



A G E N D A

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

USA Toll-Free: 866-590-5055

Access Code: 9803762

Teleconference
Room 236B

June 20, 2019
10:30 a.m. to Noon Eastern time

1. Welcome and review roster. [Supplement No. 1] (Tori Murden McClure)
2. Report from March 5, 2019, in-person committee meeting. [Supplement No. 2] (Murden McClure)
3. Spring 2019 PC/MC Summary of Actions. [Supplement No. 3] (Stevie Baker-Watson, Murden McClure)
4. Division III Strategic Plan. (Louise McCleary)
 - a. Final 2018-19 plan. [Supplement No. 4a]
 - b. Proposed 2019-21 plan. [Supplement No. 4b]
5. Division III budget. (Dan Dutcher/McCleary/Bill Stiles/Caryl West)
 - a. 2018-19 budget-to-actual. [Supplement No. 5a]
 - 2018-19 championship supplemental spend. [Supplement No. 5b]
 - b. 2019-21 approved nonchampionships budget. [Supplement No. 6]
 - c. 2019-20 approved championships budget. [Supplement No. 7]
 - d. Future budget forecast. [Supplement No. 8]
6. Conference grant internal audit update. (McCleary)

7. Division III strategic positioning platform working group. (Dutcher) Update on Division III initiatives with a budget impact.
 - a. Ethnic Minority and Women Internship and Strategic Alliance Matching Grant. [Supplement Nos. 9a and 9b] (Ali Teopas Spungen)
 - b. Student-Athlete Leadership Forum. [Supplement No. 10] (Spungen)
 - c. 360 Proof. [Supplement No. 11] (Eric Hartung)
 - d. International Ice Hockey Pilot. [Supplement No. 12] (Jeff Myers)
 - e. Identity Initiative. [Supplement No. 13] (Adam Skaggs)
 - Strategic Communication Guide. [Supplement No. 14]
 - f. CoSIDA Student Program. [Supplement Nos. 15a and 15b] (Skaggs)
 - g. Next Steps Program. [Supplement Nos. 16a and 16b] (McCleary)
 - h. Senior Woman Administrator Program. [Supplement Nos. 17a and 17b] (McCleary)
 - i. Institute for Administrative Advancement. [Supplement Nos. 18a and 18b] (McCleary)
 - j. New AD Orientation. [Supplement Nos. 19a and 19b] (McCleary)
 - k. LGBTQ Facilitator Training. [Supplement Nos. 20a and 20b] (McCleary)
8. Other business. (Dutcher/Murden McClure)
 - a. National office budget process.
 - b. Board of Governors updates.
9. Future meetings. (Murden McClure)
 - a. November teleconference.
 - b. March 2020 (in-person meeting).
10. Adjournment.



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**REPORT OF THE NCAA DIVISION III STRATEGIC
PLANNING AND FINANCE COMMITTEE
MARCH 5, 2019, IN-PERSON MEETING**

ACTION ITEMS

1. Legislative Item.

• **Noncontroversial Legislation – NCAA Bylaw 21.9.6.2 and Figure 21.1 – Committee Membership.**

- (1) Recommendation. Adopt noncontroversial legislation to amend Figure 21.1 as incorporated by Bylaw 21.9.6.2, to adjust sport committee rosters to coincide with the Championships Committee's proposed new regional alignment. [NOTE: See March 20 Administrative Committee Report for prior approval of request related to men's and women's lacrosse.]
- (2) Effective date. Immediate for the men's and women's lacrosse committees; September 1, 2020 for the baseball, men's and women's basketball, football, men's golf, men's and women's soccer, softball and women's volleyball committees.
- (3) Rationale. The committee noted that the Championships Committee supported a proposal from the Division III Commissioners Association to create a scale for regional alignment based on sports sponsorship (e.g., sports with sponsorship from 40-149 would have two regions; 150-374, 5-8 regions; 375+, 9-10 regions) and other key principles, including: (1) Maintaining conference members in the same regions; (2) Importance of geographic proximity in regional placement; and (3) Balancing the number of institutions across all regions (optimally, close to 40 per region). The new model provides flexibility based on the number of schools sponsoring the sport in the division (allowing for growth with a prescribed solution for sports that change over time) and recognizing that the "one size fits all" philosophy may not work for regional alignment.

NOTE: Due to the timing of the budget requests, the committee noted that sports committees were not involved in making this recommendation.

- (4) Estimated budget impact. \$10,800 in 2019-20; \$75,600 in 2020-21.
- (5) Estimated student-athlete impact. The new sport committee compositions will increase representation for student-athletes across the regions.

2. Nonlegislative Items.

a. Nonchampionship Budget Initiatives.

- (1) Recommendation. Approve the nonchampionships budget priority initiatives for the 2019-21 budget cycle.
- (2) Effective date. September 1, 2019.

- (3) Rationale. The committee reviewed the nonchampionships budget initiative priorities for the 2019-21 budget (see Attachment A). Key changes include increases to the Conference Grant Program (5%); increase to the Women & Minority Internship Program (funding 23 internships annually for two years); learning management system (DIII University); 360 Proof work shop (\$85,000 annually); and Division III governance staff (a reclassification and one new FTE).
- (4) Estimated budget impact. Increase of \$252,000 in 2019-20 and \$456,000 in 2020-21.
- (5) Estimated student-athlete impact. The recommendations provide expanded opportunities for student-athletes.

b. Championships Budget Initiatives.

- (1) Recommendation. Adopt changes in bracket sizes and incorporate the championship's budget priority initiatives for the 2019-21 budget cycle (See Attachment B).
- (2) Effective date. Various as noted in Attachment B.
- (3) Rationale. The committee reviewed the Championships Committee budget initiative priorities for the 2019-21 budget (see Attachment B). The requests for bracket expansion in baseball, men's soccer, men's volleyball and women's lacrosse are a result of increased sport sponsorship and a commitment to maintaining the 1:6.5 access ratio for team sports. The requests for increases in men's and women's golf and men's tennis are meant to accommodate sponsorship growth within the prescribed ratio.

The request to boost officials' fees in all sports by five percent is a result of an increased emphasis within the division on attracting and retaining quality officials and a commitment to increase fees with every new budget biennium.

The requests to increase stipends and travel/per diem expenses for the national coordinators of officials in men's and women's basketball, football and baseball come from sport committee recommendations to more accurately and consistently compensate those positions for their importance and work performed. The technology fee for men's and women's basketball is for a one-time purchase of equipment to provide those coordinators access to video of more games. The addition of officials' evaluators in men's basketball mirrors the existing protocol for women's basketball. The committee also supported a change to the men's lacrosse championship format that alleviates the quick turnaround teams currently experience immediately after selections and throughout the preliminary rounds.

Additionally, the committee supported providing trophies to regional championships in men's and women's cross country to align with the provision of regional trophies in other sports.

The committee also prioritized a commitment to guarantee that conference opponents do not meet in the first round of championship competition. Currently, the concept is a principle in the bracketing and pairing process by sport committees, but not guaranteed if geographic proximity (i.e., keeping air travel to a minimum) is not maintained. The committee proposes a two-year pilot program after which actual cost and effectiveness, as well as available resources, will be evaluated before any long-term implementation.

For year two of the budget cycles (2020-21), the committee prioritized the following: (1) Reinstate host honorariums for nonpredetermined preliminary rounds hosts; (2) Further increase the host per diem rate to \$40; and (3) Enhance the national champion awards program whereby individual event champions (e.g., track and field event winners, wrestling weight class championships, etc.) receive a watch in addition to a mini-trophy as is currently awarded to members of national champion teams. The committee agreed to propose the awards change to Divisions I and II and coordinate implementation with the overall NCAA awards program.

- (4) Estimate budget impact. The budget impact is noted in Attachment B.
- (5) Estimated student-athlete impact. The recommendations will enhance the championship experience for student-athletes or improve championship administration.

INFORMATIONAL ITEMS.

- 1. **Welcome.** The chair, President Tori Murden McClure, welcomed the committee to the in-person meeting. The meeting began at 7:58 a.m. Eastern time.
- 2. **Report from the November 2018 teleconference.** The committee reviewed and approved its November 2018 report.
- 3. **Division III Budget.** The committee reviewed the 2018-19 budget-to-actual summary as of February 2019. To date, the division is on target with its budget projections and anticipates spending all championships funding, with approximately a \$225,000 surplus in nonchampionships. Future projections indicate the division maintaining an annual balanced operating budget through the 2022-23 academic year. There is a slight overage in the 2023-24 operating budget (\$182K) and the surplus above and beyond the mandated reserve will be \$134,000 in 2023-24. 2023-24 is the last year of the current CBS/Turner broadcast/revenue agreement. In 2024-25, the first year of the new agreement, it includes a 13% increase in revenue.

4. Division III Initiatives – Budget Impact.

- a. 2018 Faculty Athletics Representative (FAR) Orientation. The committee reviewed the inaugural 2018 FAR Orientation program expenses. Staff noted that this program will be held again in 2020, alternating with the FAR Institute, which will be held in 2019.
- b. Athletics Direct Report (ADR) Institute. The committee noted the actual expenses from Convention were not available; however, participant feedback was overwhelmingly positive.
- c. Student Immersion Program. The committee noted the actual expenses from Convention were not available; however, it reviewed feedback from both the participants and mentors. The participants noted that mentors were helpful and provided a network opportunity and they would like to extend the program. The program participants received an invitation to attend the 2019 Division III Next Steps program in conjunction with the NCAA Career in Sports Forum in June. The program will take place in Indianapolis and staff anticipates approximately 25 attendees.
- d. International Ice Hockey Pilot. The committee reviewed an International Ice Hockey Pilot Program Survey sent to all athletics directors at institutions, as well as commissioners, that sponsor men's and/or women's ice hockey and participated in this year's pilot. The Management Council will review the survey results during its upcoming meeting in April.
- e. Division III University. Division III University was launched in January 2019 with several modules in the areas of NCAA general information, student-athlete well-being and compliance. The cost is approximately two to three dollars per user license. Currently all Division III head coaches, athletics directors, senior woman administrators and commissioners have access to the modules. With close to 8,000 head coaches and 1,000 administrators staff estimates the initial cost to be \$25-30,000. In November, SPFC approved to fund the initial costs.

The committee noted there is an initial development cost of \$16,635 for a one-day design workshop, minimal learner analysis, creation of a starter design with topics, learning objectives, new program design and branded mockups. After the initial cost, modules are typically eight minutes in length and development costs range from \$3-5,000 per module.

- f. Division III Coaching Enhancement Grant. The committee noted this new diversity grant that is designed to provide financial assistance to member institutions that are committed to enhancing ethnic minority and female representation through newly created assistant coaching positions. The grant helps fund new, full-time assistant coaching positions in all NCAA-sponsored sports during a two-year commitment. The NCAA contributes \$7,500 annually toward the assistant coach's salary, wages and benefits, as well as \$1,500 each year for professional development. Institutions are required to match the salary, wages and benefits for two years (e.g., \$7,500 annually). To be eligible for the grant, institutions must hire a candidate who self identifies as an ethnic minority, as described pursuant to federal guidelines, and/or female.

5. **Strategic Positioning Platform Review.** The committee discussed the current existing Division III strategic positioning platform. With it being over a decade old, the committee recommended the creation of a working group to review and make recommendations for updates. To align with the current update of the NCAA Association-wide strategic plan, the working group will begin its work in the fall of 2019.
6. **Division III Strategic Initiatives Conference Grant Program.**
 - a. Conference Grant Review Subcommittee. Mike Vienna agreed to serve on the Conference Grant Review Subcommittee along with Angela Baumann and David Ellis. The subcommittee's responsibility is to review the staff findings regarding the annual submitted Conference Grant Impact Forms and make recommendations to the full committee regarding policy application and use of funds.
 - b. Review Grant Policies and Procedures. The committee approved minimal changes to the Conference Grant Program Policies and Procedures.
7. **Division III Working Groups.**
 - a. Sportsmanship and Game Environment – Gameday the DIII Way. The committee received an update noting next steps:
 - Online training videos are in the final production stages and will post to Division III University in the spring 2019.
 - The current Disney Institute contract is set to expire July 1, 2019. There is a recommendation to renew it for another two years.
 - Based on the success of the Division III Commissioners' Ambassador training session, the in-person training provided by the NCAA and the Disney Institute will shift focus away from a broad facilitator training and instead focus on regional-based ambassador training for senior athletics administrators and "super facilitator" training for the most active existing Division III facilitators.
 - b. Diversity and Inclusion Working Group. The committee received an update from the working group's February teleconference. Currently the working group is collaborating with the office of inclusion on two initiatives, a possible 2020 NCAA Convention legislative proposal by MOIC and the NCAA Presidential Pledge. The proposal would require an athletics diversity and inclusion designation. Responsibilities include receipt and dissemination of NCAA information related to matters of diversity and inclusion. The implementation of the designation would provide tangible and practical support to the NCAA's Presidential Pledge initiative.
 - c. FAR Engagement Working Group. The committee received an update on resource documents developed by the working group.

- d. LGBTQ Working Group. The committee received an update from the working group's January teleconference noting two upcoming initiatives: (1) ONETeam facilitator training; and (2) Division III LGBTQ recognition event. The inaugural ONETeam facilitator training will be conducted in late May in Indianapolis for approximately 30 participants and is modeled similarly to Gameday the DIII Way. The NCAA has hired Nevin Caple, co-founder and managing partner of LGBT SportSafe, and Dr. Pat Griffin, professor emerita at the University of Massachusetts, Amherst, to develop structure and content for the facilitator training and the ONETeam campus/conference program. In addition, the working group formed a subcommittee to engage in initial program development for an annual LGBTQ recognition event.

8. Hot Topics.

- a. 2019 Legislation Voting Results. The committee reviewed the 2019 legislation voting results around significant legislation for the division. Those reviewed were: (1) Proposal No. 3 – Playing and Practice Seasons – Field Hockey and Soccer Preseason – Establishing a Three-Day Acclimatization Period – noting it was referred back to Management Council and CSMAS to review; and (2) Proposal No. 2019-2 and 2019-2-1 – Playing and Practice Seasons – Football – Establishing Preseason Start Date 23 Days Before the Institution's First Contest – Exception Thursday Contest.
- b. Football Preseason Practice Waivers. Staff noted that several waivers have been received with Proposal No. 2019-2-1, noting the Subcommittee for Legislative Relief will review on its upcoming teleconference.
- c. Interassociation Guidelines on Catastrophic Injury. The committee reviewed the Interassociation Guidelines on Catastrophic Injury noting the document addresses the prevention of catastrophic injury, including traumatic and nontraumatic death, in college student-athletes. Staff is currently reviewing the document regarding if any of the guidelines directly conflict with existing legislation. Staff anticipates the BOG will review and endorse the guidelines during its April meeting.
- d. Attestation of Compliance for Presidents and Chancellors and Athletics Directors. The committee heard an update regarding a recommendation from the Commission on College Basketball that presidents formerly affirm compliance. Management Council approved the presidents/chancellor's attestation as noncontroversial legislation during its January meeting. The Council will discuss the attestation process for athletics directors during its April meeting.
- e. NCAA Board of Governors (BOG) Updates.
 - (1) Nomination process to add independent members. The committee reviewed a letter addressing the nomination process for adding five independent members to the BOG. The BOG Executive Committee will serve as the Nominating Committee and will seek a variety of backgrounds in new directors to contribute helpful perspectives and experience to the BOG. Division III Presidents Council chair and vice chair, Sue Henderson and Tori Murden McClure, serve on this

committee. The goal is to hold interviews in early April with the final selection by the full BOG at its late April meeting.

- (2) Sports Wagering Working Group. The BOG established an Association-wide Ad Hoc Committee on Sports Wagering to protect student-athlete well-being and ensure the integrity of competition. The committee consists of 12 members, including three from Division III. This Ad Hoc Committee will work with the NCAA internal sports wagering working group to build on the Association's efforts related to legislation, policy, research and education around sports wagering to assist members as they adapt to legalized sports wagering in their states and regions.
- (3) Esports. The BOG tasked staff with developing a blueprint by which the Board could evaluate how an NCAA competition or structure in esports would look within the framework of NCAA values, particularly student-athlete well-being.
- (4) NCAA Strategic Plan. The committee reviewed the NCAA Strategic Plan timeline noting that implementation has been moved until October to allow a review by the new BOG independent members.

9. Other Business. The committee had no other business.

10. Future Meeting. The committee noted its next teleconference will be in June.

11. Adjournment. The meeting adjourned at 1:13 p.m.

Committee Chair: Tori Murden-McClure, Spalding University, St. Louis Intercollegiate Athletic Conference

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Jeff Myers, Academic and Membership Affairs
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NCAA Division III Strategic Planning and Finance Committee March 5, 2019, Meeting
Attendees:
Stevie Baker-Watson, DePauw University
Angela Baumann, Massachusetts State Collegiate Athletic Conference
Heather Benning, Midwest Conference
Stuart Dorsey, Texas Lutheran University
David Ellis, Becker College
Tori Murden-McClure, Spalding University
Colby Pepper, Covenant College, SAAC
Kate Roy, North Atlantic Conference
Dennis Shields, University of Wisconsin, Platteville
Bill Stiles, Alvernia University, participated via teleconference
Kent Trachte, Lycoming College
Mike Vienna, Emory University
Joe Walsh, Great Northeast Athletic Conference
Absentees:
Margaret Drugovich, Hartwick College
NCAA Staff Support in Attendance:
Dan Dutcher, Jay Jones, Debbie Kresge and Louise McCleary.
Other NCAA Staff Members in Attendance:
Brian Burnsed, Eric Hartung, Lorne McManigle, Jeff Myers, Adam Skaggs, Liz Suscha and Caryl West.

2019-2021 Proposed Nonchamps Division III Budget

	2017-18	2018-19	2019-20	2020-21	Notes
	Budget	Budget	Proposed Budget	Proposed Budget	
Expenses (continued):					
Non-Championship Expenses					
Strategic Initiative Conference Grants	2,795,100	3,042,600	3,194,730	3,194,730	5% increase
Other Division III Strategic Initiatives					
Women & Minority Intern Program	1,130,000	1,209,920	1,300,000	1,300,000	Funding 23 internships each year, more attending orientation
Strategic Alliance Matching Grant	708,600	708,600	708,600	708,600	
Student-Athlete Leadership Conference	365,000	365,000	365,000	365,000	
Division III Identity Program	300,000	300,000	300,000	300,000	
DIII Diversity Initiatives	250,000	250,000	250,000	250,000	
Sportsmanship Initiative	250,000	250,000	200,000	250,000	Regional based, Disney led ambassador training
360 Proof	125,000	125,000	115,000	115,000	
360 Membership Engagement Program				85,000	Delay until 2020-21 to vet SSI involvement
Campus-based Student-Athlete Leadership Programs (DiSC)	80,000	100,000	100,000	100,000	
LGBTQ Inclusion Program	-	100,000	100,000	100,000	
Institute for Coaching Advancement	-	100,000	100,000	100,000	11 matching grants at \$7,500 annually for 2 years plus \$1,500 professional development annually
ADR Institute	90,000	90,000	90,000	90,000	
SAAC April Meeting and Associate Member Travel	25,000	90,000	90,000	90,000	
FAR Institute and Orientation	85,000	85,000	85,000	85,000	
New AD and Commissioner Orientation	85,000	85,000	85,000	85,000	
NADIIIAA Partnership	75,000	75,000	75,000	75,000	
Injury Surveillance and Testing	-	74,500	5,000	5,000	
Annual Convention	70,000	70,000	70,000	70,000	
Co-SIDA Partnership	44,000	44,000	44,000	44,000	
Division III Event Cancellation Insurance	41,000	41,000	41,000	41,000	
Special Olympics Partnership	35,000	35,000	35,000	35,000	
Academic Reporting Honorarium	35,000	35,000	0	0	
SWA Enhancement Grant Program (WLCS)	30,000	30,000	30,000	30,000	
Membership Learning Management System	-	55,000	94,000	94,000	Add FAR, ATC and compliance as users (\$4,000) and develop 15 new modules at \$6,000 each (\$90K)
Conference Commissioners Meeting	20,000	20,000	20,000	20,000	
Other Working Groups	20,000	20,000	20,000	20,000	
Miscellaneous Division III Initiatives	85,300	15,380	18,670	54,670	Monies currently not earmarked moved to misc.
CoSIDA D3 Day	15,000	15,000	15,000	15,000	
Administrator and Commissioner Meeting (NADIIIAA and D3CA)	10,000	10,000	10,000	10,000	
Staff Professional Development	-	7,000	7,000	7,000	
Division III Governance Staff (Reclass and FTEs)			100,000	100,000	AMA FTE to oversee DIII University (\$75K includes benefits) plus money to have asst. director position be full-time and possible relocation of another asst. director
Non-Championships Expense	6,769,000	7,448,000	7,668,000	7,839,000	
Overhead Allocation	1,128,000	1,062,000	1,094,000	1,127,000	
Total Non-Championships Expenses	7,897,000	8,510,000	8,762,000	8,966,000	

2019-2021 Proposed Championships Budget Initiatives

 Division III Championships
 FINAL 2019-21 Budget Priorities

ATTACHMENT B

Request Type	Sport	Item	2019-20	2020-21	2021-22	2022-23
Bracket expansion supported by legislation	Baseball	Increase bracket from 58 to 60^	\$ 112,000	\$ 2,000		
	Men's Soccer	Increase bracket from 62 to 64^	\$ 67,000	\$ 1,000		
	Men's Volleyball	Increase bracket from 14 to 16^	\$ 43,000	\$ 1,000		
	Women's Lacrosse	Increase bracket from 42 to 44^	\$ 42,000	\$ 1,000		
	Men's Golf	Increase field from 42 to 43^	\$ 12,100	\$ 200		
	Women's Golf	Increase field from 25 to 29^	\$ 52,400	\$ 700		
	Men's Tennis	Increase bracket from 43 to 44^	\$ 10,400	\$ 200		
Committee Composition	Various - 24 positions	Increase sport committee composition to coincide with regional realignment proposal (note: MLAX and WLAX in year one of budget cycle; remainder of sports in year two); refer to tab "Committee"	\$ 10,800	\$ 75,600		
Officiating	All	Increase officiating fees - by 5% over two years	\$ 31,300			
Sport-specific requests	Men's Basketball	Increase in stipend for national coordinator from \$5,000 to 10,000, and increase travel/per-diem expenses to \$5,000 + \$1,000 Technology Fee	\$ 11,000			
	Men's Basketball	Officials' evaluators at preliminary-round sites	\$ 4,800			
	Women's Basketball	Television broadcast coverage of championship final in conjunction with 2023 joint championship (one-time expense)				\$ 35,000
	Women's Basketball	Increase in stipend for national coordinator from \$5,000 to 10,000, and increase travel/per-diem expenses to \$5,000 + \$1,000 Technology Fee	\$ 8,650			
	Football	Increase in stipend for national coordinator from \$5,000 to 10,000, and fund travel/per-diem expenses up to \$5,000	\$ 10,000			
	Baseball	Increase in stipend for national coordinator from \$5,000 to 10,000, and fund travel/per-diem expenses up to \$5,000	\$ 10,000			
	Men's and Women's XC	Regional trophies	\$ 10,096			
	Men's Lacrosse	Bracket format change	\$ 53,000			
Per Diem	All	Per diem for hosts of nonpredetermined preliminary round (increase by another \$5 to \$40)		\$ 65,000		
Game Operations	All	Reinstate host honorarium for non-predetermined preliminary round hosts		\$ 161,000		
Game Operations	Individual Sports	National champion award watch for individual event champions		\$ 28,130		
Total New Priorities			\$ 488,546	\$ 335,830	\$ -	\$ 35,000
Bracketing	All Team Sports	Guarantee conference opponents do not meet in first round	\$ 336,000	\$ 336,000		
Supplemental Funding - New Priorities			\$ 336,000	\$ 336,000	\$ -	\$ -
Per Diem	Team Sports	Per diem for hosts of nonpredetermined preliminary round (increase by \$5 to \$35)		\$ 62,000		
Per Diem	All	Increase per diem to \$100		\$ 367,000		
Total Previously Approved Priorities			\$ -	\$ 429,000	\$ -	\$ -



