613	13,179,613	13,929,613	14,679,613	15,429,613	16,179,613	16,929,613	32.2%		
Team Travel	43.4%	42%	37.9%	15,123,708	15,879,893	16,673,888	17,507,582	18,382,961	19,302,109	20,267,215	38.6%		
DII Joint Championships				525,000	25,000	25,000	25,000	525,000	25,000	25,000			
DII Championships Festival				200,000	700,000	700,000	700,000	200,000	700,000	700,000			
Championships support operations				-	441,003	441,003	441,003	441,003	441,003	441,003			
<i>Allocate to Championships</i>		4,690,995						4,690,995	4,690,995	4,690,995	4,690,995		
<b>Revenue Distribution</b>	<b>15%</b>	<b>15%</b>	<b>14%</b>	3%	5%	5%	5%	5%	5%	5%	<b>14%</b>		
Conference Sports Sponsorship				8,412,971	8,833,620	9,275,301	9,739,066	10,226,019	10,737,320	11,274,186			
Institutional Equal Distribution Fund				6,309,729	6,625,215	6,956,476	7,304,300	7,669,515	8,052,990	8,455,640			
DII Supplemental Distribution				2,103,242	2,208,405	2,318,825	2,434,766	2,556,504	2,684,330	2,818,546			
				-	-	-	-	-	-	-			
<b>Initiatives</b>	<b>23%</b>	<b>24%</b>	<b>21%</b>	13,836,109	13,749,346	14,491,422	14,625,653	15,038,603	16,076,417	16,435,156	<b>20%</b>		
1 Apple Training Institute and NCAA Impact Forum				379,500	379,500	390,885	390,885	390,885	402,612	402,612			
2 DII Connection Program				280,000	280,000	280,000	280,000	280,000	280,000	280,000			
3 DII Coaching Enhancement Grant				418,000	418,000	418,000	418,000	418,000	418,000	418,000			
4 DII Community Engagement at Championships				100,000	100,000	100,000	100,000	100,000	100,000	100,000			
5 DII Conference Strategic Priorities Fund				3,722,000	3,722,000	4,032,000	4,032,000	4,032,000	4,262,000	4,262,000			
6 DII Degree Completion				450,000	450,000	450,000	450,000	450,000	450,000	450,000			
7 DII University				300,000	300,000	300,000	300,000	300,000	300,000	300,000			
8 DII Drug Testing Enhancement				160,814	164,030	170,591	177,415	182,738	188,220	193,866			
9 Exploratory and Provisional Membership				-	-	-	-	-	-	-			
10 DII FAR Institute				87,500	80,000	80,000	80,000	80,000	80,000	80,000			
11 DII Governance Outreach				38,000	38,000	38,000	38,000	38,000	38,000	38,000			
12 DII Grant to ADA				75,000	75,000	75,000	75,000	75,000	75,000	75,000			
13 DII Grant to CCA				75,000	75,000	75,000	75,000	75,000	75,000	75,000			
14 DII Grant to College Sports Communicators				75,000	75,000	75,000	75,000	75,000	75,000	75,000			
15 DII Grant to MOAA				75,000	75,000	75,000	75,000	75,000	75,000	75,000			
16 DII Grant to NAAC				75,000	75,000	75,000	75,000	75,000	75,000	75,000			
17 DII Grant to Women Leaders in Sport				75,000	75,000	75,000	75,000	75,000	75,000	75,000			
18 DII Identity Initiatives, Communications and Marketing				1,278,500	1,278,500	1,658,500	1,328,500	1,328,500	1,708,500	1,378,500			
19 DII Professional Development Workshop				171,000	171,000	176,130	176,130	176,130	181,414	181,414			
20 Insurance for loss of revenue				137,000	137,000	137,000	137,000	137,000	137,000	137,000			
21 DII Internship Grant				218,500	218,500	218,500	218,500	218,500	218,500	218,500			
22 DII Leadership Conference				369,000	369,000	380,070	380,070	380,070	391,472	391,472			
23 DII Membership Education				145,600	145,600	145,600	145,600	145,600	145,600	145,600			
24 DII Mentor Program				94,000	94,000	94,000	94,000	94,000	94,000	94,000			
25 NCAA Annual Convention				150,000	150,000	150,000	150,000	150,000	150,000	150,000			
26 DII New AD Orientation				41,000	41,000	41,000	41,000	41,000	41,000	41,000			
27 DII Regular Season and Championship Media				605,000	605,000	605,000	605,000	605,000	605,000	605,000			
28 DII SAAC Conference				358,000	358,000	368,740	368,740	368,740	379,802	379,802			
29 DII Strategic Alliance Matching Grant Program				902,000	902,000	902,000	902,000	902,000	902,000	902,000			
30 Administrative support				23,000	23,000	23,000	23,000	23,000	23,000	23,000			
31 Additional Expenses for Division II				232,695	239,676	246,866	254,272	261,901	269,758	277,850			
<i>Allocate to Initiatives</i>		2,000,000						1,469,537	1,469,537	1,919,537	2,319,537	2,694,537	3,369,537
<b>Total DII Expenses</b>				<b>57,991,694</b>	<b>64,522,760</b>	<b>68,350,294</b>	<b>70,531,984</b>	<b>73,057,266</b>	<b>77,597,237</b>	<b>80,207,948</b>			
Reserve				72,016,278	72,016,277	69,197,127	66,879,007	63,822,015	58,019,742	48,243,663			
Percentage of DII revenue allocation				112%	112%	106%	98%	91%	81%	68%			



## MEMORANDUM

January 20, 2022

VIA EMAIL

TO:

FROM: Kathleen McNeely  
NCAA Sr. Vice President of Administration and  
Chief Financial Officer

SUBJECT: NCAA DII and DIII Revenues and Services per Article 3 of the 2022 NCAA Constitution.

This memo provides more detail than what is included in Article 3 of the 2022 NCAA Constitution as it relates to DII and DIII revenues and services.

Article 3 of the new constitution states, *"Resources will be allocated to the three divisions to provide standard membership services, including championships. Division II will receive 4.37% and Division III will receive 3.18% of all operating revenue sources, as agreed on January 9, 1996.*

*All Division II and Division III member schools and conferences shall receive services from the national association. Each division may choose to support additional service needs through their divisional budget. An annual review will be conducted to validate the additional Association service expenses that Divisions II and III pay for directly out of their allocation."*

The revenue sources that are the basis for the DII and DIII revenue calculations are based on revenues that existed in 1996. These include television and marketing rights, including sponsorship categories that existed in 1996, ticket and host revenue, membership dues, convention and bowl fees, interest income and realized gains and losses on investments.

The services, as of January 2022, that Division II and Division III member schools and conferences shall receive from the national office include administrative services, catastrophic insurance for student-athletes, championship support, communication activities, education support for membership, inclusion support, governance, health and safety services, regulatory support, legal services, research activities and sports based statistical support.

Eliminating the overhead on services dating back to 1996 resulted in additional revenue for both Division II (\$1.3 million) and Division III (\$1.5 million). If Division II and III add any new services, the specific division will be required to cover the costs to support initiatives created or enhanced following the 2021-22 fiscal year.

NCAA MEMO TO FILE- NCAA SERVICES FOR  
DII AND DIII IN ARTICLE 3 OF THE 2022  
NCAA CONSTITUTION  
JANUARY 20, 2022  
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This memo is written with the understanding that as college sports evolves, some services may no longer be necessary, or some services might be best provided by third party vendors instead of national office staff. These changes will be made in consultation with the divisional governing bodies.