NCAA DIVISION III
PRESIDENTS AND MANAGEMENT COUNCILS
SUMMARY OF SPRING 2019
QUARTERLY MEETINGS

KEY ACTION/DISCUSSION ITEMS:

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Graduate Student/Postbaccalaureate Eligibility Waiver Criteria.....	Page No. 7
Noncontroversial Legislation – Attestation and Certification of Rules Compliance.....	Page No. 15
Convention Legislation – Eligibility – Composition of Conference.....	Page Nos. 17-18
Convention Legislation - Diversity and Inclusion Athletics Designation.....	Page No. 22
International Ice Hockey Pilot.....	Page No. 26

Division III Management Council April 15-16, 2019 Indianapolis, IN	Division III Presidents Council April 30-May 1, 2019 Indianapolis, IN
ATTENDEES	ATTENDEES
<p>Stevie Baker-Watson, DePauw University, chair Brad Bankston, Old Dominion Athletic Conference Heather Benning, Midwest Conference, vice chair Steve Briggs, Berry College Chuck Brown, Pennsylvania State University Erie, the Behrend Gerard Bryant, John Jay College of Criminal Justice Jason Fein, Bates College Sarah Feyerherm, Washington College (Maryland) Sammy Kastner, Notre Dame of Maryland University, SAAC representative Lori Mazza, Western Connecticut State University Scott McGuinness, Washington and Jefferson College Tim Millerick, Austin College Laura Mooney, Massachusetts College of Liberal Arts Michelle Morgan, John Carroll University Colby Pepper, Covenant College, SAAC representative Kate Roy, North Atlantic Conference Kandis Schram, Maryville College (Tennessee) Dennis Shields, University of Wisconsin, Platteville Denise Udelhofen, Loras College Michael Vienna, Emory University Joe Walsh, Great Northeast Athletic Conference</p>	<p>Teresa Amott, Knox College Stevie Baker-Watson, DePauw University, MC chair Heather Benning, Midwest Conference, MC vice chair Kate Conway-Turner, Buffalo State, State University of New York Mary Beth Cooper, Springfield College Stuart Dorsey, Texas Lutheran University Richard Dunsworth, University of the Ozarks Tiffany Franks, Averett University Troy Hammond, North Central College Sue Henderson, New Jersey City University, chair Robert Lindgren, Randolph-Macon College Fayneese Miller, Hamline University Tori Murden McClure, Spalding University, vice chair Kathleen Murray, Whitman College Elsa Nunez, Eastern Connecticut State University Kent Trachte, Lycoming College Bill Tsutsui, Hendrix College</p>
ABSENTEES	ABSENTEES
	<p>Javier Cevallos, Framingham State University Margaret Drugovich, Hartwick College William Fritz, College of Staten Island</p>
OTHER PARTICIPANTS	OTHER PARTICIPANTS
<p>Scott Bearby, NCAA Brian Burnsed, NCAA Dan Calandro, NCAA Meredith Cleaver, NCAA Sandy Hatfield Clubb, Pictor Group Dan Dutcher, NCAA Mark Emmert, NCAA president Brian Hainline, NCAA Eric Hartung, NCAA Jay Jones, NCAA Debbie Kresge, NCAA, recording secretary Louise McCleary, NCAA</p>	<p>Scott Bearby, NCAA Brian Burnsed, NCAA Dan Dutcher, NCAA Mark Emmert, NCAA president Brian Hainline, NCAA Eric Hartung, NCAA Jay Jones, NCAA Debbie Kresge, NCAA, recording secretary Louise McCleary, NCAA Lorne McManigle, NCAA Jeff Myers, NCAA John Parsons, NCAA</p>

OTHER PARTICIPANTS, continued...	OTHER PARTICIPANTS, continued...
Jeff Myers, NCAA Binh Nguyen, NCAA Bill Regan, NCAA Donald Remy, NCAA Adam Skaggs, NCAA Liz Suscha, NCAA Cari Van Senus, NCAA Caryl West, NCAA	Bill Regan, NCAA Donald Remy, NCAA Cari Van Senus, NCAA Caryl West, NCAA

[Note: This summary reflects only actions (formal votes or “sense of meeting”) in accordance with the established policy governing minutes of all NCAA entities. The only discussion included is that ordered by the chair or a member of the group.]

1. WELCOME AND ANNOUNCEMENTS.

April 15-16 Management Council. The meeting was called to order at 7:54 a.m. April 15 and 8:02 a.m. April 16, by the chair, Stevie Baker-Watson. With seven new Council members, the chair had everyone introduce themselves.

April 30 and May 1 Presidents Council. The meeting was called to order at 6:33 p.m., April 30, and 8:57 a.m. May 1, by the chair, President Sue Henderson. The chair acknowledged the first meeting for Presidents Dunsworth, Hammond and Tsutsui and the final meeting for President Dorsey, who will be retiring at the end of the academic year.

2. REVIEW OF RECORDS OF PREVIOUS MEETINGS.

a. Management Council Meetings – January 23 and January 26, 2019.

Management Council. The Management Council approved the summary of its January 23 and January 26, 2019 meetings, with two edits.

Presidents Council. No action was necessary.

b. Presidents Council Meeting – January 24, 2019.

Management Council. No action was necessary.

Presidents Council. The Presidents Council approved the summary of its January 24, 2019, meeting.

c. Administrative Committee Actions.

Management Council. The Management Council approved a recommendation from the Administrative Committee’s February 27, 2019, report to voluntarily include Division III student-athletes in the NCAA Transfer Portal beginning with the 2019-20 academic year. Division III coaches and administrators currently have read-only access to the portal, which includes student-athletes from only Divisions I and II. It is used as a compliance tool that provides academic and athletics information relevant to the transfer process. The Division

III self-release legislation will remain intact. Student-athletes requesting a transfer may also request their compliance office input relevant transfer information into the portal. A benefit to using the portal is that it will create a standardized transfer tracer for compliance officers. At its July meeting, the Council will discuss if use of the Transfer Portal should be mandatory. The Interpretations and Legislation Committee will provide feedback, and staff will solicit feedback during the Regional Rules Seminars and Division III Commissioners Association meeting.

The Management Council ratified the March 20, 2019, Administrative Committee report.

Presidents Council. The Presidents Council approved the recommendation from the Administrative Committee to permit the division's student-athletes to use the current Transfer Portal beginning in the 2019-20 academic year.

The Council also ratified the March 20, 2019, Administrative Committee report.

3. COMMITTEE RECOMMENDATIONS AFFECTING DIVISION III.

a. Division III Joint Presidents Council/Management Council Committees or Subcommittees.

(1) Convention-Planning Subcommittee.

(a) Review of 2019 Convention Feedback.

Management Council. The Council reviewed feedback from the 2019 Convention membership survey noting the following: 90 percent rated the Convention experience as very good or good (slightly lower than 2018 at 93 percent) and 97 percent said they would recommend attendance at a future Convention.

Presidents Council. No action was necessary.

(b) 2020 NCAA Convention – Educational Session Topics.

Management Council. The Council reviewed the subcommittee's report regarding potential future educational session topics. It noted the following recommendations from the 2019 Convention survey, as well as prior suggestions:

- Student-athlete wellness – mental health [sessions in 2018 and 2019].
- Fundraising [session in 2019].
- Leadership and mentoring (e.g., associate to director of athletics, mentoring new coaches).
- Esports.
- Compliance (e.g., available resources, best practices) [session in 2018].

Staff Liaisons:
Brown,
McCleary

Council Reps:
Baker-Watson,
Franks, Mazza,
Mooney,
McGuinness,
Pepper, Schram,
Tsutsui

- Diversity (e.g., disability, LGBTQ, international, SWA).
- Game management and sportsmanship.
- Crisis management.
- Presidential Panel – Insights on athletics and expectations.

Staff will survey the membership via the May Monthly Update and the NADIII AA and D3CA listservs. The surveys will highlight the subcommittee's recommended educational sessions; indicate a 60- or 90-minute time preference; and denote the preference for the session to be a workshop, a Division III educational session, an Issues Forum topic or an Association-wide session. During the subcommittee's next teleconference, it will narrow the list of session topics to three.

Presidents Council. No action was necessary.

(2) Strategic Planning and Finance Committee.

Staff Liaisons:
Dutcher, Hartung,
Jones, Kresge,
McCleary, Myers,
West

Council Reps:
Baker-Watson,
Benning, Dorsey
Drugovich,
Murden-McClure,
Pepper, Roy,
Shields, Trachte,
Vienna, Walsh

(a) Noncontroversial Legislation – NCAA Bylaw 21.9.6.2 and Figure 21.1 – Committee Membership.

Management Council. The Council sent back to the Championships Committee a recommendation to revise sports regions to encourage a more focused review by sport committees.

The noncontroversial legislation seeks to amend Figure 21.1 as incorporated by Bylaw 21.9.6.2, to adjust sport committee rosters to coincide with a proposed new regional alignment. The Championships Committee supported a proposal from the Division III Commissioners Association to create a scale for regional alignment based on sports sponsorship (e.g., sports with sponsorship from 40-149 would have two regions; 150-374, 5-8 regions; 375+, 9-10 regions) and other key principles, including: (1) Maintaining conference members in same regions; (2) Importance of geographic proximity in regional placement; and (3) Balancing the number of institutions across all regions (optimally, close to 40 per region). The new model provides flexibility based on the number of schools sponsoring the sport in the division (allowing for growth with a prescribed solution for sports that change over time) and recognizing that the "one size fits all" philosophy may not work for regional alignment.

Presidents Council. No action was necessary.

(b) Nonchampionship Budget Initiatives.

Management Council. The Council approved the nonchampionships budget priority initiatives for the 2019-21 budget cycle [See Attachment A].

Key changes include increases to the Conference Grant Program (5%); an increase to the Women & Minority Internship Program (funding 23 internships annually for two years); and more funding for the learning management system “Division III University.”

Presidents Council. The Presidents Council also approved the budget recommendation.

(c) Championships Budget Initiatives.

Management Council. The Council approved changes in bracket sizes and incorporated the championship’s budget priority initiatives for the 2019-21 budget cycle [See Attachment B].

The Council noted that these recommendations will enhance the championship experience for student-athletes and improve championship administration.

Presidents Council. The Presidents Council also approved the budget recommendation.

(d) 2018-19 Division III Budget.

Management Council. The Council reviewed the 2018-19 budget-to-actual summary as of March 2019. Currently, staff anticipates spending all championships funding, with nonchampionships having a surplus of approximately \$225,000.

Presidents Council. No action was necessary.

(e) Strategic Positioning Platform Review.

Management Council. The Council noted the committee discussed the current existing Division III strategic positioning platform and recommended the creation of a working group to review and make recommendations for updates. To align with the current update of the NCAA Association-wide strategic plan, the working group will begin its work after the October 2019 Board of Governors (BOG) meeting.

Presidents Council. No action was necessary.

(f) Update on NCAA Audit Process.

Management Council. The Council noted that following the fall review of the Conference Grant Impact Forms, the Conference Grant Review Subcommittee submitted three conferences for a Level Two review (i.e., two for-cause and one randomly selected). NCAA internal audit staff are conducting the audits this spring.

Presidents Council. No action was necessary.

(3) **Joint Legislative Steering Subcommittee.**

Management Council. The subcommittee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

b. **Management Council Subcommittees.**

(1) **Subcommittee for Legislative Relief.**

(a) **Amended Waiver Criteria - Management Council Subcommittee for Legislative Relief - Graduate Student/Postbaccalaureate Eligibility.**

Management Council. The Council approved the amended graduate student/postbaccalaureate waiver criteria:

a. The student-athlete graduated with an undergraduate degree ~~*ahead of schedule (i.e., in less than four academic years)*~~ **within four academic years**. Such documentation shall be in the form of the student-athlete's academic transcript and/or a written statement from an appropriate academic official from the previous institution (e.g., registrar);

b. **The student-athlete has seasons of participation remaining. A season of participation shall be determined based on Division III Bylaw 14.2.4.1 (Minimum Amount of Participation), regardless where (e.g., other NCAA division, NAIA) the participation occurs.**

~~b.c.~~ The student-athlete continued/maintained his or her education as a full-time student rather than having "breaks" (e.g., part time) in enrollment for no reason/circumstances beyond his or her control; and

~~e.d.~~ The student-athlete possesses a minimum 3.000 cumulative grade-point average.

The membership's desire to create greater graduate/postbaccalaureate student opportunities was demonstrated as recently as 2018 when legislation passed to allow for participation after graduation from any Division III institution. By relaxing the graduation timeline standard to not more than four years, and by adding the requirement that the student-athlete not have used four seasons of participation per Division III legislation, the revised directive promotes the Division III philosophy of increasing opportunities for participation. The amended directive also provides an alternative solution to historical concerns of "redshirted" student-athletes participating as graduate/postbaccalaureate students at Division III institutions.

Presidents Council. The Presidents Council approved the Management Council's recommendation.

Staff Liaisons:

Berg,
Purcell

Council Reps:

Fein, Mazza,
McGuinness,
Roy,
Udelhofen,
Vienna

(b) Review of Subcommittee for Legislative Relief Guidelines and policies and Procedures.

Management Council. The subcommittee reviewed its guidelines and policies and procedures and approved edits reflecting gender neutral language.

Presidents Council. No action was necessary.

(c) Continuous Full-Time Enrollment Waivers Asserting Education-Impacting Disability.

Management Council. The subcommittee reviewed the current staff position on providing conditioned approvals for waivers of Bylaw 14.1.8.1 (full-time enrollment – requirement for practice or competition), in which the student-athlete has a documented education-impacting disability and is receiving the accommodation of less-than-full-time enrollment from their institution. The subcommittee determined that waivers of this type may be granted in perpetuity, provided: (1) The student-athlete continues to receive the less-than-full-time enrollment accommodation from their institution; and (2) The institution maintains documentation of the student-athlete's accommodation.

Presidents Council. No action was necessary.

(2) Playing and Practice Seasons Subcommittee.

(a) Review of NCAA Interassociation Recommendations: Preventing Catastrophic Injury and Death in College Student-Athletes.

Management Council. The subcommittee reviewed the NCAA interassociation recommendations related to transitioning periods and strength and conditioning sessions relative to Division III legislative provisions. The subcommittee stressed the importance of education for the membership to foster successful implementation of the recommendations.

Presidents Council. No action was necessary.

(b) Review of NCAA Division III Proposal 2019-3 – Field Hockey and Soccer Preseason – Establishing a Three-Day Acclimatization Period.

Management Council. The proposal was referred back to the Council and the Committee on Competitive Safeguards and Medical Aspects of Sport (CSMAS) for further review. The subcommittee noted there is value in the proposal; however, the subcommittee recommended CSMAS review the issue of acclimatization for all fall sports, including defining the appropriate number of days and practice limitations. The subcommittee will review that feedback during its July meeting.

Presidents Council. No action was necessary.

Staff Liaisons:
Alford, Peterson,
Romash

Council Reps:
Bankston,
Kastner, Mooney,
Morgan, Schram,
Vienna, Walsh

(c) **Review of 2019 Convention Issues Forum Feedback – Starting and Ending Dates for Sports Seasons.**

Management Council. Feedback from the 2019 Convention Issues Forum indicated support for further research and development on the concept of adjusting the beginning and ending dates of the playing seasons. The subcommittee determined that it would revisit the issue after CSMAS's review of fall sport acclimatization.

Presidents Council. No action was necessary.

c. **Division III Committees.**

(1) **Championships Committee.**

(a) **Noncontroversial Legislation – NCAA Bylaw 21.9.6.2 and Figure 21.1 – Committee Membership.**

Management Council. [See Page No. 5, (2) (a) – Strategic Planning and Finance Committee Report].

Presidents Council. No action was necessary.

(b) **Administrative Regulation – NCAA Bylaw 31.1.6 – Executive Regulations – Administration of NCAA Championships – Playing Rules – Non-NCAA Rules.**

Management Council. The Council adopted an administrative regulation to amend Bylaw 31.1.6 (executive regulations – administration of NCAA championships – playing rules – non-NCAA rules) to specify that rules modifications for sports in which the Association does not publish rules must be consistent among divisions.

Presidents Council. No action was necessary.

(c) **Bracket Size and Championship Administrative Changes.**

Management Council. [See Page No. 6, (2) (c) – Strategic Planning and Finance Committee Report.]

Presidents Council. The Presidents Council approved the Management Council's recommendation.

(d) **Bench Size Policies.**

Management Council. The Council noted the committee reviewed results of a survey sent to athletics directors to gauge interest in expanding bench size policies to accommodate additional student-athletes (at the institution's expense, and without corresponding increases to the travel party size). The survey results indicate support for expansion and include

Staff Liaison:
Peterson-
Mylinski,
Suscha

Council Reps:
Baker-Watson,
Bankston,
Fein

reaction to ideas of how to manage it (e.g., place limits, allow schools to decide, etc.). While the survey targeted broad-based application, the committee acknowledged that recommendations for change may require sport-specific consideration.

Presidents Council. No action was necessary.

(e) Men's and Women's Golf Date Formula Survey.

Management Council. The Council noted the committee approved a draft survey that the Division III Men's and Women's Golf Committees want to send to their memberships regarding whether institutions would prefer to have the date formulas structured so that the men's and women's championships fall on different weeks.

Presidents Council. No action was necessary.

Staff Liaisons:
Cooper, Elworth
Kleppel

Council Rep:
Feyerherm

(2) Committee on Infractions.

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

Staff Liaisons:
Alford, Hartung,

Council Rep:
Schram

(3) Financial Aid Committee.

(a) Noncontroversial Legislation – Financial Aid – Elements of Financial Aid – Government Grants – NCAA Bylaw 15.2.2.

Management Council. The Council agreed to sponsor noncontroversial legislation to replace the current government grants legislation in Bylaw 15.2.2 and the list of exempted governments grants in Bylaw 15.2.2.1 with legislation entitled "Estimated Financial Assistance," which will utilize the Department of Education definition of "overaward" for purposes of determining whether financial aid has exceeded the student-athlete's cost of attendance.

Presidents Council. No action was necessary.

(b) Approval of the Revised Division III Financial Aid Reporting Program Users' Manual – Graduate Transfer Student-Athletes.

Management Council. The Council approved the Financial Aid Reporting Program Users' Manual as revised.

The committee determined with the adoption of Bylaw 14.1.9 (Graduate Student/Postbaccalaureate Participation) in January 2018, institutions would be required to report student financial aid information for graduate/postbaccalaureate student-athletes as part of the Financial Aid Reporting Program beginning in 2019. These student-athletes meet the definition

for inclusion in the required cohort as they are full-time student-athletes enrolling at the Division III institution for the first time. The committee noted the unique financial aid packaging for graduate/postbaccalaureate students. In order to properly capture the financial aid information for these student-athletes, the committee developed a parallel data collection procedure.

Presidents Council. No action was necessary.

(c) **Level II Reviews.**

Management Council. The Council noted the committee reviewed 33 Level II financial aid reporting cases; four cases were referred to enforcement and one case to the Membership Committee.

Presidents Council. No action was necessary.

Staff Liaison:
Walters

Council Reps:
Fritz, Roy

(4) **Infractions Appeals Committee.**

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

Staff Liaisons:
Myers, Purcell,
Regan

Council Rep:
Morgan

(5) **Interpretations and Legislative Committee (ILC).**

(a) **Noncontroversial Legislation – NCAA Division III Bylaw 17.29.1.9.1 – Playing and Practice Seasons – Institutionally Certified Foreign Tours – Increase Incidental Expense Per Diem to \$30.**

Management Council. The Council approved in concept noncontroversial legislation increasing, from \$20 to \$30, the amount an institution may provide a student-athlete per day to cover unitemized incidental expenses incurred in connection with an institutional foreign tour.

Presidents Council. No action was necessary.

(b) **Noncontroversial Legislation – Bylaw 13.1.4.1 – Contact Restrictions at Prospective Student-Athlete’s Educational Institution – Elimination of Required Permission from Institution’s Executive Officer.**

Management Council. The Council approved, in concept, noncontroversial legislation eliminating the requirement that an institutional staff member or any representative of the institution’s athletics interests seeks permission from the executive officer (or designee) of a prospective student-athlete’s educational institution prior to contacting that prospective student-athlete during the portion of the day when classes are being conducted.

Presidents Council. No action was necessary.

(c) **Modification of Wording – Bylaw 17.1.1.2 – Playing and Practice Seasons – Clarifying that Winter Sports Do Not Have Segment Limitations.**

Management Council. The Council approved, in concept, a modification of wording clarifying that sports with a winter championship do not have a nontraditional segment.

Presidents Council. No action was necessary.

(d) **Noncontroversial Legislation – Bylaw 14.2.5 – Hardship Waiver – Exempted Exhibitions.**

Management Council. The Council approved, in concept, noncontroversial legislation clarifying that participation in an exempted scrimmage, exhibition or joint practice (before or after the first regularly scheduled contest) does not count as a competition when determining the first half of the playing season or whether the student-athlete participated in more than one-third of the standard number of contest/dates of competition for purpose of the hardship waiver analysis.

Presidents Council. No action was necessary.

(e) **Division III Health and Safety Survey Pilot.**

Management Council. The Council approved the administration of the Sport Science Institute health and safety survey as a Division III pilot for 2019-20. At the recommendation of the ILC, the Council believes there is merit in having a better understanding of the care that is provided to student-athletes. Administering the health and safety survey as a pilot would be useful in determining whether the survey instrument was suitable and beneficial for Division III institutions in assessing the medical care they provide to their student-athletes. The Council requested that questions not applicable to Division III be removed from the survey.

Presidents Council. No action was necessary.

(f) **Division III University.**

Management Council. The Council supported the recommended growth of Division III University, the online learning system, with the creation of new compliance modules and access to more Division III constituent groups (e.g., FARs, athletics trainers, compliance directors), pending budget and personnel requests.

Presidents Council. No action was necessary.

(g) **Approve Official Interpretation – Prospective Student-Athlete’s Prospect-Aged Sibling Receiving Benefits While Accompanying the Prospective Student-Athlete on an Official Visit.**

Management Council. The Council approved the following official interpretation:

Prospective Student-Athlete’s Prospect-Aged Sibling Receiving Benefits While Accompanying the Prospective Student-Athlete on an Official Visit. The committee confirmed that it is permissible for an institution to provide all the benefits a sibling is permitted to receive (e.g., meals, lodging, transportation and/or entertainment) during an official visit to a sibling of a prospective student-athlete who is also prospect-aged and/or being recruited by the institution without the visit constituting an official visit for the prospective student-athlete’s sibling, provided no direct recruitment of the sibling occurs during the visit.

(h) **Amend Official Interpretation – Athletics Department Staff Involvement with Financial Aid Offices (III).**

Management Council. The Council approved the amendments to the following official interpretation:

The committee confirmed that institutional athletics staff members (e.g., athletics directors, coaches, senior woman administrators, etc.) are precluded from being involved, in any manner, in the review of the institutional financial aid to be awarded to a student-athlete per Bylaw 15.4.5 (athletics staff involvement) and Bylaw 15.4.6 (matrix-rating system). Specifically, institutional athletics staff shall not influence a student-athlete’s financial aid package (as assembled by the financial aid officer or financial aid committee) directly or indirectly.

Athletics department staff members’ involvement in or interaction with its institution’s financial aid office should be directed by the following:

- The athletics department may communicate with ~~the clerical/support~~ staff in the financial aid office in order to determine whether a particular prospective student-athlete’s financial aid forms have been submitted;
- The athletics department may send a list of names of student-athletes to the financial aid office solely for the purpose of facilitating the annual Division III financial aid reporting process;
- The initial communication of a student-athlete’s financial aid package amount should occur between the student-athlete or his or her parents or guardian and the institution’s financial aid office, **admissions office, or enrollment management services department;**
- Athletics staff shall not serve on a member institution’s financial aid committee;

- A faculty member (e.g., chemistry professor) would not be precluded from serving on both an institutional faculty athletics committee (e.g., faculty athletics representative) and any institutional financial aid committee as long as they are not a coach or athletics department staff member; and
- An athletics department staff member who also works in the financial aid office may continue to work in the financial aid office only if the individual clearly is not involved in the financial aid decision-making process or in the packaging of financial aid for students.

Presidents Council. No action was necessary.

(i) Athletics Department Staff Involvement with Admissions Office and Role of Admissions Office with Financial Aid Packaging.

The committee confirmed that athletics department staff involved in any capacity with the institutional admissions office shall not administer, oversee or otherwise influence any admissions matrix system or other admissions rating formula that directly or indirectly impacts institutional financial aid packaging decisions. For example, an institution that uses an admissions matrix-rating system to evaluate and rank incoming student applicants shall not allow athletics department staff to score, rank, or to otherwise influence any admissions rating of any student, including student-athletes, if the admissions matrix-rating score is used in any way to determine the financial aid package of any student, including student-athletes.

Permissible involvement of athletics department staff with its institution's admissions office should be directed by the following:

- Enrollment management personnel, including admissions office staff, are permitted to be employed by the athletics department provided those individuals have no role in the administration of financial aid (e.g., need analysis, aid packaging);
- It is permissible for an athletics department staff member who is working in the admissions office to be involved in off-campus admissions programs directed at prospective students in general, provided any contact made with prospective student-athletes prior to the completion of the prospective student-athlete's sophomore year in high school is not for the purpose of athletics recruitment (e.g., athletics recruiting presentation);
- An athletics department staff member who also serves as an admissions officer is precluded from having any input regarding the recipients of any institutionally administered grants or scholarships (e.g., presidentail, merit, academic, leadership, etc.); and

- Any factors of athletics ability or participation (e.g., high school athletics participation, outside club MVP awards, all-tournament honor, high school letter winner, all-state/all-conference selection, athletics ability of any kind, etc.) that are considered in the admissions matrix-rating system shall be removed from the rating system prior to the review of the student-athlete's application by the financial aid office.

Management Council. No action was necessary.

Presidents Council. No action was necessary.

(j) Noncontroversial Legislation – NCAA Division III Constitution 2.1 – Institutional Control and Responsibility – Constitution 2.8 – Attestation and Certification of Rules Compliance.

Management Council. The Council approved, in concept and final format, noncontroversial legislation amending Constitution 3.3.4 (conditions and obligation of membership) and Bylaw 31.2.1 (institutional eligibility) clarifying that: (1) An institution's chancellor or president shall attest, annually by October 15, to understanding the institutional obligations and personal responsibilities imposed by Constitution 2.1 (principle of institutional control and responsibility) and Constitution 2.8 (principle of rules compliance); and (2) An institution's director of athletics shall certify, annually by October 15, that specified conditions for entry of individuals and teams in NCAA championship competition have been satisfied, including an attestation of understanding the institutional obligations and personal responsibilities imposed by Constitution 2.1 and Constitution 2.8 and that all athletics department staff members (full-time, part-time, clerical, and volunteer) are aware of the institutional obligations and personal responsibilities imposed by Constitution 2.1 and Constitution 2.8.

Presidents Council. No action was necessary.

(k) Approve Official Interpretation – Definition of Physical Athletically Related Activities.

Management Council. The Council approved the following official interpretation, amending the title to read "Definition of Physical Athletically Related Activities for Football Preseason" as it refers specifically to the required two days off during football:

Definition of Physical Athletically Related Activities for Football Preseason. The Division III Interpretations and Legislation Committee confirmed that physical athletically related activities include (but are not limited to) weight training, strength and conditioning and on-field activities. Leadership programs that include physical activity such as rope course, SEAL training, etc. are also considered physical athletically related activities. Other leadership programming, film review and team

meetings are not considered physical athletically related activities and therefore, may occur any day of the preseason before classes are in session. Medical treatments, including rehabilitative exercises, are permitted.

Furthermore, medical and athletics training staff should exercise professional discretion when determining whether a leadership or team activity would be associated with a typical football practice event and contrary to the intent of facilitating physical and mental rest during that day.

Presidents Council. No action was necessary.

(l) Approve Official Interpretation – Permissible Limitations for Participation in Camps, Clinics and Other Athletics Events.

Management Council. The Council approved the following official interpretation:

Permissible Limitations for Participation in Camps, Clinics and Other Athletics Events. The Division III Interpretations and Legislation Committee confirmed that a camp, clinic or other athletics event is considered open to the general public even if participation is limited by number, age, gender and grade level. Participation limited by academic criteria (e.g., grade-point average, standardized test score) is not considered open to the general public.

Presidents Council. No action was necessary.

(m) Approve Official Interpretation – Participation on a Major Junior Ice Hockey Team.

Management Council. The Council approved the following interpretation:

Participation on a Major Junior Ice Hockey Team. The Division III Interpretations and Legislation Committee determined that an individual that participates in a tryout or minimal practice with a Major Junior ice hockey team prior to collegiate enrollment does not constitute participation on a Major Junior ice hockey team. Participation on a Major Junior ice hockey team prior to collegiate enrollment results in the individual using a season of participation for each calendar year in which the participation occurs. Additionally, the individual would have to fulfill an academic year in residence prior to competing in intercollegiate hockey.

The following constitutes participation on a Major Junior ice hockey team:

- Competing with a Major Junior team, including scrimmages and exhibitions. Intra-squad scrimmages are not competitions.
- Practicing during the regular or post-season in excess of 48-hours.
- Appearing on a team roster at any time during the regular or post season.

The following would not constitute participation on a Major Junior ice hockey team:

- Participating in preseason (i.e., period before first regularly scheduled contest) provided no competition against another team occurs.
- Engaging in a tryout activity not exceeding 48-hours at any time.
- Participating in spring/development minicamps.

Presidents Council. No action was necessary.

(6) **Membership Committee.**

Staff Liaisons:
Alford, Berg,
Jones

Council Rep:
Mooney

(a) **Noncontroversial Legislation – NCAA Constitution 3.3.1.2.2 – NCAA Membership – Member Conference – Eligibility – Composition of Conference – Single-Sport Conference.**

Management Council. The Council approved noncontroversial legislation to indicate that in National Collegiate Championship sports, the number of active member institutions needed to be granted single-sport conference status is controlled by the National Collegiate automatic qualification number.

Presidents Council. No action was necessary.

(b) **Convention Legislation – Constitution 3.3.1.2 – NCAA Membership – Member Conference – Eligibility – Composition of Conference.**

Management Council. The Council agreed to sponsor 2020 Convention legislation to allow the use of provisional institutions in years three and four of the new member process to establish the seven institutions required to comprise a conference. Of the minimum seven institutions necessary to be granted conference status, at least four shall be active Division III member institutions.

Proposal No. 2016-9 modified how provisional schools can be utilized towards earning a conference's automatic qualification bid. That proposal was narrowly focused and did not modify the language related to years three and four provisionals in Constitution 3.3.1.2 (composition of conference). The result is that a provisional/reclass school in year three or four of the new member process can count for the automatic qualification waiting period, but not for the seven core members needed to form a conference from the start. Conference instability may be lessened if provisional schools are able to be used by a conference in meeting its minimum number of member institutions.

Presidents Council. The Presidents Council approved the Management Council's recommendation.

(c) **Convention Legislation – Bylaw 20.7.1.1 – Multi-Division Membership – Applying Division I Legislation for Division I Sports.**

Management Council. The Council agreed to sponsor 2020 Convention legislation to allow Division III institutions with Division I sports to apply Division I legislation in all areas, except Bylaw 15 (financial aid).

The current legislation requires Division III member institutions with Division I sports to apply the rules of both divisions, or the more stringent rule if both divisions have a rule concerning the same issue. It is often difficult for institutions to distinguish which of the rules is more stringent and tracking the bylaws for two divisions can burden administrative staff. The number of affected schools will not increase, as Division I legislation currently prohibits additional institutions from becoming multidivisional. Currently, 10 Division III institutions sponsor a Division I sport.

Presidents Council. No action was necessary.

(d) **Division III Provisional and Reclassifying Membership.**

Management Council. The Council reviewed and approved the following exploratory, provisional and reclassifying membership applications:

Exploratory Membership:

- Bob Jones University (South Carolina);
- Lindenwood University – Belleville (Illinois); and
- Warren Wilson College (North Carolina).

Provisional and Reclassifying Membership:

- St. Thomas University (Texas) – provisional;
- Pratt University (New York) – provisional; and
- Mississippi University for Women – provisional.

Presidents Council. No action was necessary.

(e) **Two New Single Sport Conferences Approved.**

Management Council. The Council noted that the committee reviewed the applications for the following single-sport conferences and took the following action:

- Northeast Women’s Golf Conference – This conference with ten-member institutions was approved for the Division III Women’s Golf Championship.
- Central Intercollegiate Bowling Conference – This conference with six-member institutions was approved for a National Collegiate Bowling Championship pending a waiver by the Subcommittee for Legislative Relief.

Presidents Council. No action was necessary.

(f) Departing Division III Institutions.

Management Council. The Council noted that the College of Staten Island and Frostburg State University submitted applications to transition to Division II. If approved, the institutions would begin the Division II membership process in fall 2019. Also noted was that Thomas Moore College announced its departure from the NCAA for the NAIA and that Newbury College will no longer operate an athletics program after this academic year due to institutional closure. As a result, it is anticipated that overall Division III membership will decrease for the 2019-20 academic year.

Presidents Council. No action was necessary.

(g) Review Potential Legislative Proposal – Timeline for Reclassifying Schools.

Management Council. The Council noted as a result of discussions during the committee's February meeting, staff outlined potential legislative options for a year-four waiver for reclassifying schools. The committee reviewed the legislative proposal options and the differences in the reclassification timelines for Divisions I, II and III, and took no action.

Presidents Council. No action was necessary.

(7) Nominating Committee.

Staff Liaison:
Tufano

Council Rep:
Mazza

(a) Governance Committee Reappointment.

Management Council. The Council approved the following committee reappointment, effective September 1, 2019, for an additional two-year term:

- Committee on Women's Athletics – Marjorie Hass, president, Rhodes College, Southern Athletic Association (two-year term).

Presidents Council. No action was necessary.

(b) Governance Committee Appointments.

Management Council. The Council approved the following committee appointments, effective September 1, 2019:

- Minority Opportunity and Interests Committee. Immediate vacancy replacing Dawn Redd – Marquette Dickens, senior woman administrator/assistant director of athletics/head women's basketball coach, College of Saint Elizabeth, North Eastern Athletic Conference. September 2019 vacancy – Tony Gaskew, faculty athletics representative, University of Pittsburgh, Bradford, Allegheny Mountain Collegiate Conference.

- Research Committee. Sashi Gayadeen, faculty athletics representative, Buffalo State, State University of New York, State University of New York Athletic Conference.
- Committee on Women's Athletics – Renee Bostic, director of athletics, Notre Dame of Maryland University, Colonial States Athletic Conference.

Presidents Council. No action was necessary.

Staff Liaisons:
Barnhart,
Berg, Jones,
Peterson,

Council Reps:
Kastner,
Pepper

(8) Student-Athlete Advisory Committee (SAAC).

Management Council. The Council reviewed the committee's report noting that at the conclusion of the recent Division III Week celebration, national SAAC distributed mental health cards to 200 participating Division III institutions. The cards for student-athletes include their institution's personalized mental health contact information to assist with a crisis or emergency. A template of the card will be available on ncaa.org.

SAAC's initiatives for the coming year (2019-20) are sustainability, inclusion and continued promotion of the Special Olympics partnership.

Presidents Council. No action was necessary.

Staff Liaisons:
Grace,
Romash

Council Rep:
Benning

(9) Student-Athlete Reinstatement Committee.

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

d. Association-Wide Committees.

Staff Liaisons:
Parsons,
Rohlman

Council Rep:
Baker-Watson

(1) Competitive Safeguards and Medical Aspects of Sports (CSMAS).

(a) Playing Rules.

Management Council. The Council endorsed three playing rules changes recommended by the committee: (1) Require hydration breaks at a set time during each half of soccer competition in extreme heat; (2) Require chest protectors in lacrosse and baseball be certified at the current NOCSAE standards; and (3) Create a formal exception for the athletics healthcare administrator to be exempted from the football sideline maximum of 60 people.

Presidents Council. No action was necessary.

(b) Student-Athlete Mental Health Services and Resources.

Management Council. The Council approved, in concept, noncontroversial legislation requiring an institution to make mental health services and resources available to its student-athletes. The Council noted some concerns with the proposal's intent statement and related process. It recommended edits to the language to make it more Division III focused while maintaining the conceptual intent of the proposal. The Council will review the proposal in final format during its July meeting.

Presidents Council. No action was necessary.

(c) Independent Medical Care - Health Care for Visiting Teams.

Management Council. The Council noted that CSMAS recently reviewed and provided feedback on a white paper regarding the provision of health care to visiting teams traveling without primary athletics health care providers or athletics trainers. The concerns relate to who is in charge of athletics injuries during a home contest (e.g., the home athletics trainer, visiting athletics trainer, team physician) and athletics trainer licensure coverage with visiting teams. The Sports Science Institute will request the Board of Governors endorse a further study of this issue.

Presidents Council. No action was necessary.

(2) Committee on Sportsmanship and Ethical Conduct.

Management Council. The Council reviewed the committee's report. No action was necessary.

Presidents Council. No action was necessary.

(3) Committee on Women's Athletics (CWA).

Management Council. The Council reviewed the committee's report. No action was necessary.

Presidents Council. No action was necessary.

(4) Honors Committee

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

Staff Liaisons:
Brownlee,
Roxbury,
Ziegler

Council Rep:
Morgan

Staff Liaisons:
Gentry,
Fasbender,
Wilson

Council Rep:
Udelhofen

Staff Liaison:
Tufano

Council Rep:
Benning

Staff Liaisons:
Abdur-Rashid,
Crawford,

Council Rep:
Bryant

(5) Minority Opportunities and Interests Committee (MOIC).

• **Diversity and Inclusion Athletics Designation.**

Management Council. The Council agreed to sponsor 2020 Convention legislation to amend Constitution 3.3.4 (Conditions and Obligations of Membership) to specify that all active member institutions and conference offices shall designate an Athletics Diversity and Inclusion Designee to be the primary contact and conduit for diversity and inclusion-related information.

The designation symbolically and practically represents the Association's recognition of inclusion as a core value. It supports the 2016 Board of Governors Presidential Pledge and Commitment to Promoting Diversity and Gender Equity in Intercollegiate Athletics. It also is the responsibility of each member institution to establish and maintain an environment that values cultural diversity and gender equity as acknowledged in Constitution 2.2.2 (Cultural Diversity and Gender Equity). While the NCAA national office provides valuable resources and programming to support the membership's efforts toward creating and maintaining inclusive environments, a constant complaint received is that institution and conference personnel are not aware of available resources or opportunities. This proposal seeks to create a network of colleagues who will serve as the conduit for consistent and thorough dissemination of diversity and inclusion-related information between conference offices, campuses, the athletics departments and the NCAA. The proposal suggests that the designation be given to an existing staff member who, at minimum, would be responsible for receiving periodic informational digests and sharing the information with the necessary parties within the athletics department, the campus or conference office. The staff member given the designation may be either internal or external to the athletics department, as determined by the president/chancellor/commissioner or their proxy. Specifically, this recommendation requests that the contact information for the designated staff member be entered on each member's NCAA Sports Sponsorship and Demographics Form.

Presidents Council. The Presidents Council approved the Management Council's recommendation to sponsor 2020 Convention legislation.

(6) Honors Committee.

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

Staff Liaisons:
Tufano

Council Rep:
Brown

Staff Liaisons:
Smith,
Suscha, Walters

Council Rep:
Walsh

(7) Olympic Sports Liaison Committee (OSLC).

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

(8) Playing Rules Oversight Panel.

Management Council. The Council reviewed the committee's reports. No action was necessary.

Presidents Council. No action was necessary.

Staff Liaisons:
Calandro,
Halpin

Staff Liaisons:
O'Barr, Thomas

Council Rep:
Brown

(9) Postgraduate Scholarship Committee.

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

Staff Liaison:
Bell

Council Rep:
Millerick

(10) Research Committee.

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

Staff Liaison:
Thomas

Council Rep:
Walsh

(11) Walter Byers Scholarship Committee.

Management Council. The committee had no formal report. No action was necessary.

Presidents Council. No action was necessary.

4. PROPOSED LEGISLATION FOR THE 2020 CONVENTION.

- Review of Noncontroversial Legislation for 2020 NCAA Convention.**

(1) Committee Membership – Women's Lacrosse – Increase from Five to Seven Members.

Management Council. The Council approved noncontroversial legislation to increase the composition of the women's lacrosse committee from five to seven. The additional committee members will represent each of the two new sport regions.

Presidents Council. No action was necessary.

(2) Amateurism – Employment – Criteria Governing Compensation to Student-Athletes - Restitution.

Management Council. The Council approved noncontroversial legislation to amend Bylaw 14.2.1 to designate violations as restitution violations, which do not affect eligibility if the value of the benefit is \$200 or less, provided the student-athlete makes restitution to a charity of their choice prior to competing.

Presidents Council. No action was necessary.

(3) Executive Regulations – Eligibility for Championships – Ineligibility for Use of Banned Drugs and Procedures Subject to Restrictions – Tampering with and Manipulation of Urine Samples.

Management Council. The Council approved noncontroversial legislation to clarify that tampering with an NCAA drug-test sample includes urine substitution and related methods; further, to clarify that manipulation of urine samples includes the use of substances and methods that alter the integrity and/or validity of urine samples provided during NCAA drug testing.

Presidents Council. No action was necessary.

(4) Membership and Championship – Conditions and Obligations of Membership – Eligibility for Championships – Attestation and Certification of Compliance Obligations.

Management Council. [See Page No. 15, Item c (5) (j) – Interpretations and Legislative Committee report]

Presidents Council. No action was necessary.

5. *DIVISION III INITIATIVES AND UPDATES.*

a. *Diversity and Inclusion Working Group.*

Management Council. The Council reviewed the working group's report noting its efforts leading up to the adoption of legislation to mandate student-athlete graduation rate reporting at the 2019 NCAA Convention. Institutions will be required to report their student-athlete data beginning in the 2020 reporting cycle, which runs from March 1 to June 2020. Staff strongly encourages institutions not currently reporting to use the 2019 reporting cycle (March 1 and closes June 1, 2019) as a test-run. Numerous educational resources will be available.

In addition, the Council noted the overwhelmingly positive survey results from the Division III Student Immersion Program in January, and that twenty-four participants will attend the Next Steps Program in early June in Indianapolis.

Presidents Council. No action was necessary.

b. Faculty Athletics Representative Engagement Working Group.

Management Council. The Council approved the creation of a Faculty Athletics Representative (FAR) Advisory Group. The advisory group will help guide the development of relevant education models and resources, engagement opportunities and potential Division III legislation.

Presidents Council. No action was necessary.

c. LGBTQ Working Group.

Management Council. Staff noted that LGBTQ national experts, Dr. Pat Griffin and Nevin Caple, have been hired to create the LGBTQ facilitator training program as well as the One Team Program for campuses and conference offices. The inaugural facilitator training will occur in late May in Indianapolis. Approximately 32 individuals will participate in the training.

Presidents Council. No action was necessary.

d. Gameday the DIII Way.

Management Council. Currently over 3,500 individuals have received the sportsmanship and game environment training. During the next two years, four Ambassador Training sessions, two each year, will occur throughout the country. These trainings will focus on regional-based ambassador training for senior athletics administrators and ‘super facilitator’ training for the most active existing Division III facilitators.

Presidents Council. No action was necessary.

e. Division III Identity Initiative.

Management Council. The Council received a status report on the Division III Identity Initiative including an update on the purchasing website, DIII/D3SIDA recognition award, social media, Special Olympics, Division III Week and website content, which continues to provide Division III with additional opportunities to use its home page to share stories portraying its unique student-athlete experiences.

Presidents Council. No action was necessary.

f. Technology Users Group.

Management Council. The Council received an update on the work of the Technology Users Group noting updates to single-source sign on, Division III University, program hub functionality and the compliance database.

Presidents Council. No action was necessary.

g. 360 Proof.

Management Council. The Council received an update on the continued work of 360 Proof noting the creation of “smaller paths,” which allow institutions using 360 Proof without committing to all the steps in the program. In addition, the steering committee has corresponded with the Sports Science Institute (SSI) to discuss the potential benefits of SSI managing 360 Proof.

Presidents Council. No action was necessary.

h. International Ice Hockey – Eligibility Certification Pilot.

Management Council. The Council reviewed the feedback from institutions and conference offices that participated in this year’s pilot. The Council approved continuing the pilot for the 2019-20 academic year with the following modifications: (1) Sharing the \$150 Eligibility Center’s (EC) fee with student-athletes; and (2) Following the EC’s current Division I and II certification process. The Council noted it did not intend to approve another pilot beyond 2019-20.

Presidents Council. No action was necessary.

i. Injury Surveillance Program (ISP).

Management Council. Staff provided an overview of the ISP usage numbers noting that this academic year, participation has risen from nine percent to 20%. Further, an additional 11% have signed up to participate. Submission of injury surveillance data will remain a priority for the division.

Presidents Council. No action was necessary.

j. Division III Commissioner Business Management Resource Subgroup.

Management Council. The Council reviewed a draft resource document for Division III Commissioners entitled “Conference Office Business Management Resource.” This document should be available by June 2019.

Presidents Council. No action was necessary.

k. Strategic Communications Working Group.

Management Council. The Council reviewed the updated Guide to Strategic Athletics Communication on Campus for sports information and athletics communication directors and noted it will be available at the CoSIDA Convention.

Presidents Council. No action was necessary.

I. Division III University.

Management Council. [See Page No. 12, (5) (f).]

Presidents Council. No action was necessary.

6. ASSOCIATION-WIDE UPDATES AND ISSUES.

a. Board of Governors (BOG) Update.

Management and Presidents Councils. The Councils received an update on the BOG initiatives including: (1) Adding five independent members to BOG; (2) Sports Wagering Working Group; (3) Esports; (4) NCAA strategic plan; (5) Coaches credentialing; (6) Student-Athlete Engagement Committee; and (7) Committee to Promote Cultural Diversity & Equity.

b. Sport Science Institute (SSI) updates.

Management and Presidents Council. The Councils received an update on current SSI initiatives. Key updates included the following: (1) Catastrophic Injury and Death Prevention Interassociation Guideline; (2) Sports Wagering and Well-Being Summit; and (3) Football Concussion Data Taskforce.

The Presidents Council noted the BOG adopted the Interassociation Recommendations: Preventing Catastrophic Injury and Death during its recent meeting. The guidelines include six areas: sportsmanship, protective equipment, acclimatization and conditioning, emergency action plans, responsibilities of athletics personnel and education and training.

c. Women's Basketball Strategic Plan.

Management Council. The Council endorsed the NCAA women's basketball strategic plan that develops a roadmap for the future of the sport. The vision is to unify and grow the women's basketball community; empower student-athletes to achieve their full potential; celebrate and elevate the game and create an inspiring experience. The strategic plan also includes five key pillars that highlights goals and action items.

Presidents Council. No action was necessary.

d. Litigation Update.

Management and Presidents Council. The Councils received a litigation update. No action was necessary.

7. *OTHER BUSINESS AND OPEN FORUM.*

- **Departing Division III Staff Member.**

Management and Presidents Councils. The Councils acknowledged and thanked Jay Jones, associate director for Division III, for his service to the NCAA and Division III governance and wished him luck as the next Heartland Collegiate Athletic Conference commissioner.

8. *ADJOURNMENT.*

Management Council. The Council meeting adjourned at 4:05 p.m. Monday, April 15 and 11:35 a.m. Tuesday, April 16.

Presidents Council. The Presidents Council meeting adjourned at 9:04 p.m. Tuesday, April 30 and 11:24 p.m. Wednesday, May 1.

Division III Strategic Plan

2017-19 Budget Biennium [Year 2: 2018-19 – Final Analysis]

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.

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DIVISION III PHILOSOPHY STATEMENT

Colleges and universities in Division III place the highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which 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. Blue indicates progress/completion of the new initiative.

DIVISION III STRATEGIC PRIORITIES FOR 2017-19 BUDGET BIENNIUM [YEAR 2: 2018-19 – Final Analysis]

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 included communicating the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school admissions counselors, collaborating 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.
 - Engage in a one-year pilot with the Eligibility Center to conduct a participation history review of Division III new international ice hockey players. At the conclusion of the pilot, assess if it reduced the compliance burden. **ACCOMPLISHED.** Had 100% participation. The EC conducted 203 reviews. After the pilot, surveyed the participating institutions and conferences. Eighty (80) percent supported a second year of the pilot.
 - Maintain 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 and in particular, celebrate its 50th Anniversary with year-long promotions and activities. 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. **ACCOMPLISHED.** Fifty-two (52) institutions participated in the 50 for 50th Challenge. DeSales University was voted the champion. Staff also produced and promoted 50 Special Olympics stories on the Division III social media platforms throughout the year.
 - 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. **TBD.** Submitted as a FY20 budget request. Supported by SPFC and Councils.
 - Reclassify the associate director to director to most effectively serve the membership and oversee new initiatives and programs and manage the Conference Strategic Grant Program – the division's highest funded nonchampionship program. **WITHDRAWN** with the departure of the current associate director.
 - 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. **ACCOMPLISHED.** Created a Strategic Communications Working Group. Surveyed the membership, collected data and updated the 2012 resource with new data, best practices and resources. Delivered to the membership at the 2019 CoSIDA and ECAC-SIDA Conventions.

- 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. Host the inaugural FAR Orientation at the annual FARA Symposium for new FARs, produce and distribute best practices, and explore legislation to codify FAR expectations. **ACCOMPLISHED.** The inaugural New FAR Orientation was held in October. Thirty FARs attended and feedback was positive. The FAR Working Group developed three resources that were distributed to the membership in December (electronically) as well as at the 2019 NCAA Convention (hard copies).
 - Emphasize the values of Division III to effectively manage its membership growth. Partnering with Divisions I and II to accomplish membership growth management on behalf of the entire Association. **ON-GOING.** Association-wide joint meetings with staff to address membership issues such as new membership and reclassification.
 - Maintain in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division. **ON-GOING.**
- 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. **ON-GOING.** The past several years, President Emmert's office has provided a president-specific education session at the NCAA Convention. Further, the Chancellors and Presidents Outreach Program will continue in 2019-20.
 - Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents. **ON-GOING.** Conducted 2019 Division III-specific educational breakfast at CIC Presidents Institute. Attended by approximately 30 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). **ON-GOING.** 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, and specifically policy template language for handbooks, creation of a LGBTQ-inclusion identity

promotional kit, programming and an annual recognition event. **ACCOMPLISHED.** In Sept., the working group sent an identity kit, including a banner, posters and stickers, to every campus and conference office. The working group also created an LGBTQ nondiscrimination policy guide and distributed it to the membership. Gender neutral language policy adopted by Councils in October. In May thirty-one (31) individuals attended the inaugural LGBTQ OneTeam Facilitator Training program. Another facilitator training will occur in December 2019.

- Establish strategies to increase and diversify the pool of candidates for Division III committee service and membership job searches. **ON-GOING.**
 - 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.
 - Continue to 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. **ON-GOING.** The Division III Diversity and Inclusion Working Group is collaborating with the NCAA Office of Inclusion to move the pledge into action.
- 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. Develop best practices. **ACCOMPLISHED/ON-GOING.** At the 2019 NCAA Convention, the membership approved legislation to make student-athlete graduation rate reporting mandatory effective June 2020. The working group continues to monitor diversity and inclusion issues.

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. **ON-GOING.**
- Continue to partner with the Sport Science Institute (SSI) regarding priority health and safety issues. Provide Division III representatives for on-going summits (e.g. mental health, pain management). Provide timely and consistent communication to the membership regarding new SSI interassociation guidelines and best practices. Partner on the promotion and use of the Injury Surveillance Program, SSI's data collection system, by the membership. **ON-GOING.** Participation in the Injury Surveillance Program (ISP) rose from nine (9) percent to 22% with another 9% signed up to participate.
- Provide additional funding, via the conference grant program, for athletic trainer professional development. **ACCOMPLISHED.** Funds were available via the conference grant program for athletic training professional development.
- Provide additional funding, via the conference grant program, to enhance officiating. **ACCOMPLISHED/ON-GOING.** Additional funds were added to the conference grant program for officiating. Continue to collaborate externally with the Division III Commissioners Association and internally with the director of playing rules and officiating to examine the issues and find solutions.

- Support Gameday the DIII Way, the Division III sportsmanship and game environment initiative. Promote existing tools and resources in addition to developing on-line educational modules. **ACCOMPLISHED/ON-GOING.** Trained approximately 110 facilitators and 3,000 administrators. Developed an online module and will release to the membership July 1. Hosting Gameday the DIII Way Ambassador Trainings twice a year in various geographic locations to provide additional facilitator trainings.
- Engage the newly created student-athlete associate members per 2018 NCAA Convention legislation that established a formal student-athlete partner conference engagement process. **ACCOMPLISHED.** The Associate members attended the 2019 NCAA Convention and will attend the July SAAC meeting.
- Create an Institute for Coaching Advancement to provide professional development for women and ethnic minority assistant coaches seeking to become head coaches. **REVISED.** Due to a shortage of staff oversight, instead of developing an Institute for Coaching Advancement, SPFC and the Councils approved the creation of a coaching enhancement grant. In April, staff awarded 11 two-year matching grants of \$7,500. Thirty-six (36) institutions applied for the inaugural grant given for female and/or ethnic minority assistant coach positions.
- Continue to create educational programs and distribute via the NCAA's Learning Management System. (e.g. committee training video, Gameday the DIII Way educational modules). **ACCOMPLISHED/ON-GOING.** Developed and launched Division III University that includes the following learning management modules: NCAA overview, student-athlete health and well-being, and compliance. In 2019-20, anticipate creating new modules pending approval of additional staff and resources. Also developed a Gameday the DIII Way module.
- Monitor and promote institutional commitment to BOG pledge on sexual assault violence prevention education. **ACCOMPLISHED.** Collaborated with the Sport Science Institute and President Emmert's office. Only three Division III institutions didn't attest to sexual assault violence prevention this year.

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. **Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. Develop best practices. ON-GOING.** With the 2019 Convention vote to require the annual submission of student-athlete graduation rates starting in June 2020, the working group will develop best practices, based on the collected data in 2021-22.

6. Enhance Formal Accountability of the Governance Structure.

- Continue to distribute an annual performance scorecard for regular accountability of key Division III programs and committee staff liaisons. **ON-GOING.**
- Evaluate the Division III Membership Survey distributed in the Spring of 2018, specific to key policies, initiatives and programs, strategic priorities and legislative standards. **ACCOMPLISHED.** Distributed survey results to the membership and all governance committees.
- Continue to monitor the enrollment and retention challenges within higher education and the unique challenges affecting the Division III membership. **ON-GOING.**
- 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. **ON-GOING.**
- 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. **ACCOMPLISHED.** SPFC and the Councils approved the 2019-21 proposed budget. Will continue to monitor in future years.
- 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. **ON-GOING.**

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.

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
Strategic Initiatives Conference Grant Program: Tier Two Integration activities.	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.	\$295,530
Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
Annual Division III Commissioners meeting.	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.	\$20,000
Student-athlete leadership forums and campus based leadership programming.	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.	\$365,000
Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.	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.	\$1,143,894
National SAAC Outreach.	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.	Association-wide funding
National student-athlete outreach.	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.	\$20,000
Graduation Rate Reporting.	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.	\$35,000

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.

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Women and Minority Internship Program	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.	\$1,130,000
Strategic Alliance Matching Grant	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.	\$708,600
Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives	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.	\$426,480
The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
Get in the Game Web site; Requests and Secondary Reports Online.	The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.	Association-wide funding; Provisional/Reclassifying Membership fees
Committees will exercise fair decision making when making waiver and interpretive decisions.	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
Regional Rules Seminars (national program) and Conference Rules Seminar.	Education sessions on Division III rules and regulations will be offered annually. The Conference Rules Seminar will be held as requested by conference offices.	Association-wide funding
Rules Test.	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.	Overhead
Conduct quality championships with fair selection processes and appropriate access.	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.	\$24,371,445
Women Leaders Institute for Administrative Advancement.	The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$30,000
Sportsmanship and Game Environment Initiatives.	New initiatives based on a partnership with Disney and recommendations from the Division III Sportsmanship and Game Environment working group, with membership endorsement.	\$250,000

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Division III Programs and Initiatives</u>
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.	The percentage of minority individuals in the student-athlete population should be consistent with the percentage of minority individuals in the general student-body.	Association-wide funding
Conference and Institutional Inclusion and Diversity programming.	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.	\$250,000
Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.	Provide optional funding to conference offices through the Conference Grant Program and encourage support of officiating improvement.	\$151,500

ASSOCIATION-WIDE GOAL 3: Informed Governance and Decision-Making.

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.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategically engage presidents and athletics direct reports in the Division III governance structure	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).	Association-wide funding
Quarterly Presidential Communication.	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
Division III Governance Outreach to Affiliates.	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...).	Overhead
Presidential Programming at the NCAA Convention.	Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.	\$20,000
Best Practices for Presidential-Commissioner Leadership.	Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.	Overhead
Institutional and Conference Self-Studies (ISSG/CSSG).	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.	Overhead
Sports sponsorship and Institutional Self-Study (ISSG) audits.	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.	Provisional/Reclassifying membership fees
Playing and Practices Seasons Comprehensive Review.	Continue to implement through Management Council Playing and Practice Seasons Subcommittee a comprehensive review of the football playing and practice seasons.	Overhead
360 Proof.	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.	\$125,000
Continually monitor Division III membership size and related access to championship and other services.	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead
Athletics Direct Report (ADR) Institute.	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	\$90,000

	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.	
Financial Aid Reporting Process.	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).	Overhead
Faculty Athletics Representative (FAR) Fellows Institute.	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.	\$85,000
Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.	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.	\$16,800
Programming at the NCAA Convention.	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.	\$30,000

**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.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Implement use of available technology to regularly deliver NCAA messages and rules education.	The governance structure will continually assess common needs and available technologies to increase the timeliness, clarity, conciseness and effectiveness of membership communication.	Overhead
Partnership with National Association of Division III Athletics Administrators.	The governance structure will provide financial support to the NADIII AA. National office staff will support this membership-led organization in its professional development offerings.	\$75,000
Educate the membership on the role of the NCAA national office.	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.	Overhead
Conference Contact program.	Continue to service all conferences and ensure new conferences are accommodated according to program guidelines.	Overhead
Strategic Initiative Conference Grant Program: Tier Three - Technology Grants.	Provide funding to conferences offices to upgrade or maintain technical capabilities to access technical platforms used by the NCAA.	\$657,166
New orientation programs to support athletics directors and commissioners.	Create in-person, orientation programs for new athletics directors and commissioners to assist with the knowledge, resources and philosophy of the division.	\$85,000

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.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.	Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.	\$299,530
Division III Identity Initiative.	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.	\$300,000
Special Olympics Partnership.	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.	\$35,000
Academic All-America Partnership with CoSIDA.	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).	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.	\$46,200

Appendix B

Division III Budget Justification

Projected NCAA Division III 2018-19 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Revenue:		<i>Division III Institutions....</i>
Division III 3.18% Revenue Allocation (ESTIMATE)	\$31,897,829	
Expenses:		
Total Championships Expense (excluding overhead)	\$24,417,450	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))
Strategic Initiative Conference Grant Program	\$3,037,100	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))
NAD3AA Partnership	\$75,000	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)
Conference Commissioners/SID Meeting	\$20,000	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)
Conference Rules Seminar	Association-wide	The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance. (Constitution 2.8.2)
Women Leaders Enhancement Grants	\$30,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Division-wide Sportsmanship Initiative	\$250,000	Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))
Strategic Alliance Matching Grant	\$708,600	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Women & Minority Intern Program	\$1,130,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Student-Athlete Leadership Forum	\$365,000	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)
Campus Based Student-Athlete Leadership Programming	\$100,000	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.
360 Proof	\$125,000	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)
FAR Fellows Institute/Orientation	\$85,000	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)
Division III Academic All-America (CoSIDA)	\$44,000	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).
Other Working Groups/Task Forces	\$20,000	This initiative exists to provide opportunities for working groups/task forces in the future.
CoSIDA D3 Day	\$15,000	This initiative supports 175-200 sports information directors to receive professional development.

Projected NCAA Division III 2018-19 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Expenses, continued:		
Identity Initiatives	\$300,000	This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).
Special Olympics Partnership	\$35,000	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).
Inclusion and Diversity Partnership	\$250,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(I))
Injury Surveillance Program	\$110,000	Funding to assist schools in purchasing compatible electronic medical record software. Partner with SSI.
LGBTQ Programming	\$100,000	Funding for a train the trainer and/or programming, and a recognition program. Partner with office of inclusion.
Institute for Coaching Advancement	\$100,000	New program for female and ethnic minority asst. coaches to provide professional development to assist in becoming a head coach. Partner with Leadership Development.
Learning Management System programs	\$25,000	With the NCAA's new LMS, allow staff to hire an outside vendor to create program content. (e.g. committee training video). Partner with H.R.
Division III Cancellation Insurance	\$41,000	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)
Voluntary Grad Rate Report Stipend	\$35,000	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 Dept. of Educ.
Convention Programming including specific student-athlete programs	\$70,000	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.
Athletics Direct Report (ADR) Institute	\$90,000	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.
New Athletics Director Orientation	\$70,000	Create in-person, orientation programs for new athletics directors to assist with the knowledge, resources and philosophy of the division.
New Commissioner Orientation	\$15,000	Create in-person, orientation programs for new commissioners to assist with the knowledge, resources and philosophy of the division.
Additional SAAC in-person meeting	\$25,000	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.
SAAC Associate Members	\$65,000	Provide funds to pay expenses for conference partner liaison to attend NCAA Convention. Provide funds to pay expenses for partner conference liaison to attend the July national SAAC
NADIIIAA and D3CA leadership meeting	\$10,000	The executive leadership groups from NADIIIAA and D3CA come to Indianapolis in Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year.
Other Division III Initiatives	\$102,300	This includes contracting costs, as well as money earmarked to support future initiatives.
Overhead Allocation (including National Office staffing) **	\$1,535,000	N/A
Total Division III Expenses	\$33,400,450	

* 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 \$1,535,000 overhead fee covers time and miscellaneous expenses related to Division III staff and programs.

***Anticipate a \$983,621 draw from the reserve surplus.

Appendix C

History of the

Division III Strategic Plan

History

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

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

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

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

With the 2015-17 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.

Division III Strategic Plan

2019-21 Budget Biennium [Year 1: 2019-20]

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.

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DIVISION III PHILOSOPHY STATEMENT

Colleges and universities in Division III place the highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which 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 192,000 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 2019-21 biennium. Strategic initiatives are not listed in priority order; all are of equal value.

DIVISION III STRATEGIC PRIORITIES FOR 2019-21 BUDGET BIENNIUM [YEAR 1: 2019-20]

- 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 included communicating the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school admissions counselors, collaborating with the NCAA Eligibility Center (EC), 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.
 - Create a working group to review, and update accordingly, the current Strategic Positioning Platform.
 - Evaluate and determine next steps regarding the international ice hockey pilot.
 - Continue the strategic partnership with Special Olympics. Maintain 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.
 - 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.
 - 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. Maintain the FAR Orientation at the FARA Fall Meeting for new FARs and hold every other year. Transition the FAR Working Group into a FAR Advisory Group.
 - Emphasize the values of Division III to effectively manage its membership growth. Partner with Divisions I and II to accomplish 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.
- Continue to inform presidents and chancellors, in a transparent manner of, the Sport Science Institute's efforts, new initiatives and interassociation guidelines.

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 Next Steps).
 - **Support an LGBTQ Working Group to develop a facilitator program to educate the membership on ways to create a safe and inclusive environment for LGBTQ individuals and allies. Continue to promote the LGBTQ non-discrimination policy guide and OneTeam identity kit.**
- Monitor NCAA emerging sports and sponsorship trends (e.g., women's wrestling, esports, stunt, equestrian).
 - Collaborate with the office of inclusion.
- 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. Continue to 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.
 - Maintain the Diversity and Inclusion Working Group to evaluate the current diversity and inclusion landscape within Division III.
 - **Monitor and promote institutional/conference commitment to the NCAA Presidential Pledge to support diversity and inclusion.**
 - **Research strategies to promote committee service for women and ethnic minorities within the division.**

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. In 2020-21 budget cycle, create a 360 Proof Implementation Workshop that will prepare teams to engage in comprehensive, best practice prevention efforts. Continue to discuss the potential transition of 360 Proof oversight to the Sport Science Institute (SSI).
- Continue to partner with the Sport Science Institute regarding priority health and safety issues, including mental health. Provide Division III representatives for on-going summits. Provide timely and consistent communication to the membership regarding new SSI interassociation guidelines and best practices. Maintain the promotion and use of the Injury Surveillance Program, SSI's data collection system, by the Division III membership. Assist in the implementation of SSI best practices and interassociation guidelines.
- Continue to partner with playing rules staff to monitor divisional challenges with officiating, including quality and pipeline. Maintain funding, via the conference grant program, to enhance officiating.
- Support Gameday the DIII Way, the Division III sportsmanship and game environment initiative. Promote existing tools and resources (e.g. facilitator training and on-line educational modules). Host two ambassador trainings annually in different regions of the country.
- Maintain the Coaching Enhancement Grant – a two-year, \$7,500 matching grant for new, full-time female and ethnic minority assistant coaches.
- Continue to maintain and enhance Division III University – an on-line learning management system.
 - Create a new full-time position, funded by Division III, in Academic and Membership Affairs to oversee Division III University, and assist with waivers and interpretations.
 - Add approximately ten new division-specific modules by 2019-21.
- Monitor and promote institutional commitment to BOG pledge on sexual assault violence prevention education.

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. Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. Oversee the inaugural annual student-athlete graduation rate submission in 2020. Develop best practices.

6. Enhance Formal Accountability of the Governance Structure.

- Continue to annual distribute a performance scorecard for regular accountability of key Division III programs and committee staff liaisons.
- Continue to monitor the enrollment and related financial challenges within higher education, and the related 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 operating budget for 2019-21 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 the Association's 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.

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
Strategic Initiatives Conference Grant Program: Tier Two Integration activities.	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.	\$320,885
Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
Annual Division III Commissioners meeting.	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.	\$20,000
Student-athlete leadership forums and campus based leadership programming.	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.	\$365,000
Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.	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.	\$1,169,249
National SAAC Outreach.	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.	Association-wide funding
National student-athlete outreach.	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.	\$20,000
Student-Athlete Graduation Rate Reporting.	Assist the membership in reporting, for the first time in 2020, student-athlete graduation rates. Develop best practices.	NA

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.

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Women and Minority Internship Program	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.	\$1,300,000
Strategic Alliance Matching Grant	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.	\$708,600
Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives	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.	\$457,335
The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
Get in the Game Web site; Requests and Secondary Reports Online.	The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.	Association-wide funding; Provisional/Reclassifying Membership fees
Committees will exercise fair decision making when making waiver and interpretive decisions.	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
Regional Rules Seminars (national program) and Conference Rules Seminar.	Education sessions on Division III rules and regulations will be offered annually. The Conference Rules Seminar will be held as requested by conference offices.	Association-wide funding
Rules Test.	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.	Overhead
Conduct quality championships with fair selection processes and appropriate access.	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.	\$26,580,164
Women Leaders Institute for Administrative Advancement.	The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$30,000
Sportsmanship and Game Environment Initiatives.	New initiatives based on a partnership with Disney and recommendations from the Division III Sportsmanship and Game Environment working group, with membership endorsement.	\$225,000

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Division III Programs and Initiatives</u>
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.	The percentage of minority individuals in the student-athlete population should be consistent with the percentage of minority individuals in the general student-body.	Association-wide funding
Conference and Institutional Inclusion and Diversity programming.	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.	\$250,000
Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.	Provide optional funding to conference offices through the Conference Grant Program and encourage support of officiating improvement.	\$176,855

ASSOCIATION-WIDE GOAL 3: Informed Governance and Decision-Making.

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.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategically engage presidents and athletics direct reports in the Division III governance structure	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).	Association-wide funding
Quarterly Presidential Communication.	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
Division III Governance Outreach to Affiliates.	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...).	Overhead
Presidential Programming at the NCAA Convention.	Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.	\$20,000
Best Practices for Presidential-Commissioner Leadership.	Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.	Overhead
Institutional and Conference Self-Studies (ISSG/CSSG).	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.	Overhead
Sports sponsorship and Institutional Self-Study (ISSG) audits.	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.	Provisional/Reclassifying membership fees
Playing and Practices Seasons Comprehensive Review.	Continue to implement through Management Council Playing and Practice Seasons Subcommittee a comprehensive review of the football playing and practice seasons.	Overhead
360 Proof.	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.	\$115,000
360 Proof Implementation Workshop	Develop in FY 21 a program to enhance the implementation of 360 Proof on campus.	\$85,000
Continually monitor Division III membership size and related access to championship and other services.	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead

Athletics Direct Report (ADR) Institute.	Conduct an annual ADR Institute in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.	\$90,000
Financial Aid Reporting Process.	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).	Overhead
Faculty Athletics Representative (FAR) Fellows Institute.	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.	\$85,000
Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.	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.	\$16,800
Programming at the NCAA Convention.	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.	\$30,000
LGBTQ Facilitator Program	Continue to train facilitators to provide the LGBTQ OneTeam Program on campuses and in conference offices in an effort to provide safe and inclusive environments.	\$100,000
Division III University.	Continue to enhance Division III University – an on-line learning management system. Modules include NCAA overview, student well-being and compliance	\$80,670
CoSIDA Division III Day	Support a day-long professional development program for the division’s athletics communication and sports information directors in conjunction with the annual CoSIDA Convention.	\$15,000

**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.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Implement use of available technology to regularly deliver NCAA messages and rules education.	The governance structure will continually assess common needs and available technologies to increase the timeliness, clarity, conciseness and effectiveness of membership communication.	Overhead
Partnership with National Association of Division III Athletics Administrators.	The governance structure will provide financial support to the NADIII AA. National office staff will support this membership-led organization in its professional development offerings.	\$75,000
Educate the membership on the role of the NCAA national office.	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.	Overhead
Conference Contact program.	Continue to service all conferences and ensure new conferences are accommodated according to program guidelines.	Overhead
Strategic Initiative Conference Grant Program: Tier Three - Technology Grants.	Provide funding to conferences offices to upgrade or maintain technical capabilities to access technical platforms used by the NCAA.	\$682,521
New orientation programs to support athletics directors and commissioners.	Create in-person, orientation programs for new athletics directors and commissioners to assist with the knowledge, resources and philosophy of the division.	\$85,000

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.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.	Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.	\$324,885
Division III Identity Initiative.	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.	\$300,000
Special Olympics Partnership.	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.	\$35,000
Academic All-America Partnership with CoSIDA.	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).	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.	\$46,200

Appendix B

Division III Budget Justification

Projected NCAA Division III 2019-20 Budget Breakdown			Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs	
Revenue:			<i>Division III Institutions....</i>	
Division III 3.18% Revenue	\$33,169,370			
Allocation (ESTIMATE)				
Membership Dues	\$519,000			
Expenses:				
Total Championships Expense (excluding overhead)	\$26,145,164		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))	
Strategic Initiative Conference Grant Program	\$3,194,730		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))	
NAD3AA Partnership	\$75,000		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)	
Conference Commissioners/SID Meeting	\$20,000		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)	
Conference Rules Seminar		Association-wide	The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance. (Constitution 2.8.2)	
Women Leaders Enhancement Grants	\$30,000		Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))	
Division-wide Sportsmanship Initiative	\$225,000		Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))	
Strategic Alliance Matching Grant	\$708,600		Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))	
Women & Minority Intern Program	\$1,300,000		Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))	
Student-Athlete Leadership Forum	\$365,000		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)	
Campus Based Student-Athlete Leadership Programming	\$100,000		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.	
360 Proof	\$115,000		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)	
FAR Fellows Institute/Orientation	\$85,000		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)	
Division III Academic All-America (CoSIDA)	\$44,000		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).	
Other Working Groups/Task Forces	\$20,000		This initiative exists to provide opportunities for working groups/task forces in the future.	
CoSIDA D3 Day	\$15,000		This initiative supports 175-200 sports information directors to receive professional development.	

Projected NCAA Division III 2019-20 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Expenses, continued:		
Identity Initiatives	\$300,000	This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).
Special Olympics Partnership	\$35,000	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).
Inclusion and Diversity Partnership	\$250,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(I))
Division III University	\$ 80,670	Funding to create new modules for Division III University and purchase additional user licenses.
LGBTQ Programming	\$100,000	Funding for a train the trainer and/or programming, and a recognition program. Partner with office of inclusion.
Coaching Enhancement Grant	\$100,000	New grant program for female and ethnic minority asst. coaches. The two-year matching grant provides \$7,500 in salary and benefits and \$1,500 annually in professional development. Partner with Leadership Development.
Division III Cancellation Insurance	\$41,000	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)
Convention Programming including specific student-athlete programs	\$70,000	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.
Athletics Direct Report (ADR) Institute	\$90,000	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.
New Athletics Director Orientation	\$70,000	Create in-person, orientation programs for new athletics directors to assist with the knowledge, resources and philosophy of the division.
New Commissioner Orientation	\$15,000	Create in-person, orientation programs for new commissioners to assist with the knowledge, resources and philosophy of the division.
Additional SAAC in-person meeting	\$25,000	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.
SAAC Associate Members	\$65,000	Provide funds to pay expenses for conference partner liaison to attend NCAA Convention. Provide funds to pay expenses for partner conference liaison to attend the July national SAAC
NADIIIAA and D3CA leadership meeting	\$10,000	The executive leadership groups from NADIIIAA and D3CA come to Indianapolis in Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year.
NCAA staff professional development	\$7,000	Allows annual professional development for NCAA Division III staff.
Other Division III Initiatives	\$0	This includes contracting costs, as well as money earmarked to support future initiatives.
Overhead Allocation (including National Office staffing) **	\$1,529,000	Includes request for new AMA FTE and reclass of assistant director of governance to full-time.
Total Division III Expenses	\$35,855,164	

* 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 \$1,529,000 overhead fee covers time and miscellaneous expenses related to Division III staff and programs.

***Anticipate a \$1,692,794 draw from the reserve surplus.

Appendix C

History of the

Division III Strategic Plan

History

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

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

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

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

After the 2012-15 budget cycle, the plan returned to a two-year budget cycle and emphasizes budget accountability and management. With the start of the budget cycle in 2021, the division and governance structure will determine if it wants to stay with a two-year cycle or move to a three-year cycle to finish out the current CBS/Turner broadcast agreement that ends in 2023-24 (i.e. 2021-2024 budget cycle).

DIII Strategic Planning and Finance 06/19

FY 2017 - 2018 DIII Budget to Actual (through 08/31/2018) and FY 2018 - 2019 DIII Budget to Actual
(through 5/31/2019) unaudited



	FY 2017 - 2018			FY 2018 - 2019		
	Actual	Budget	Variance	Actual	Budget	Variance
Revenue						
DII/DIII Allocation-Based Revenue	\$31,421,951	\$31,155,829	\$266,122	\$30,527,188	\$32,237,370	(\$1,710,182)
Additional Revenue from Membership Dues Increase				\$530,200	\$519,000	\$11,200
Other Non-DII/DIII Revenue	\$76,135	\$46,250	\$29,885	\$0	\$0	\$0
Revenue Total	\$31,498,086	\$31,202,079	\$296,007	\$31,057,388	\$32,756,370	(\$1,698,982)
Expenses						
Championship Expenses						
Men's Championships						
DIII Men's Baseball	\$2,214,380	\$2,218,000	\$3,620	\$426,266	\$2,332,000	\$1,905,734
DIII Men's Basketball	\$1,284,977	\$1,142,000	(\$142,977)	\$1,271,451	\$1,169,000	(\$102,451)
DIII Men's Cross Country	\$595,832	\$576,500	(\$19,332)	\$602,200	\$592,350	(\$9,850)
DIII Men's Football	\$2,305,524	\$1,982,500	(\$323,024)	\$1,827,892	\$2,036,500	\$208,608
DIII Men's Golf	\$602,252	\$607,500	\$5,248	\$281,618	\$621,500	\$339,882
DIII Men's Ice Hockey	\$418,395	\$370,000	(\$48,395)	\$367,182	\$376,000	\$8,818
DIII Men's Lacrosse	\$666,333	\$622,000	(\$44,333)	\$233,731	\$634,000	\$400,269
DIII Men's Soccer	\$1,248,150	\$1,225,400	(\$22,750)	\$1,106,399	\$1,244,400	\$138,001
DIII Men's Swimming and Diving	\$598,095	\$619,000	\$20,905	\$571,907	\$629,000	\$57,093
DIII Men's Tennis	\$691,143	\$680,500	(\$10,643)	\$368,653	\$698,000	\$329,347
DIII Men's Track Indoor	\$774,526	\$682,500	(\$92,026)	\$675,105	\$836,850	\$161,745
DIII Men's Track Outdoor	\$922,434	\$907,500	(\$14,934)	\$107,798	\$921,250	\$813,452
DIII Men's Volleyball	\$277,130	\$235,000	(\$42,130)	\$144,793	\$315,000	\$170,207
DIII Men's Wrestling	\$434,908	\$440,500	\$5,592	\$479,376	\$451,500	(\$27,876)
Total	\$13,034,080	\$12,308,900	(\$725,180)	\$8,464,371	\$12,857,350	\$4,392,979
Women's Championships						
DIII Women's Basketball	\$1,202,747	\$1,231,000	\$28,253	\$1,038,458	\$1,253,000	\$214,542
DIII Women's Cross Country	\$595,000	\$597,000	\$2,000	\$620,525	\$614,150	(\$6,375)
DIII Women's Field Hockey	\$575,621	\$494,000	(\$81,621)	\$451,345	\$504,000	\$52,655
DIII Women's Golf	\$417,563	\$389,550	(\$28,013)	\$201,065	\$407,550	\$206,485
DIII Women's Ice Hockey	\$219,181	\$271,000	\$51,819	\$251,904	\$314,000	\$62,096
DIII Women's Lacrosse	\$914,629	\$834,000	(\$80,629)	\$293,505	\$851,000	\$557,495
DIII Women's Rowing	\$345,238	\$413,000	\$67,762	\$31,557	\$427,000	\$395,443
DIII Women's Soccer	\$1,219,224	\$1,305,000	\$85,776	\$1,250,624	\$1,327,000	\$76,376
DIII Women's Softball	\$1,776,627	\$1,563,000	(\$213,627)	\$454,751	\$1,597,000	\$1,142,249
DIII Women's Swimming and Diving	\$639,708	\$683,000	\$43,292	\$641,576	\$695,000	\$53,424
DIII Women's Tennis	\$695,575	\$720,500	\$24,925	\$361,123	\$740,000	\$378,877
DIII Women's Track Indoor	\$701,113	\$649,500	(\$51,613)	\$591,896	\$766,150	\$174,254
DIII Women's Track Outdoor	\$922,958	\$915,500	(\$7,458)	\$118,910	\$945,750	\$826,840
DIII Women's Volleyball	\$1,096,389	\$1,127,500	\$31,111	\$1,120,379	\$1,153,500	\$33,121
Total	\$11,321,573	\$11,193,550	(\$128,023)	\$7,427,618	\$11,595,100	\$4,167,482
Championship Expenses	\$24,355,653	\$23,502,450	(\$853,203)	\$15,891,989	\$24,452,450	\$8,560,461
Overhead Allocation	\$410,000	\$428,000	\$18,000	\$316,500	\$422,000	\$105,500
Total Championship Expense	\$24,765,653	\$23,930,450	(\$835,203)	\$16,208,489	\$24,874,450	\$8,665,961

**FY 2017 - 2018 DIII Budget to Actual (through 08/31/2018) and FY 2018 - 2019 DIII Budget to Actual
(through 5/31/2019) unaudited**

Non-Championship Expenses						
Conference Grants	\$2,791,532	\$2,795,100	\$3,568	\$3,042,605	\$3,042,600	(\$5)
Intern Program	\$1,089,884	\$1,130,000	\$40,116	\$1,129,700	\$1,209,920	\$80,220
Strategic Alliance Matching Grant	\$589,725	\$708,600	\$118,875	\$624,228	\$708,600	\$84,372
Leadership Conference	\$366,642	\$365,000	(\$1,642)	\$180,611	\$365,000	\$184,389
Identity Initiative	\$312,697	\$300,000	(\$12,697)	\$173,580	\$300,000	\$126,420
Diversity Initiatives	\$255,519	\$250,000	(\$5,519)	\$191,722	\$250,000	\$58,278
Sportsmanship - GameDay the DIII Way	\$228,694	\$250,000	\$21,306	\$122,693	\$250,000	\$127,307
360 Proof	\$111,264	\$125,000	\$13,736	\$74,333	\$125,000	\$50,667
Coaches and Administrators Diversity				\$0	\$100,000	\$100,000
Leadership Development Initiatives DiSC	\$86,662	\$80,000	(\$6,662)	\$100,000	\$100,000	\$0
LGBTQ				\$79,674	\$100,000	\$20,326
ADR Institute	\$80,877	\$90,000	\$9,123	\$54,842	\$90,000	\$35,158
SAAC April and Associate Member Meetings	\$16,039	\$25,000	\$8,961	\$50,279	\$90,000	\$39,721
FAR Orientation/Institute	\$58,850	\$85,000	\$26,150	\$64,639	\$85,000	\$20,361
AD and Commissioner Orientation	\$78,886	\$85,000	\$6,114	\$35,785	\$85,000	\$49,215
Athletics Administrator Partnership (NADIIIAA)	\$75,000	\$75,000	\$0	\$75,000	\$75,000	\$0
Injury Surveillance and Testing				\$0	\$74,500	\$74,500
NCAA Annual Convention	\$72,485	\$70,000	(\$2,485)	\$70,326	\$70,000	(\$326)
Membership Learning Management - DIII University				\$20,107	\$55,000	\$34,893
Academic All-America Program (Co-SIDA)	\$39,500	\$44,000	\$4,500	\$39,500	\$44,000	\$4,500
Insurance	\$40,960	\$41,000	\$40	\$40,960	\$41,000	\$40
Special Olympics	\$38,341	\$35,000	(\$3,341)	\$32,436	\$35,000	\$2,564
Academic Reporting Honorarium	\$35,262	\$35,000	(\$262)	\$34,996	\$35,000	\$4
Women Leaders in College Sports	\$30,000	\$30,000	\$0	\$478	\$30,000	\$29,522
Working Groups	\$14,565	\$35,000	\$20,435	\$17,494	\$20,000	\$2,506
Conference Commissioner Meetings	\$10,497	\$20,000	\$9,503	\$1,329	\$20,000	\$18,671
NADIIIAA and Commissioner Mtg	\$19,711	\$10,000	(\$9,711)	\$1,769	\$10,000	\$8,231
Administrative - Misc	\$49,303	\$85,300	\$35,997	\$17,789	\$15,380	(\$2,409)
CoSIDA DIII Day	\$22,537	\$0	(\$22,537)	\$4,411	\$15,000	\$10,589
Staff Professional Development				\$6,362	\$7,000	\$638
Exploratory/Provisional Membership	\$9,442	\$0	(\$9,442)	\$2,254	\$0	(\$2,254)
Non-Championship Expenses	\$6,524,876	\$6,769,000	\$244,124	\$6,289,902	\$7,448,000	\$1,158,098
Overhead Allocation	\$1,031,000	\$1,128,000	\$97,000	\$796,500	\$1,062,000	\$265,500
Total Non-Championship Expense	\$7,555,876	\$7,897,000	\$341,124	\$7,086,402	\$8,510,000	\$1,423,598
Total Division III Expenses	\$32,321,528	\$31,827,450	(\$494,078)	\$23,294,891	\$33,384,450	\$10,089,559

Surplus (Deficit)	(\$823,442)	(\$625,371)
Add: Prior Year Reserve Balance	\$30,004,731	\$30,004,731
Estimated Reserve Balance	\$29,181,289	\$29,379,360

\$7,762,497	(\$628,080)
\$29,181,289	\$29,181,289
\$36,943,786	\$28,553,209

SUPPLEMENT NO. 5b

DIII Strategic Planning and Finance 06/19

As of 5/31/19

	Sport	Local Ground Transportation			Travel Party Increase		
		Budget	Actual	Variance*	Budget	Actual	Variance*
Individual							
Fall							
	Men's Cross Country	\$ 33,200	\$ 31,250	\$ 1,950	\$ -	\$ -	\$ -
	Women's Cross Country	\$ 33,200	\$ 31,688	\$ 1,513	\$ -	\$ -	\$ -
	Total Fall	\$ 66,400	\$ 62,938	\$ 3,463	\$ -	\$ -	\$ -
Winter							
	Men's Swimming and Diving	\$ 41,500	\$ 44,625	\$ (3,125)	\$ -	\$ -	\$ -
	Women's Swimming and Diving	\$ 42,538	\$ 54,038	\$ (11,500)	\$ -	\$ -	\$ -
	Men's Indoor Track	\$ 52,913	\$ 47,025	\$ 5,888	\$ -	\$ -	\$ -
	Women's Indoor Track	\$ 42,538	\$ 44,363	\$ (1,825)	\$ -	\$ -	\$ -
	Men's Wrestling	\$ 25,938	\$ 25,450	\$ 488	\$ -	\$ -	\$ -
	Total Winter	\$ 205,425	\$ 215,500	\$ (10,075)	\$ -	\$ -	\$ -
Spring							
	Men's Golf	\$ 39,425	\$ -	\$ 39,425	\$ -	\$ -	\$ -
	Women's Golf	\$ 21,788	\$ -	\$ 21,788	\$ -	\$ -	\$ -
	Men's Tennis	\$ 52,000	\$ -	\$ 52,000	\$ -	\$ -	\$ -
	Women's Tennis	\$ 57,063	\$ -	\$ 57,063	\$ -	\$ -	\$ -
	Men's Outdoor Track	\$ 60,200	\$ -	\$ 60,200	\$ -	\$ -	\$ -
	Women's Outdoor Track	\$ 72,700	\$ -	\$ 72,700	\$ -	\$ -	\$ -
	Total Spring	\$ 303,175	\$ -	\$ 303,175	\$ -	\$ -	\$ -
	Individual totals	\$ 575,000	\$ 278,438	\$ 296,563	\$ -	\$ -	\$ -
	Individual totals for fall and winter	\$ 271,825	\$ 278,438	\$ (6,612)	\$ -	\$ -	\$ -
Team							
Fall							
	Women's Field Hockey	\$ 5,200	\$ 2,700	\$ 2,500	\$ 30,595	\$ 21,340	\$ 9,255
	Men's Football	\$ 45,700	\$ 34,725	\$ 10,975	\$ 165,370	\$ 51,853	\$ 113,518
	Men's Soccer	\$ 17,600	\$ 17,941	\$ (341)	\$ 92,867	\$ 65,366	\$ 27,501
	Women's Soccer	\$ 18,700	\$ 17,480	\$ 1,220	\$ 94,933	\$ 67,477	\$ 27,456
	Women's Volleyball	\$ 31,100	\$ 30,711	\$ 389	\$ 77,619	\$ 55,051	\$ 22,568
	Total Fall	\$ 118,300	\$ 103,558	\$ 14,742	\$ 461,384	\$ 261,087	\$ 200,297
Winter							
	Men's Basketball	\$ 25,900	\$ 54,976	\$ (29,076)	\$ 77,619	\$ 56,260	\$ 21,359
	Women's Basketball	\$ 27,000	\$ 26,776	\$ 224	\$ 82,636	\$ 48,032	\$ 34,604
	Men's Ice Hockey	\$ 9,300	\$ 14,960	\$ (5,660)	\$ 22,430	\$ 12,528	\$ 9,902
	Women's Ice Hockey	\$ 2,100	\$ 12,691	\$ (10,591)	\$ 13,281	\$ 12,638	\$ 643
	Total Winter	\$ 64,300	\$ 109,403	\$ (45,103)	\$ 195,965	\$ 129,457	\$ 66,508
Spring ***							
	Men's Baseball	\$ 63,000	\$ -	\$ 63,000	\$ 155,139	\$ 36,373	\$ 118,766
	Women's Softball	\$ 35,100	\$ -	\$ 35,100	\$ 84,702	\$ 27,901	\$ 56,801
	Men's Lacrosse	\$ 3,100	\$ -	\$ 3,100	\$ 43,876	\$ 20,449	\$ 23,426
	Women's Lacrosse	\$ 10,400	\$ -	\$ 10,400	\$ 56,173	\$ 21,487	\$ 34,685
	Men's Volleyball	\$ 1,000	\$ -	\$ 1,000	\$ 11,215	\$ 9,676	\$ 1,538
	Women's Rowing	\$ 20,800	\$ -	\$ 20,800	\$ 27,545	\$ 2,082	\$ 25,463
	Total Spring	\$ 133,400	\$ -	\$ 133,400	\$ 378,650	\$ 117,969	\$ 260,681
	Team totals	\$ 316,000	\$ 212,960	\$ 103,040	\$ 1,036,000	\$ 508,514	\$ 527,486
	Team totals for fall and winter	\$ 182,600	\$ 212,960	\$ (30,360)	\$ 657,350	\$ 390,545	\$ 266,805
	Total supplemental spending	\$ 1,927,000	\$ 999,912	\$ 927,088			
	Total supplemental spending for fall and winter	\$ 1,111,775	\$ 881,942	\$ 229,833			

*Note: Positive variances indicate the actual expenses are less than budgeted cost.

*** note: no only a portion of transportation and per diem for spring championships is in

The National Collegiate Athletic Association						SUPPLEMENT NO. 06		
					DIII Strategic Planning and Finance 06/19			
2019-21 Division III Budget								
(continued)								
					2018-19	2019-20	2020-21	
					Budget	Budget	Budget	
Expenses (continued):								
	Non-Championship Expenses							
	Strategic Initiative Conference Grants				3,042,600	3,194,730	3,194,730	
	Other Division III Strategic Initiatives							
		Women & Minority Intern Program			1,209,920	1,300,000	1,300,000	
		Strategic Alliance Matching Grant			708,600	708,600	708,600	
		Student-Athlete Leadership Conference			365,000	365,000	365,000	
		Division III Identity Program			300,000	300,000	300,000	
		DIII Diversity Initiatives			250,000	250,000	250,000	
		Division-wide Sportsmanship Initiative			250,000	225,000	225,000	
		360 Proof (formerly Drug Education and Research)			125,000	115,000	115,000	
		Campus-based Student-Athlete Leadership Programs			100,000	100,000	100,000	
		LGBTQ Inclusion Program			100,000	100,000	100,000	
		Institute for Coaching Advancement			100,000	100,000	100,000	
		Membership Learning Management System			55,000	80,670	94,000	
		ADR Institute			90,000	90,000	90,000	
		SAAC April Meeting and Associate Member Travel			90,000	90,000	90,000	
		FAR Institute			85,000	85,000	85,000	
		New AD and Commissioner Orientation			85,000	85,000	85,000	
		360 Membership Engagement Program					85,000	
		NAD3AA Partnership			75,000	75,000	75,000	
		Annual Convention			70,000	70,000	70,000	
		Miscellaneous Division III Initiatives			15,380	0	67,670	
		Co-SIDA Partnership			44,000	44,000	44,000	
		Division III Event Cancellation Insurance			41,000	41,000	41,000	
		Special Olympics Partnership			35,000	35,000	35,000	
		SWA Enhancement Grant Program (WLCS)			30,000	30,000	30,000	
		Conference Commissioners Meeting			20,000	20,000	20,000	
		Other Working Groups			20,000	20,000	20,000	
		CoSIDA D3 Day (previously in other working groups)			15,000	15,000	15,000	
		Administrator and Commissioner Meeting (NADIII AA and D3CA)			10,000	10,000	10,000	
		Staff Professional Development			7,000	7,000	7,000	
		Academic Reporting Honorarium			35,000	0	0	
		Injury Surveillance and Testing			74,500	0	0	
	Non-Championships Expense				7,448,000	7,556,000	7,722,000	
	Overhead Allocation				1,062,000	1,206,000	1,206,000	
	Total Non-Championships Expenses				8,510,000	8,762,000	8,928,000	
Note: \$112,000 budgeted for two FTE requests.								
				If not approved, the funds will be moved from the overhead				
				budget to the miscellaneous budget.				

The National Collegiate Athletic Association					SUPPLEMENT NO. 07	
					DIII	Strategic Planning and Finance 06/19
2019-21 Division III Budget						
					2018-19	2019-20
					Budget	Budget
Revenue:						
				Division III 3.18% Revenue Allocation	31,024,658	31,974,820
				Division III Other Revenue	519,000	519,000
Total Revenue					31,543,658	32,493,820
Expenses:						
				Championship Expenses		
				Men's Championships		
				Baseball	2,332,000	2,514,092
				Basketball	1,169,000	1,466,966
				Cross Country	592,350	614,791
				Football	2,036,500	2,363,405
				Golf	621,500	647,835
				Ice Hockey	376,000	426,293
				Lacrosse	634,000	703,701
				Soccer	1,244,400	1,341,235
				Swimming & Diving	629,000	645,508
				Tennis	698,000	726,331
				Track, Indoor	836,850	860,974
				Track, Outdoor	921,250	946,925
				Volleyball	315,000	366,034
				Wrestling	451,500	463,976
				Championship Other		
				Total Men's Championships	12,857,350	14,088,066
				Women's Championships		
				Basketball	1,253,000	1,313,026
				Cross Country	614,150	637,162
				Field Hockey	504,000	515,007
				Golf	407,550	468,661
				Ice Hockey	314,000	321,472
				Lacrosse	851,000	920,888
				Rowing	427,000	439,373
				Soccer	1,327,000	1,359,961
				Softball	1,597,000	1,661,268
				Swimming & Diving	695,000	713,537
				Tennis	740,000	759,270
				Track, Indoor	766,150	789,892
				Track, Outdoor	945,750	972,169
				Volleyball	1,153,500	1,185,413
				Championship Other		
				Total Women's Championships	11,595,100	12,057,099
				Championships Expense	24,452,450	26,145,165
				Overhead	422,000	435,000
				Total Championships Expense	24,874,450	26,580,165

Assumptions:

- | | |
|-------|---|
| 1.00% | DIII Champs Assumption Analysis 16-17 |
| 0.00% | DIII Champs Assumption Analysis 16-17 |
| 4.94% | Presentation to CFO on Travel Models by division |

Division III Budget Projections

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/team local 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 open event.
- 3 Amount includes inflationary increase from prior year amount (light blue highlight).
- 4 All amounts for 2017-18 are audited amounts. Overhead estimates were updated September 2018 based on current information.

**REPORT OF THE
NCAA DIVISION III ETHNIC MINORITIES AND WOMEN'S
INTERNSHIPS GRANT
2019-20 SELECTION COMMITTEE MEETINGS**

KEY ITEM.

- **None.**

ACTION ITEMS.

- **None.**

INFORMATIONAL ITEMS.

1. **Updated Funding.** The Division III Strategic Planning and Finance Committee has committed and approved to support 23 Ethnic Minority and Women's Internship Grants by supplementing the budget to accommodate the increase for the grant.
2. **2019-20 deferments.** It was noted that Presidents' Athletic Conference and Massachusetts Institute of Technology deferred the grant during the 2019-20 cycle and will accept funds starting in the 2020-21 cycle.
3. **Selected recipients.** Below are the selected recipients for the 2019-21 cycle. Additionally, the 23 recipients that were selected for the 2018-20 cycles will continue to be funded this year.
 - a. Alfred State College, coordinator of event management and equipment services.
 - b. Augsburg University, director of athletic diversity & inclusion/assistant track & field coach.
 - c. Bates College, coordinator of athletics marketing and promotions.
 - d. Bethany College (West Virginia), director of student-athlete success.
 - e. Clark University (Massachusetts), assistant director of athletic communication & alumni outreach.
 - f. Colby College, student-athlete experience intern.
 - g. College at Brockport, State University of New York, assistant to the director.
 - h. Guilford College, assistant sports information director.
 - i. John Jay College of Criminal Justice, coordinator of media relations and operations.
 - j. Middle Atlantic Conferences, assistant director.
 - k. Minnesota Intercollegiate athletic conference, assistant director.
 - l. Muhlenberg College, athletics communications and fan engagement assistant.
 - m. Purchase College, State University of New York, athletic operations and facilities assistant.
 - n. Ripon College, assistant director of athletics marketing and communications.
 - o. Simpson College, athletics administration and strength coach intern.

- p. Smith College, coordinator of programs for student athlete development and enhancement.
 - q. State University of New York at Potsdam, assistant director of athletics communications/assistant to the athletics director.
 - r. Sweet Briar College, Assistant Sports Information Director – event management and wellness promotion.
 - s. Trinity College (CT), coordinator of compliance & student-athlete development.
 - t. University of Massachusetts, Dartmouth, athletics digital media coordinator/community engagement officer.
 - u. University of Northwestern-St. Paul, coordinator for athletics communication and administration.
 - v. Whitman College, athletics events and operations coordinator.
 - w. Willamette University, athletics sports performance coordinator.
- 2. Guidelines and proposal review.** The committee will review the grant guidelines and proposals in preparation for the 2019-20 call for proposals. They will look to clarify key items to better evaluate need and commitment from schools and conferences.
- 3. 2019-20 timelines.** The call for proposals for the 2020-21 cycle will be available via the NCAA Program Hub starting Monday, September 16, 2019, and close on Thursday, January 30, 2020.

Committee Chair: Kevin Fenstermacher, Presidents' Athletic Conference.
Staff Liaison: Ali Teopas Spungen, Leadership Development, NCAA.

Ethnic Minorities and Women's Internship Grant Selection Committee
March 7, 2019 and April 4, 2019, Teleconferences
Attendees:
Kevin Fenstermacher; Presidents' Athletic Conference.
Summer Hutcheson; Washington University in St. Louis, University Athletic Association.
Kristin Stanley; University of Wisconsin-La Crosse, Wisconsin Intercollegiate Athletic Association.
Jennifer Thomas; Pacific Lutheran University, Northwest Conference.
Iona Wynter Parks; Oglethorpe University, Southern Athletic Association.
Absentees:
None.
Guests in Attendance:
None.
NCAA Staff Support in Attendance:
None
Other NCAA Staff Members in Attendance:
Rick Henry, Patrick Malin, and Lorne McManigle, NCAA.

**REPORT OF THE
NCAA DIVISION III STRATEGIC ALLIANCE MATCHING GRANT
2019-20 SELECTION COMMITTEE MEETINGS**

KEY ITEM.

- None.

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **Selected recipients.** Below are the selected recipients for the 2019-20 cycle. Additionally, the 14 recipients that were selected for the 2017-18 and 2018-19 cycles will continue to be funded this year.
 - a. Carroll University, assistant director for compliance and administration.
 - b. Fontbonne University, associate athletics director. (deferred from 2018-19).
 - c. McDaniel College, assistant athletics director, student services.
 - d. Midwest Conference, assistant/associate director, external engagement operations.
 - e. Shenandoah University, assistant athletics director for marketing and promotions.
 - f. Swarthmore College, assistant director of athletics, internal operations.
 - g. Western Connecticut State University, assistant to the director of athletics for internal & external affairs. (deferred from 2018-19).
2. **Guidelines and proposal review.** The committee will review the grant guidelines and proposals in preparation for the 2019-20 call for proposals. They will look to clarify key items to better evaluate need and commitment from schools and conferences.
3. **2019-20 timelines.** The call for proposals for the 2020-21 cycle will be available via the NCAA Program Hub starting Monday, September 16, 2019, and close on Thursday, January 30, 2020.

Committee Chair: Beth Tiffany, Union College (New York); Liberty League.
Staff Liaison: Ali Teopas Spungen, Leadership Development, NCAA.

DIII Strategic Alliance Matching Grant Selection Committee February 28, 2019 and April 3, 2019, Teleconferences
Attendees:
Donnie Brooks, Macalester College; Minnesota Intercollegiate Athletic Conference.
Emily Loux, Massachusetts State Collegiate Athletic Conference.
Sara Quinnell, Upper Midwest Athletic Conference.
Nat St. Laurent, Ohio Northern University; Ohio Athletic Conference.
Elizabeth Tiffany, Union Collage (New York); Liberty League.
Absentees:
None.
Guests in Attendance:
None.
NCAA Staff Support in Attendance:
None
Other NCAA Staff Members in Attendance:
Katelyn Fischer and Patrick Malin, NCAA.

2018-19 Student-Athlete Leadership Forum

The Student-Athlete Leadership Forum continues to be successful in providing curriculum and experiences that are impactful to the participants. Student-athletes selected to attend the forum return to campus with invaluable leadership skills, the experience of exploring the relationship between personal values, core beliefs and behavioral styles, and a thorough understanding of the NCAA, the different divisional perspectives and the valuable role of Student-Athlete Advisory Committee (SAAC). Below are highlights from the program survey responses (148 responses out of 286 attendees – 52%):

- 99% of the participants agreed that the program was impactful in their professional and leadership development.
- 100% reported the ability to immediately apply the skills and knowledge learned.
- 100% agreed that the knowledge and skills learned will help them grow in their current position.
- 96% agreed that the skills taught will be impactful for their future.

Other considerations for this program that were identified through feedback from participants would be to include more education and training to address the topics professional development, networking, and identity foreclosure.

2018-19 Leadership Academy Workshop

The two-part Leadership Academy Workshop (LAW) wrapped up its fourth cohort with 31 participants. Each year LAW focuses on educating and training athletics administrators on the ins and outs of developing effective, comprehensive leadership curriculum for student-athletes and department staff. This year's programming included the addition of pre-and post-program assessments designed to measure curriculum effectiveness. Survey responses were unanimous in agreeing the program was valuable by providing the following:

- Concepts and structure to construct or strengthen leadership programming for student-athletes on campus.
- High level professional and personal development.

Areas of potential program enhancement identified are continued development on the addition of a third in-person session for past participants that would provide an opportunity for curriculum refresh, idea sharing and networking. The estimated launch will take place in spring 2020.

Budget Overview

At the time of this report, we have not yet received and processed the remaining Leadership Forum invoices. Of the \$365K budgeted for both leadership programs, approximately \$181k has currently been spent. Cost overruns have occurred in travel due to time of year and weather. Given next year's program location (Los Angeles) for Leadership Forum, and the rising cost of air travel, I anticipate air travel costs to remain at 2018-19 levels with the Region 4 participants. To control costs, we are working to host both Leadership Academy Workshops at the national office. Any remaining funds will be used for post and future program curriculum development and review.

Applicant vs. Final Participant Count	
Number of Applicants	157
Final Participant Count	128

s		
Ethnicity	Number	Percentage
Black/African American	21	16%
White/Non-Hispanic	74	58%
Two or More Races	3	2%
Asian	3	2%
Hispanic/Latino	8	6%
Did Not Answer	17	13%
Non-Resident		0%
Pacific Islander	2	2%
American Indian		0%
Other		0%
Total	128	100%

h		
Gender	Number	Percentage
Male	54	42%
Female	74	58%
Other		0%
Total	128	100%

Overall Division Breakdown		
Division	Number	Percentage
Division I		0%
Division II		0%
Division III	128	100%
Total	128	100%

SUPPLEMENT NO. 11
DIII Strategic Planning and Finance 06/19

NCAA Division III and NASPA Alcohol and Other Drug Collaborative
360 Proof Program Update
May 28, 2019

1. **Registration Update.** 231 institutions are currently registered for 360 Proof, which is an increase of 11 since the June 2018 update. 766 institutions were eligible to use the program in 2018-19. Active use of the portal remains below targets established by the steering committee.
2. **2018-19 Strategy Updates.** Based on lower than desired levels of program use, the Steering Committee conducted a strategy planning session in September 2018. It was determined that the program should run at least two more years with a series of strategic updates before its long-term future shall be considered. Actions taken as a result of the planning session include:
 - a. Update the foundational messaging document, including clarifying program features and better explaining what it helps the campus accomplish.
 - b. Update the communications plan and annual calendar, per the revised messaging document.
 - c. Create and promote a series of “smaller paths” to use select features in 360 Proof, to communicate the idea that institutions can use 360 Proof without committing to all the steps in the program.
 - d. Update the program’s user assessment to be more outcome-based.
 - e. Host a technical assistance workshop in 2019-20. Program details will be established in fall 2019, with an expectation that it be a one to three-day event to be held in conjunction with an existing NASPA or NCAA event (e.g., Apple Conference, NASPA Strategies Conference).
3. **2018-19 Learning Collaborative Summary.** End of year webinar data show overall lower figures than the prior year, and low persistence numbers for webinar participants. It was recommended that 360 Proof develop a strategy for those who don’t watch the live sessions.

Month	Topic	Speaker	Clicked Link	Registered	Attended
Sep	Alcohol, Sex, and Sexual Assault	Jennifer Jacobsen	68	37	29
Oct	Brief Interventions for Athletes	Brian Bowden and Benjamin Bradley	105	21	32
Nov	Risk Factors, Protective Factors, and Norms among First-Year Athletes	David Wyrick	132	56	45
Jan	CollegeAIM 2.0:	Jessica Cronic	34	21	11
Mar	Pregaming and Drinking Games:	Byron L. Zamboanga	44	35	9
Apr	Looking Back and Looking Forward:	David Anderson	25	59	6
TOTAL			408	229	132

Registration and Attendance - Three Year Comparison

Month	# Registered			# Attended		
	2018-2019	2017-2018	2016-2017	2018-2019	2017-2018	2016-2017
September	47	29	51	29	22	37
October	60	18	31	32	10	21
November	75	27	14	45	15	16
February	23	12	23	11	6	16
March	22	17	14	9	10	13
April	14	30	25	6	18	16
Total	241	133	158	132	81	119

4. **Communications Plan Update.** 360 proof had a booth and session at the NASPA strategies session and a booth at the NCAA Convention in January. Danie Caro, 360 Proof communications contractor, conducted a social media campaign in late January, and increased twitter followers by more than 200, and had tens of thousands of organic impressions. Finally, Julie Muller attended the 2019 NASPA Annual Conference to host an education session and booth for 360 Proof, and Leah Kareti attended the 2019 Regional Rules Seminar in Indianapolis to host a both.



**Division III Strategic Planning and Finance Committee
International Ice Hockey Pilot**

During its April meeting, the Division III Management Council approved extending the international ice hockey pilot for a second year based on survey results from this year's pilot participants. With close to 80% satisfaction with this year's pilot and the membership's continued interest in having the Eligibility Center (EC) provide the participation review of Division III international student-athletes, a second year of the pilot will be conducted.

To enhance the pilot and better inform the membership of the benefits and drawbacks of certification through the EC, the Council determined that certification should align more closely with the current EC review for international student-athletes. Therefore the 2019-20 pilot will include several important changes, incorporating feedback from the first year of the pilot and reflecting more closely the actual experience of working with the EC for amateurism certifications.

Specifically, the EC will conduct the second year of the pilot through the EC membership portal that is used for amateurism certifications in Divisions I and II. In addition, prospective student-athletes will contribute toward the cost of EC certification.

The key differences are noted below, and a complete list of changes can be found via the attachment.

- On or after August 1, institutions will activate students onto their Institutional Request List using the EC membership portal. The institution may only include prospective student-athletes on this list that have been accepted and deposited to the institution and have registered for a paid DI or DII certification account with the EC. Once a prospective student-athlete is activated to the Institutional Request List, the EC can begin the certification process. **Because the prospective student-athlete is required to have a DI or DII Certification Account this year (as opposed to a free profile page) much of the documentation should already be in the portal and ready for review. However, additional questions may be asked during the review process.**
- Prospective student-athletes will need to register a DI or DII certification account with the Eligibility Center and pay the certification fee (\$150). They can register with the EC at any time at www.eligibilitycenter.org. Division III governance will reimburse prospective student-athletes, (through their institution) half of the \$150 registration fee (\$75) no later than November 1. While partial reimbursement is not reflective of the current EC process, Management Council concluded that registration cost sharing is appropriate as part of the second-year pilot.
- There will be a defined service standard. Specifically, an initial review of the student's account will be completed within 10 business days from receipt of all requested information AND activated Institutional Request List. If no further information is needed, a certification decision will be issued.
- Institutions may access updates regarding the certification of any prospective student-athlete activated to their Institutional Request List at any time.

- The EC will provide an amateurism certification via posting of a review summary to the student's account upon completion of the review.

The following parameters are the same as last year.

- This pilot is for all Division III first-year international, men's and women's ice hockey student-athletes.
- An international student is defined as any student who attended a secondary or post-secondary school outside the United States (US), participated in athletics outside the US or whose permanent residence is outside the US. Further, a student-athlete who is on a US team that travels internationally (e.g., Canada) for a weekend amateur tournament is not considered an international student-athlete.
- A first-year student is defined as a student-athlete's first year at a Division III institution; transfer students with no prior Division III enrollment are included in the pilot.

Webinars.

- The EC will conduct two webinars on the following dates to instruct institutions in the use of the EC portal and activating an Institutional Request List.
 - 2-4 p.m. Eastern time, Wednesday, May 29.
 - 10 a.m.-noon Eastern time, Thursday, June 13.

Next steps.

- Instruct your first-year international men's and women's ice hockey players that have been accepted and deposited to your institution to create a DI/DII certification account with the Eligibility Center. (www.eligibilitycenter.org) Remind them that official academic records will need to be submitted as part of their review, but no SAT or ACT score will be needed for their amateurism review.
- Sign-up for and attend one of the webinars referenced above. (You will receive an email in the coming weeks detailing how to register.)

If you have any questions, please correspond to the dedicated Division III Eligibility Center email address D3_hockey@ncaa.org



Division III Hockey Pilot
2018 vs. 2019

	2018	2019
Cost	\$135/student.	\$90 to 150/student (fee increase).
Payment	Division III Governance.	Student pays, and then is reimbursed 50% by institution through DIII Governance.
Account Type.	Profile page.	Certification account.
Sports.	Men's/women's ice hockey	Men's/women's ice hockey.
Start Date.	August 1.	August 1.
Student Initiation of Review.	Created profile page.	Create certification account and request final amateurism.
Member Initiation of Review.	Submission of roster via email.	Activate to Institutional Request List in Eligibility Center portal.
Service Standard.	None defined.	10 business days from receipt of all requested information AND activated IRL.
Visibility to Status.	Weekly email delivered by staff.	Access to account progress provided in EC portal via task visibility.
Review of Academic Record.	Limited, no requirement for submission of academic info.	Submission of years 9-12 official transcripts (and translations if applicable) required for organized competition and delayed enrollment analysis.
Collecting Information to Continue Review.	Email to student, member school or third party asking for response.	Student includes answers within account registration. Task assigned within student's account detailing action needed. Visible to member school and student.
Final Decision Notice.	Email copy of review summary.	Review Summary document posted to student's account
Need Customer Service?	Email: d3_hockey@ncaa.org	Email: d3_hockey@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 eighth year of operation, and its seventh 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 2018-19 year. Thus far, approximately 26percent (117) of the institutions and 56 percent (25) conference offices have used their credit, which ends on August 31, 2019. Division III is currently in the middle of reviewing a two-year extension to continue for the 2019-20 and 2020-21 seasons.

Division III/D3SIDA Recognition Award

The Division III College Sports Information Directors of America (D3SIDA) selection committee recently selected University Athletic Association Sports Information Director Timothy Farrell as the Spring recipient of the D3SIDA Recognition Award for his story titled [University of Rochester Men's Tennis: Diversity on an International Level](#). The next submission deadline is October 15, 2019. 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 2020 CoSIDA Convention in Las Vegas, Nevada.

Social Media

During 2018-19 academic year, in coordination with the assistant commissioner subcommittee, NCAA staff decided to launch an Instagram page. In the span of 10 months, the page now has nearly 8,000 followers. Check out the page [here](#). Twitter has now reached an all-time high of over 62,450 followers, while Facebook has increased its audience by 2,000 alone since September. Throughout fall, winter, and spring championships, snapchat geofilters resulted in over 410,000 views. For the 2018-19 academic year, both Twitter and Facebook are on pace to surpass the total amount of posts to all previous academic year totals. NCAA staff has continued to employ 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.

Special Olympics

For the third straight year, Special Olympics bracelets were provided to all Division III fall championships to highlight the division's partnership. To date, 94 institutions and eight conference offices have **reported** Division III Special Olympics activities during the 2018-19 year. Activities thus far have involved approximately 11,000 Division III student-athletes and 13,550 Special Olympic athletes. The division, to date, has dedicated just over 46,500 volunteer hours and raised over \$44,000 as a result of these activities. Staff continues to encourage schools and conferences to report their events.

July 21, 2018 marked 50 years of Special Olympics! In honor of this milestone and in celebration of our Partnership, the Division III National Student-Athlete Advisory Committee has initiated the “50 for 50th Challenge.” Overall, each Division III institution was challenged to have at least 50 student-athletes participate in a Special Olympics event(s) by April 30, 2019. As a result, over 50 institutions participated in the challenge and DeSales University took home the grand prize for being the May Special Olympics Spotlight winner with the highest percentage of participation by student-athletes. For more on the challenge, click [here](#).

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. Ncaa.org will have a new look later in the 2019 year. As a reminder, the new FTP site is now 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

The ninth annual Division III Week will occur April 13-19, 2020. A communications kit for DIII Week will be available at the 2020 NCAA Convention. For more information on the annual event, click [here](#). NCAA staff encourages the membership to observe and celebrate the impact of DIII athletics and of student-athletes on the campus and surrounding community.

STRATEGIC COMMUNICATION GUIDE

In 2012, the Division III College Sports Information Directors of America (CoSIDA) executive board conducted a survey of Division III sports information and athletics communication directors. The survey results were the foundation of the NCAA Division III Guide to Strategic Athletics Communication on Campus resource. NCAA staff created a 2018-19 working group to oversee a new survey and update the resource. Based on feedback and data collection, the Division III governance staff and the Strategic Communications Working Group compiled key data, analytics, and best practices that will positively impact athletics communication and sports information directors while simultaneously having a positive impact on athletics departments. After 12 months of hard work, this new resource is now available and will be distributed to those attending Division III Day on June 11 at the 2019 CoSIDA Convention in Orlando Florida. To view the guide, click [here](#).

Division III CoSIDA Student Program Agenda

June 10-12, 2019

The Division III CoSIDA Student Program is a professional development opportunity for Division III students selected to participate in the annual CoSIDA Convention, including Division III Day. The participants will engage with the CoSIDA members and the athletics communication profession. Grant recipients also will attend welcome and debrief meetings and be assigned a mentor. The goal is to build the pipeline to ultimately diversify the Division III athletics communication landscape. This effort is a National Collegiate Athletic Association (NCAA) Division III initiative.

Hotel: Orlando World Center Marriott, 801 World Center Drive, Orlando, Florida. 407-239-4200.

Monday, June 10 Orlando World Center Marriott. [St. Thomas]

3 to 3:30 p.m. **Welcome and Introductions.** (Adam Skaggs)
Participants will be welcomed on behalf of the NCAA and CoSIDA.

3:40 to 4:20 p.m. **Ice Breaker.** (Skaggs)

3:45 to 4:15 p.m. **Expectations and Agenda Overview.** (Skaggs)
In this session participants will discuss expectations of the program, participants and mentors; review the program's agenda and have an opportunity to ask questions.

4:15 to 5 p.m. **Establish Goals with Mentors.** (Skaggs)
Participants, with assistance from their mentors, will develop goals in three areas:

- 1. During the CoSIDA Convention;*
- 2. The upcoming year (2019-20); and*
- 3. In three to five years.*

5:30 to 7 p.m. **All-America Hall of Fame Ceremony.** [Cypress 1]

7:15 to 8:15 p.m. **Division III CoSIDA Reception.** [Salon 8A]

Tuesday, June 11 Orlando World Center Marriott.

7:15 to 8:50 a.m. **CoSIDA Kickoff Breakfast.** [Sago]
Featured speaker: Eric Papp, Productivity Expert and Management Trainer. Papp will discuss ways to break through the busyness and confusions that arise in our complex lives and jobs as athletic communicators as we put too much on our plates and lose sight of our priorities. Learn how to think strategically in a tactical environment, break through the "ceiling of diminishing returns," overcome the "fallacy of doing," and adopt Papp's "3 Daily Wins Strategy" to sustain confidence and motivation. CoSIDA Awards Presentation to follow.

9 to 10 a.m.

Joint Session: Connecting with Your Student Workers. [Sago]

- Alexis Dill – Oberlin College – Current Student
- Rayden Murata – Pacific University – Current Student
- Jenna Putala – Wesleyan University – Current Student
- Devon Strachan – Chatham University – Current Student

Communications student workers and student-athletes share about how they are being educated to be strategic communicators on their campuses.

10:10 to 11 a.m.

Taking the Agony out of Writing; Five Lies about Writing and Much More with Dawn Dugle. [Salon 8B]

Time Management Hacks That (almost) Give You Super Powers: Learn from a professional some tips and tricks about writing and time management that will help with the everyday challenges we all face.

- *Headlines have to be short (they don't - they really need to be relevant and catchy)*
- *Storytelling is complicated (nope. Keep it simple. Beginning, middle, end. Hook 'em with a lead!)*
- *The longer the better (Truth: when you get to the point & have a complete story, stop writing!)*
- *Editing is for rookies (wrong again. Everyone needs an editor. And while you're at it, read the story/post/tweet aloud before publishing/sending/posting.)*
- *There are no good stories out there (Stories are all around, if you know where to look and how to find your storytelling champions!)*

11:05 to 11:45a.m.

Division III Business Meeting. [Salon 8B]

11:50 to 12:50 p.m.

CoSIDA Grab-&-Go Lunch. [Sabal]

1 to 1:50 p.m.

Ask Away: Small Group Discussions on Gender, Race, and Religion
[Salon J2]

- Scottie Rogers – Sun Belt Conference - Associate Commissioner for Strategic Communications
- Maurice Williams - MEAC -Assistant Commissioner for Media Relations
- Sharod Williams - Conference Carolinas - Assistant Commissioner for External Operations
- Kyle Chilton - BYU - Director of Media Relations - Men's Basketball
- Lauren Haynie - Wellesley College -Sr Associate Director for PERA & Athletics
- Amy Wilson – NCAA – Managing Director of Inclusion

With our departments and our communities growing more diverse, we as athletic communications professionals can often feel lost or unprepared to handle a variety of situations or individuals. This session will serve as a safe space to ask questions discreetly, learn how to ask questions openly, and provide an opportunity to expand your knowledge on growing diversity and inclusion issues. Join us for this open and honest discussion.

2 to 2:50 p.m.

When the Circus Comes to Town: Hosting Championships and Tournaments. [Salon J2]

- Craig Hicks – Denison University - Assistant Athletic Director for Athletics Communications
- Justin Sweeney – Transylvania University - Sports Information Director
- Shawn Medeiros – Endicott College - Sports Information Director

Credentials. Interview Room. Streaming Requests. Media Packets. Neutral Site Games. Photo Sharing. Press Area. There are things that are added to our plate when Championships and Tournaments make an appearance on our campus. This discussion will focus around how to approach and handle special events, including NCAA Tournament Games, Conference Championships, and holiday tournaments, that require a little more attention than just a regular season game.

3 to 3:50 p.m.

Crisis Communication Plan: The Plan You Hope to Never Use [Salon J2]

- K.C. Culler – Pfeiffer University - Assistant AD for Athletic Communications
- Tim Volkmann – SUNY Geneseo - Director of Athletic Communications
- J.J. Nekoloff – ODAC - Associate Commissioner

Student-athlete punches an official during a game, program must cancel a season for student-athlete ineligibility or an unexpected death in the department...are you prepared for it? Having a crisis communication plan in place ensures that all the necessary personnel know their roles and how to perform it during the tough times in your department. This session will help you identify the important players and the roles they play to ensure an effective and quick response should a crisis arise.

4 to 7:30 p.m.

NACDA Exhibit Hall Social for CoSIDA Members. [Cypress 2-3]

Wednesday, June 12

Orlando World Center Marriott

8 to 11:30 a.m.

CoSIDA Convention programming.

11:30 a.m. to 1:30 p.m.

Special Awards Luncheon. [Sago]

1:45 to 2:30 p.m.

Debrief Meeting with Mentors. [St. Thomas]

2:30 p.m. or later

Depart Orlando.

2019 NCAA Division III CoSIDA Student Program Participants

First Name	Last Name	Institution	Sport	Email
Luis	Alfaro	University of the Ozarks	Men's Soccer	Lalfa138@ozarks.edu
Rachael	Dela Cruz	University of La Verne	Women's Cross Country	Rachael.delacruz@laverne.edu
Alexis	Dill	Oberlin College	Softball	adill@oberlin.edu
Genesis	Leggett	Berry College	Women's Track	genesis.leggett@vikings.berry.edu
Rayden	Murata	Pacific University (Oregon)	Men's Tennis	mura0779@g.pacificu.edu
Molly	O'Halloran	Johnson & Wales University		MOHalloran02@wildcats.jwu.edu
Jenna	Patula	Wesleyan University (Connecticut)	Softball	jputala@wesleyan.edu
Devon	Strachan	Chatham University	Women's Ice Hockey/Softball	Devin.strachan@chatham.edu



SUPPLEMENT NO. 16a
DIII Strategic Planning and Finance 06/19

Division III Next Steps Agenda

June 5-6, 2019

The Division III Next Steps Program is a professional development opportunity for past Division III Student Immersion Program participants. The Next Steps Program will provide Division III-specific programming in addition to attendance at the NCAA Career in Sports Forum. During the five days, participants will explore potential careers in sports, with the primary focus on college athletics. The forum is designed to assist students in charting their career paths, as well as provide an opportunity to network and learn from current athletics professionals. This effort is a National Collegiate Athletic Association (NCAA) Division III initiative.

Hotel: Fairfield Inn Indianapolis Downtown [501 W. Washington St., Indianapolis, IN]

Dress: Business casual on Wednesday and professional on Thursday.

Wednesday, June 5 NCAA National Office, Jesse Owens Room

- | | |
|-------------------|--|
| 3 to 3:15 p.m. | Welcome, introductions and expectations. (Louise McCleary)
<i>Participants will be welcomed on behalf of the NCAA.</i> |
| 3:15 to 3:45 p.m. | Networking Ice Breaker. (McCleary) |
| 3:45 to 4:15 p.m. | Division III Mentality. (Panel: Allie Grady & Ali Teopas Spungen)
<i>In this session, participants will engage in an interactive discussion with NCAA staff members who also were Division III student-athletes. The panel will share lessons learned and best practices to make the most out of your Division III experience. In addition, this session will provide insight on how to maximize your experience throughout the Next Steps program and Career in Sports Forum. Participants will have an opportunity to ask questions.</i> |
| 4:15 to 4:30 p.m. | Break |
| 4:30 to 6 p.m. | Interview Techniques. (Wendy Pottgen)
<i>You got the interview – now what? This session will help you prepare for interviews by providing some helpful hints on what to do and what NOT to do, and to prepare you for how to approach various interview question styles.</i> |
| 6:30 p.m. | Networking Dinner. (Weber Grill, 10 N Illinois St, Indianapolis)
<i>Participants will have an opportunity to dine with, interact and engage with other participants and NCAA staff.</i> |



Division III Next Steps Agenda

June 5-6, 2019

Thursday, June 6 **NCAA National Office, Jesse Owens Room**

7:30 a.m. **Breakfast at Fairfield Inn hotel.**

8:30 to 9:30 a.m. **The NCAA: Looking Forward in the Rearview Mirror. (Dan Dutcher)**
For over a century, the NCAA has influenced sport in the United States and around the world. Why and how has this happened? And where does Division III fit into the big picture?

9:30 to 9:45 a.m. **Break**

9:45 to 11:15 a.m. **Discover, Develop and Dedicate – Division III as a Career Choice. (Panel: Corey Berg, Kerry Prather, Adam Skaggs)**
In this session, participants will engage in an interactive discussion with three Division III administrators who will share their career path along with professional successes and challenges they have experienced along the way. In addition, they will provide participants with professional tips and reasons why Division III is an excellent career choice. Participants are encouraged to come prepared to ask the administrators questions throughout the session.

11:30 to 1:30 p.m. **Business Etiquette Presentation and Luncheon. (Hall of Champions Gallery) (Christie Herron)**
Christie Herron of Excellence with Etiquette will provide a business and dining etiquette seminar.

1:30 p.m. **Photo**

1:30 to 1:45 p.m. **Debrief. (Jesse Owens Room) (McCleary)**
Participants will be given an opportunity to provide feedback on the program.

Thursday, June 6 – Sunday, June 9

2 p.m. **NCAA Career in Sports Forum Opening Session. (Grant Ballroom)**
Participants will explore potential careers in sports, with the primary focus on college athletics. The forum is designed to assist students in charting their career paths, as well as provide an opportunity to network and learn from current athletics professionals.

2019 Next Steps Program - Participants

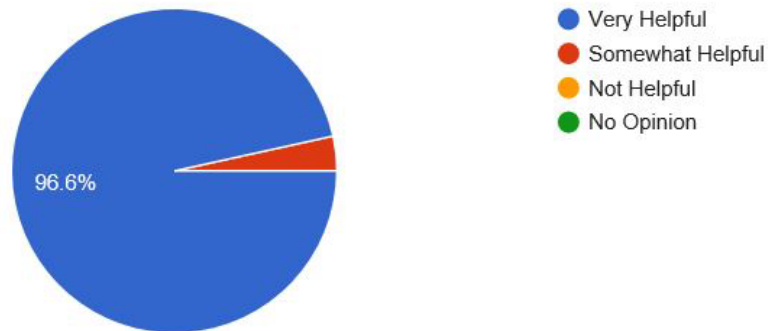
Last Name	First Name	Email	Gender	Sport	Institution	AD Email
Abdellatif	Mahmood	mahmood.abdellatif@vikings.berry.edu	M		Berry College	dtaylor@berry.edu
Allen	Zahkeyah	allen22z@mtholyoke.edu	F	WBB	Mount Holyoke College	ahendri@mtholyoke.edu
Bilal	Elijah	ecbilal15@earlham.edu	M	MFB	Earlham College	klineju@earlham.edu
Cavolt	Jessica	jcavolt@mail.umw.edu	F	WFH	University of Mary Washington	kyler2@umw.edu
Davis	Malcolm	davismal@dickinson.edu	M	MFB	Dickinson College	quattron@dickinson.edu
Diggs	Marcel	diggs1@stolaf.edu	M	MFB	St. Olaf College	bowles@stolaf.edu
Edwards	Abigail	aedwards@smith.edu	F	WLA	Smith College	khughes@smith.edu
Flores	Jesus	jaflores@knox.edu	M	MFB	Knox College	djirle@knox.edu
Jackson	Rasul	rasuljackson21@gmail.com	M	MBB	Northern Vermont University-Johnson	Jamey.Ventura@jsc.edu
Jones	Amira	amirajones@gmail.com	F	WBB	Thomas College	biched@thomas.edu
Lipscomb	Mya	cdashford@yahoo.com	F	WTE	State University of New York at Oneonta	Tracey.Ranieri@oneonta.edu
Martens	Tylor	tylormartens@yahoo.com	M	MFB	Concordia University Chicago	Pete.Gnan@CUChicago.edu
McGowan	Jordan	jmcgowan@poets.whittier.edu	M	MLA	Whittier College	rcarter@whittier.edu
Mosley	Andre	apm5474@psu.edu	M		Pennsylvania State Univ. Erie, the Behrend College	bfs6@psu.edu
Nourani-Dargi	Alireza	axn150630@utdallas.edu	M	MCC	University of Texas at Dallas	bpetitt@utdallas.edu
Ortiz Self	Kayla	kself@hamilton.edu	F	WVB	Hamilton College	jhind@hamilton.edu
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Peters	Stephen	speters005@citymail.cuny.edu	M	MBA	The City College of New York	ltravis@ccny.cuny.edu
Prusmack	Kiera	kiera.prusmack001@umb.edu	F	WSB	University of Massachusetts Boston	charlie.titus@umb.edu
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Rodgers	Devin	drodgers02@hamline.edu	M	MBA	Hamline University	jverdugo@hamline.edu
Talford	Deja	dvtalford@mail.umhb.edu	F	WTO	University of Mary Hardin-Baylor	rmann@umhb.edu
Teats	Zackary	zteats@pugetsound.edu	M	MFB	University of Puget Sound	ahackett@pugetsound.edu
Williams	Daniel	daniel.williams@mail.northcentral.edu	M	MSO	North Central University	gljohnso@northcentral.edu

2019 Senior Woman Administrator Program

Request	# participants	Budget per individual	Budget	Actual	Notes
Travel for participants	39	\$ 500	\$20,000	\$ 13,908	not inclusive of S. Beverly travel
Travel honorarium	39	\$ 150	\$ 5,850	\$ 5,850	
Workshop - resume, interview and networking			\$ 7,500	\$ 7,500	\$7,500 - to hire Beverly and Associates
Lodging for 2 nights	30	\$200/night	\$ 15,200	\$ 14,796	hotel rate is \$170/night + 15.35% tax
Meals - Thurs. lunch	35	\$ 53	\$ 2,030	\$ 2,337	Ashley Buffet at \$53/person
Thurs. break - snacks & drinks			\$ 1,500	\$ 1,956	\$18 snack plus drinks
Meal - Thurs. dinner	39	\$ 85	\$ 3,315	\$ 3,762	Dantanna's
Meals - Fri. breakfast	30	\$ 43	\$ 1,390	\$ 1,885	Classic buffet
Break - drinks			\$ 1,000	\$ 823	
Meals - Thurs. lunch	30	\$ 38	\$ 1,360	\$ 1,666	Box lunches at \$38
Gifts - participants	35	\$ -	\$ -	\$ -	Mousepads
Gifts - speakers	9	\$ -	\$ -	\$ -	DIII coasters
NCAA Inclusion Forum registration and hotel	30	\$ 450	\$ 13,500	\$ 13,500	
Women Leaders in College Sports membership	30	\$ 150	\$ 4,500	\$ 4,500	\$150 instead of \$175
Miscellaneous - audio visual			\$ 2,500	\$ 6,111	Hotel internet, audio visual, etc.. for meeting room
NACWAA Credit from summer grant					
TOTAL			\$ 79,645	\$ 78,594	

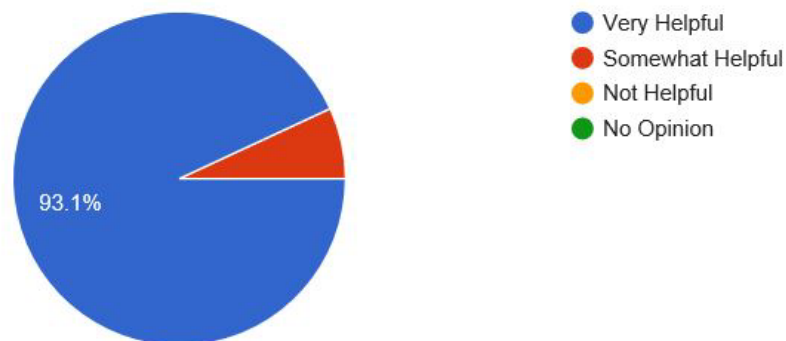
How helpful was the Division III SWA Program?

29 responses



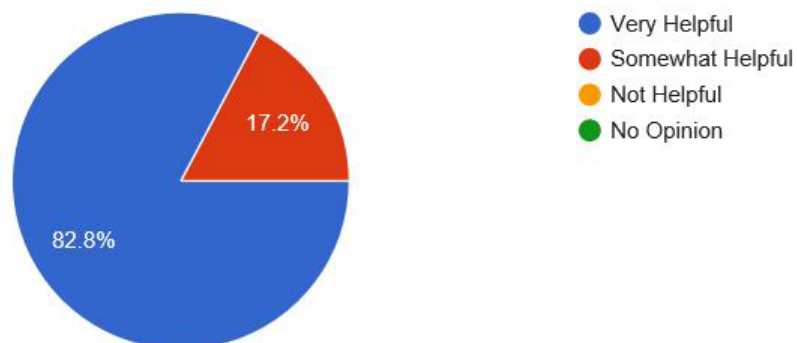
How informative did you find the content of the materials?

29 responses



How informative and/or helpful did you find the speakers?

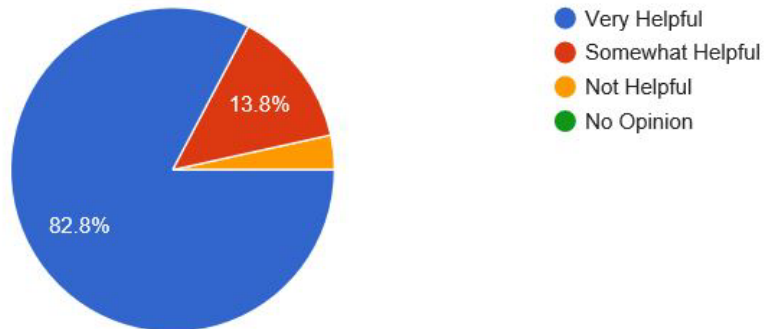
29 responses



2019 Division III Senior Woman Administrator Program Feedback

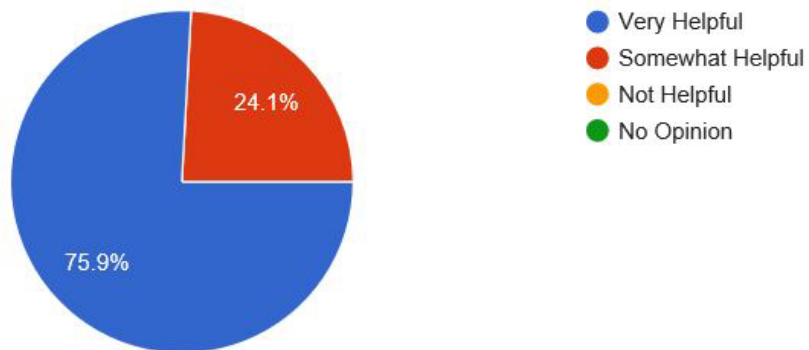
How was the cover letter, resume writing and interviewing session?

29 responses



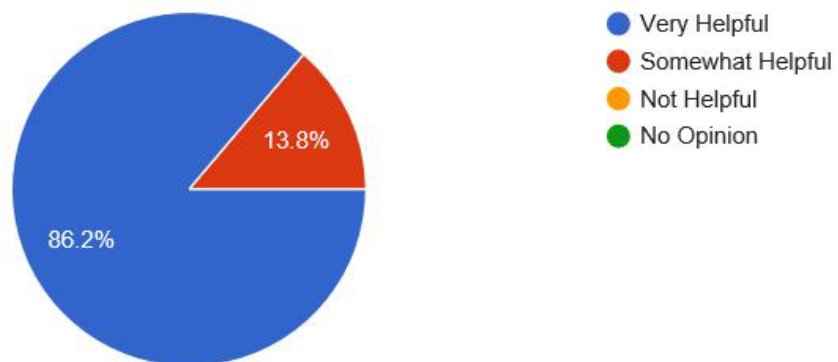
How was the Maximizing the SWA Role presentation?

29 responses



How was the SWA Panel session?

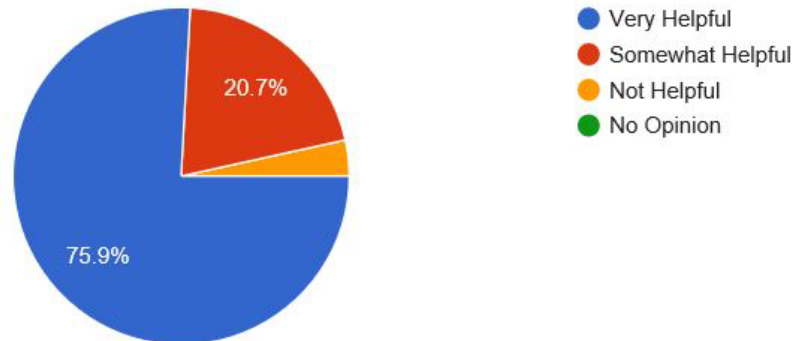
29 responses



2019 Division III Senior Woman Administrator Program Feedback

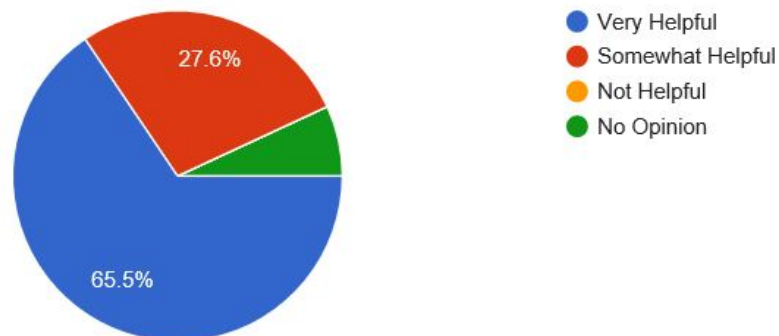
How was the Stepping Beyond the Front Porch session?

29 responses



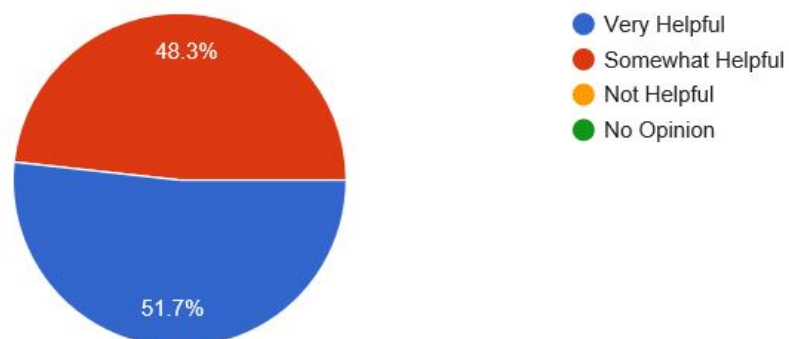
How was the Positioning Yourself to be an AD presentation?

29 responses



How was the Engagement to Empowerment session?

29 responses



2019 Division III Senior Woman Administrator Program Feedback

Briefly, identify any expectations met or not met during the Division III SWA Program.

I heard a lot about the why and answering questions on interviews. I would have potentially like to have seen a couple sample answers to those questions

I was hoping for a little more concrete info on ways to fulfill the SWA role more consistently

Making a stronger network. Reinforcing I'm on the right path... I just need to continue to develop confidence and put myself out there.

I feel more refreshed and empowered in my role as SWA.

My expectation of learning on how to get more responsibility in the higher administrative roles in athletics.

Exceeded expectations. Thank you for making it about career advancement and rebuilding our resumes

Expectations exceeded

Getting more clarity in my position and feeling confident my conference and school have a good understanding. Each session was great at identifying a different aspect that need to be addressed or forward thinking on

I had an expectation to meet more DIII SWAs which was achieved! I also expected to have a better understanding of how I can be more effective in the SWA role, overall, I felt this was achieved.

Ideas to implement e game y at the conference level. Educational material to bring back to campus.

I was able to meet a group of wonderful women and get useful feedback on my resume.

Still a little unsure how to navigate the designation once I return to campus

My hope was to connect with other SWAs, which I had a lot of great opportunities to do. Because I'm pretty content where I currently am, I wasn't expecting to get much from the resume writing and interview session but I found it incredibly informative and helpful, even just from a professionalism standpoint.

Networking was met

Developed a greater understanding of the landscape as the SWA

Yes, expectations were met. I feel better prepared to be an SWA in a very challenging and difficult department with a challenging AD.

My top two expectations were networking and learning more about next steps to becoming and AD. The program exceeded my expectations!

Networking and making connections met expectations.

As an older professional in this group, I'm more nervous about the time I've already invested, my lack of advancement, and the skills I should have already acquired. I think my next step will be to identify an individual to help me identify accomplishments I may not see and how to position myself for the next step. I also need to shape my "why."

I did make meaningful connections. I do feel like I had tools to take away. I wrote down a lot of questions on the first day and then didn't feel like I had enough time to ask them.

Met my goal that you can function both as a coach and successful SWA. Gathered other ideas on how to utilize the role to promote change on your campus

Thought we would get more Specific individual review of resume - one on one

Exceeded expectations! Allowed me to realize how important and valuable the Senior Woman Administrator role can be and how much this position can make an impact at my institution.

This program met all expectations in regard to what I was looking for. It provided additional resources and networking opportunities that will be beneficial in my path to become an Athletic Director.

The resume section was not helpful for me. I found the presentation confusing and discouraging.

Heading into this program, I was hoping to find clarity on what I want to do next in my career. I can't say I immediately know what I want to do, but I have some additional tools and strategies that I can use to help me intentionally think about what is next for me. Additionally, I wanted to be able to have information to take back to our conference to help support our SWAs and I learned some great ideas and strategies to assist me in my role with those women in our conference. I will continue to encourage women from our conference to attend this program, but now I have a testimonial that will hopefully assist in getting them to attend.

2019 Division III Senior Woman Administrator Program Feedback

Recommendations for future Division III SWA Program.

Above

I loved the panels

Clarify the role of SWA

I thought it was great.

Life-work integration, mentoring young women.

Mock interviews would be helpful

Plan for longer sessions for presenters because of all of the great information

Maybe a few more round table discussions to build more comradery for those in the program

Dr. Cooper's presentation was very engaging and she is excellent; however, she did not talk much about specific strategies we can employ to get a seat at the table and use it effectively.

The possibility of a breakout session for conference personnel only.

Specific responsibilities different programs do to enable success in the designation

In break out sessions (like the one during the AD panel), I would have loved being part of more than one discussion group but time didn't really allow.

Not sure

A bit more with strategies to help those of us in difficult situations. AD not supportive of the SWA

Bring in the Tucker Center, director Nicole M. LaVoi, Ph.D., to talk about their research on women in sport.

Keep bringing in more former members of the program, people we can relate to on a smaller scale.

Also bring in some coaches and speak about how they use the SWA at their schools to help them.

Identifying challenges for SWAs under female ADs and how to create your path.

The role of an SWA that has an administrative position and one that is also a coach can be vastly different. Some greater differentiation in the programming would be valuable. In addition to the professional resume review, also have head shot practice All candidates could leave with a digital professional headshot

Address current news issues. For example, women getting fired based on student-athlete feedback.

More moving groups like the SWA panel

A little more time to learn and interact with peers at your table. Appreciated the opportunities to work with the women in the room. Learn just as much from my peers as I did the speakers

While I LOVED the opportunity with just SWA's, I thought how great it would have been for my AD to be present as well to get better educated on my role and the opportunities they could benefit from by utilizing the SWA to the fullest.

I thought it was very well run/organized and no current recommendations.

I did not get a great deal from the Engagement to Empowerment session. This could have been because there were a high number of us in that session.

I loved the online poll interactions. I would use more of these. This program seems more focused on becoming an AD; I think there is another aspect to wanting to be the best SWA I can be that could be better addressed. I would love to hear from someone like Joyce at Emory, who has chosen to remain in her role.

I think that I would encourage conference commissioners to have their female assistants to attend or find ways to encourage D3CA to engage with feedback from this program. I think there were a lot of things I learned from the women here on how conferences can support SWAs and provide education to our membership. I think it would be valuable to continue to put this program in front of D3CA as well as presented key takeaways related to conference operations and the SWA designation to help conferences improve in this area.

2019 Division III Senior Woman Administrator Program Feedback

Was the information presented in a useful format?

Yes (3)

Yes. Very much so. (5)

Yes. Very interactive and engaging.

Yes, it was great to have copies of PowerPoint slides

Yes, I love the collaborative approach. The more sharing of best practices the better

Each speaker and presentation was relevant, informative and enjoyable

Yes, I appreciate some presentations were more workshop style vs others that were lecture. I would recommend ensuring this mix in the future.

Yes, but I would also like the materials in digital form

Liked being an intimate group where sharing was encouraged

Yes it was. Suggestions, the print on the slides needs to be a bit bigger to fully maximize the information provided.

Yes, the discussion was great.

Very. Helpful to have the binder for easy follow and note taking. Love the profiles and pics for speakers and participants.

Yes. Interactive speakers were obviously more engaging. It was difficult to sit through the last presentation on Thursday evening since it was more lecture oriented. Possibly move those presentations up in the schedule and not at the end of the day.

I loved that not only did we have the booklet with the presentation slides but it was also engaging.

I appreciated the opportunities for engagement with women from the group and the interactivity in the program and with the presenters. I think there was great variety.

Do you feel more prepared for your current SWA designation and to transition to becoming an AD?

Yes (4)

Maybe - it was acknowledged that I need to get more admin duties prior to feeling comfortable to apply for an AD job

Yes, I think I have some more ways to have a conversation with my AD

Yes. I feel I have something concrete to take back to AD as far as better utilization of the SWA role

I feel prepared to make an impact on campus and start the conversation/engagement at the conference level.

Somewhat

Yes to the part of the question about the SWA designation. For transitioning to becoming an AD, I would say that I personally don't feel more prepared for 2 reasons: 1) I'm not really looking for that right now and 2) if I were, I would just be far more aware of how NOT ready I am. But I have better information now on how to become better prepared if I were interested.

I will return to campus with greater confidence to grow my role as the SWA

Yes, I feel more confident and have a lot of helpful hints to help push me over the edge for an AD job

I have more work to do, but I appreciate the opportunity to listen to other leaders.

Yes, much more prepared

Yes, much to discuss with my AD when I get back to campus

Yes and it has certainly planted a seed for becoming an AD.

Yes, I am feeling more confident and comfortable about my experience.

More prepared as an SWA, yes. I'm not interested in becoming an AD.

I think this program has given me a lot to think about in where I want to go next. It is daunting but has reaffirmed that I am doing the right things and thinking about the right things.

2019 Division III Senior Woman Administrator Program Feedback

Did you like the session topics? What else would you have liked to have seen on the agenda?

Yes!

All very good. Wish the program was longer.

A sessions on interview topics and good practices for SWA interested in persuading an AD position

More about what presidents are looking for in ADs/athletics

Feedback in some sessions was pointing toward AD's not understanding what or how to empower the SWA designation. Maybe inviting AD's with SWA's or have the program overlap at a place where their AD's are would be helpful so everyone in the room will get the same information

Managing family while adding more roles... Work life balance

The session topics were great! I would think about adding a session more focused on interviewing and/or focused on networking with Presidents/VPs. We heard a lot these two days that Presidents hire ADs. It would be great to have a session to talk through how you get in front of presidents and how you tailor your interview/approach to them.

As stated above, would have liked a breakout session for conference personnel only. More of a small group discussion with a conference commissioner. I know there were only 2 of us, so understandably not a priority 😊

The session topics and speakers/panelists were great.

Session topics were great and encompassed many topics.

Differentiating different leadership roles in the institution vs SWA role

Being a Proponent for women on my campus, even outside of athletics.

Potentially a coach/SWA speaker

All good

Yes, I think a coach session could be helpful, how a coach uses an SWA

Already a good mix.

Yes. Very comprehensive agenda

Good topics. SWA and AD panels were my favorite

Time for individual review of resumes

I loved the session topics.

Perhaps tweak the Engagement to Empowerment session.

See recommendations. Also, perhaps a discussion on navigating male-dominated departments, oversight of men's sports/employees, better hiring practices for bringing along more women.

I think the number and variety of topics was just right. Each session was able to go into depth in that area and it wasn't too much of an overload of information and programming.

What are your thoughts on the timing of the SWA Program?

Great/good/perfect timing (7)

The time of year is tough with end of spring seasons and graduation. Possibly in the summer or mid winter is better.

Great timing. With summer around the corner it's a great time to get fired up about new programming and roles

There's no perfect time for everyone because of dual roles and responsibilities so I thought it was fine

We are actually in finals and some conference championship this week so it is difficult to be away

I like that it is held in conjunction with the Inclusion Forum. This is my first time attending the forum.

Speakers ran over day one so maybe allow more time...two whole days instead of a day and a half.

Great! I'm a fall sport coach and will likely never be able to go to the Women Leader's Convention. I was thrilled that this fell at a time that totally makes sense for me.

Fits well for an SWA who is a fall coach like myself.

Worked well for my schedule as the coach of a Fall sport.

2019 Division III Senior Woman Administrator Program Feedback

Great, although makes it long to roll into another program, tough to be away during spring sport championships for 5 days, would be helpful for just 2 days

Timing worked for me. Perhaps early May might help others.

If it were partnered with the NCAA convention we would possibly get more at that event. A seat at that table....

If it was moved back two weeks, or in June, it would be amazing. Such a stressful time for schools with graduation and conference finals events.

Longer to allow individual time for review of resumes

Life in higher education and athletics, it is always busy and there probably is never a good time ha! I know during the summer people might be traveling. End of May might be a good time frame. I made the point to make it work but it did impact our non-traditional spring season and I needed to also get coverage for my game administrative responsibilities. Not a critique because I found a lot of value from this so I am thrilled I was able to make it work!

This is a hectic time of the year for most of us with finals and commencement. Early April may be better.

Worked well this year but perhaps later in the spring/summer would be better.

I think having this in conjunction with the Inclusion Forum is fantastic and allows many of the women a great opportunity to attend. There will never be a perfect time for everyone, but I think pairing it with additional focused programming is important.

General Comments:

I enjoyed all the topics and thought this was a great event

Thank you so much! (8)

Great programming. I would like to see more of it!

I learned a lot and am looking forward to speaking with my AD about my roll.

Great energy by all speakers. Great way to re-energize roles and goals moving forward

Thank you! This was phenomenal!

The program was great! Thank you for all your time and thought that was put into it.

Excellent program and very thankful to have been given the opportunity to benefit from it.

Really valued Dr Cooper's session

I am going to push SO MANY of my female peers to apply for this program in the future. It's been great. I may even want to attend again in the future.

I feel very lucky to have been a participant. A huge thank you to everyone who planned, facilitated, spoke, traveled, and went out of their way for us to have a phenomenal experience.

Highly recommended. Feel support in a role that most administration has no clue what it is

Loved this! I'm so pumped up about moving forward and feel better equipped to do so now. I'm so very appreciative of the NCAA, Div 3, and Louise for providing me this opportunity and showing the support of women!

This was an incredible event and I really appreciate having the opportunity to attend and engage and connect with other "badass" women!

The only thing I wish was that I had additional time to get to know the women here. I know we will be able to continue to connect at NCAA Inclusion Forum, but I think this could be a great network and would have loved more time to continue to learn from these women. That was so valuable to me.

Thank you to Louise and Division III for providing this opportunity. I am so grateful and look forward to continuing to connect with this new network of women.

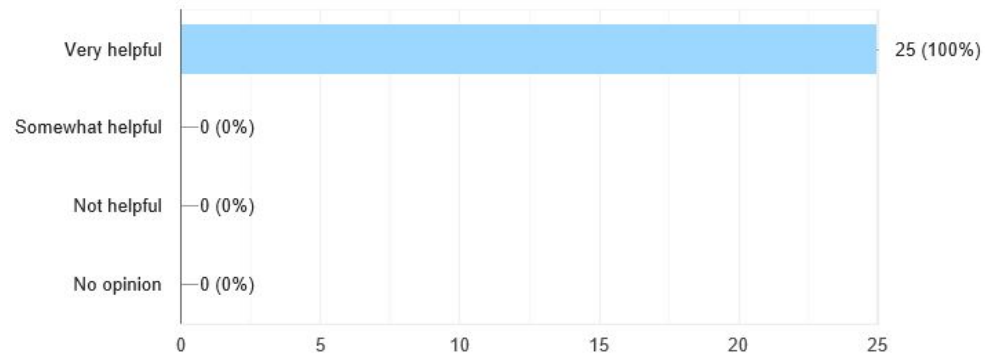
2019 Institute for Administrative Advancement Budget

Categories	# participant	Budget per individual	Budget	Actual 2019	Notes for 2019
Participant and Speaker Travel	31		\$ 12,500	\$ 10,612	
Hotel - participants & speakers	32		\$ 14,400	\$ 11,499	\$126 rate plus tax - 3 nights
Speakers Fee	1		\$ 1,500	\$ 2,000	S. Beverly
Meals					
Monday: Beverage Station	30		\$ 500	\$ 375	
Monday: Lunch	32	\$ 15	\$ 480	\$ 225	Lunch at DePauw dining hall
Monday: Reception	32	\$ 25	\$ 800	\$ 674	
Tuesday: Breakfast	25	\$ 14	\$ 647	\$ 459	
Tuesday: Lunch: Boxed Lunch	30	\$ 13	\$ 698	\$ 459	
Gifts - participants	25	\$ -	\$ -		Division III notebooks
Gifts - speakers			\$ -	\$ -	Division III coasters
Shuttle Bus			\$ 800	\$ 800	
Shipping Costs (Box)			\$ -	\$ -	
MOAA Membership	25	\$ 115	\$ 2,875	\$ 2,875	\$115.00 per person
AV Needs			\$ -	\$ -	
Honorariums	32	\$ 150	\$ 4,800	\$ 4,800	
TOTAL			\$ 40,000	\$ 34,778	

2019 Division III Institute for Administrative Advancement Feedback

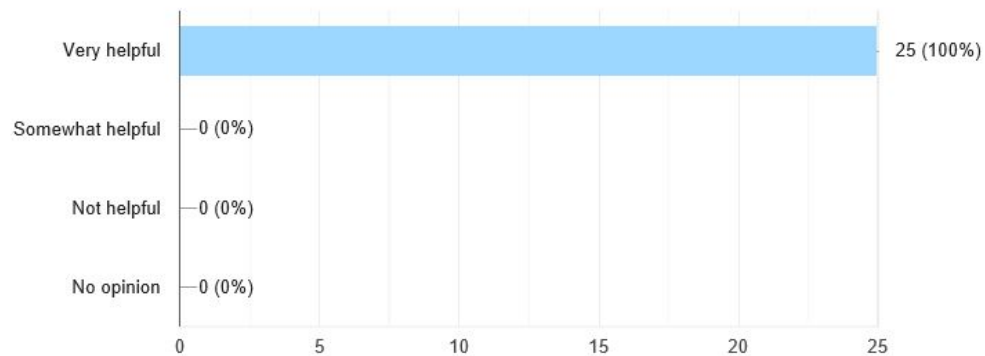
How helpful was the Division III Institute for Administrative Advancement?

25 responses



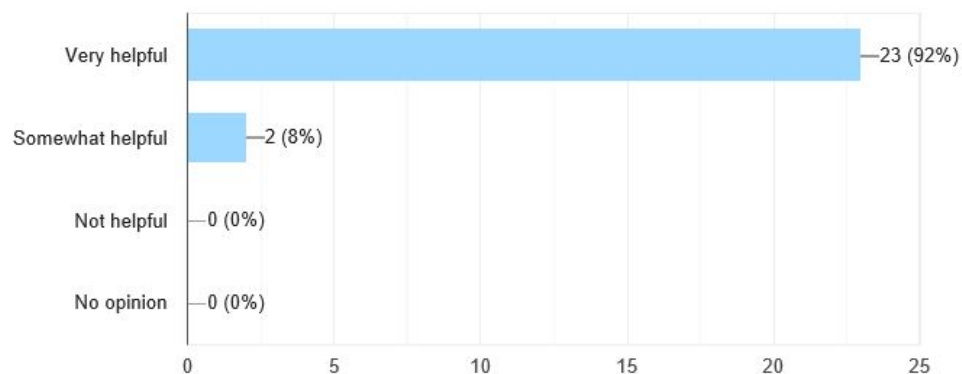
How informative and/or helpful did you find the speakers?

25 responses



How informative did you find the contents of the binder materials?

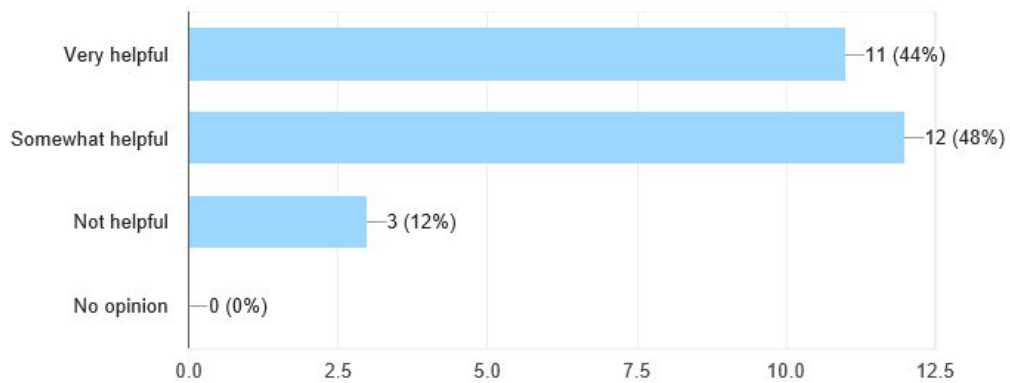
25 responses



2019 Division III Institute for Administrative Advancement Feedback

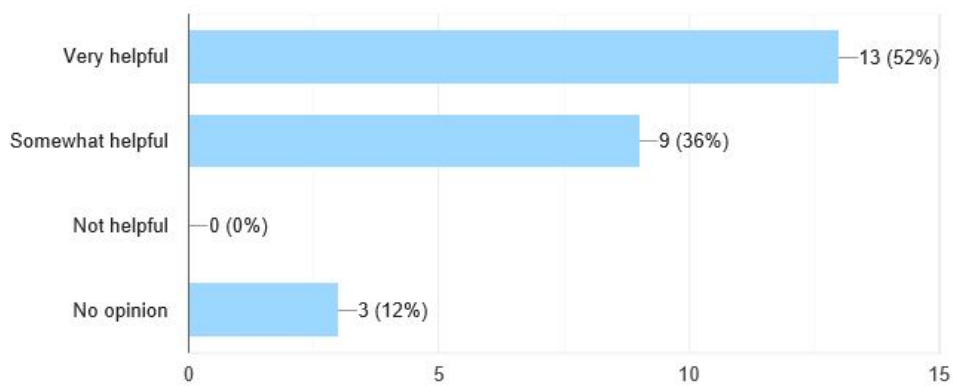
How informative and/or helpful was the campus visit?

25 responses



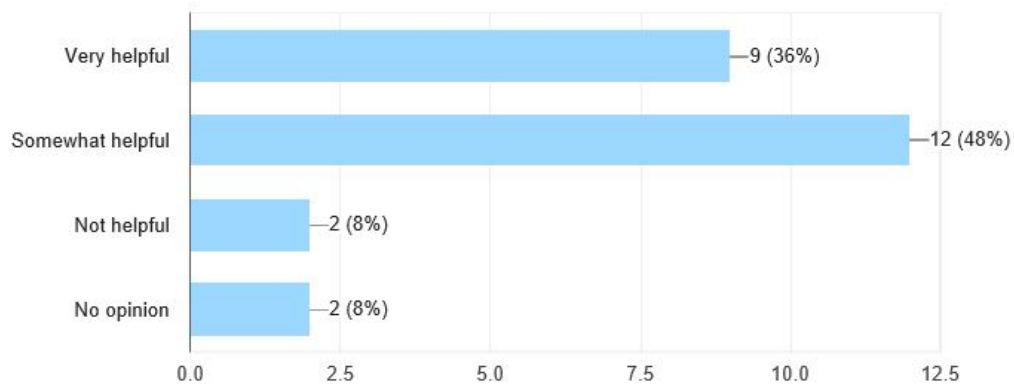
How was the Past Institute Participants Panel session?

25 responses



How was the DePauw University Administrative Panel?

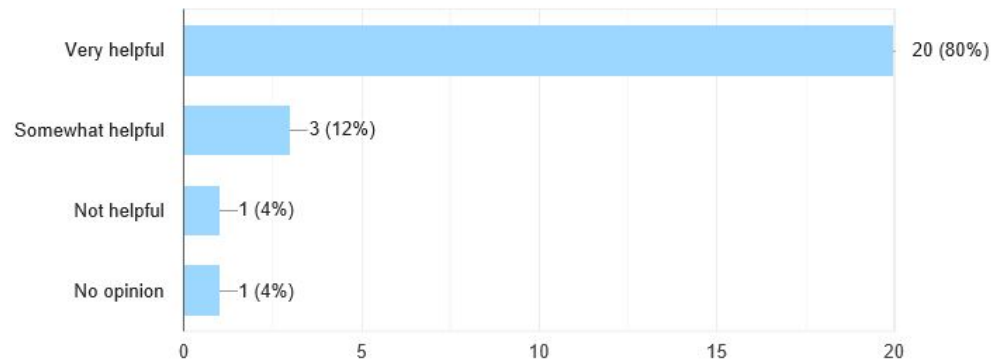
25 responses



2019 Division III Institute for Administrative Advancement Feedback

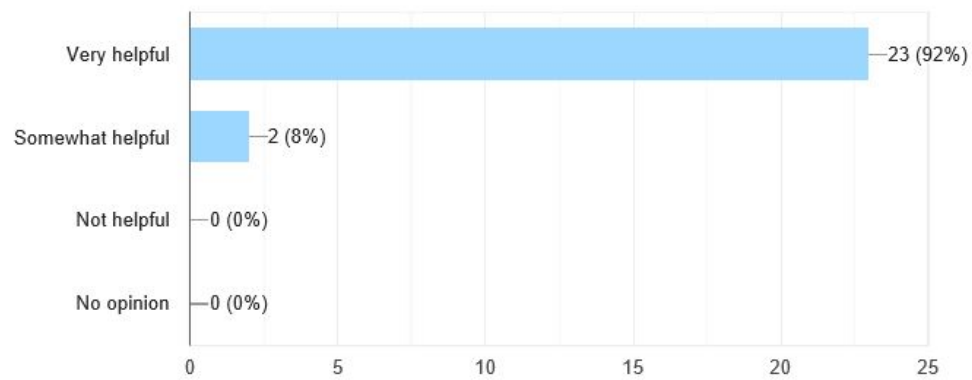
How was the Leadership in Diversity & Inclusion session?

25 responses



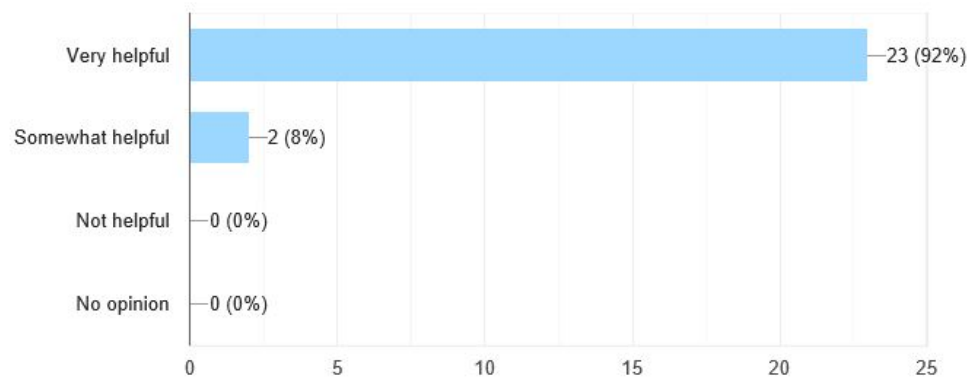
How informative and/or helpful did you find the DiSC session?

25 responses



How was the Making Mentoring Matter session?

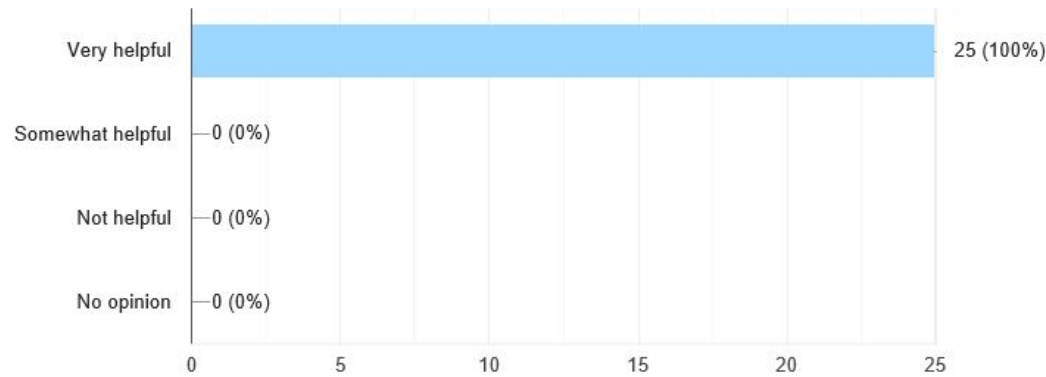
25 responses



2019 Division III Institute for Administrative Advancement Feedback

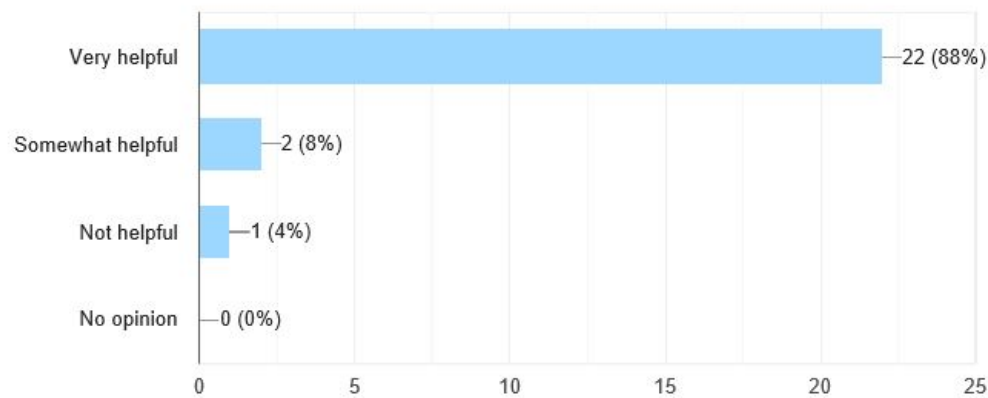
How was the How to Win the Job session?

25 responses



How was the Cover Letter and Resume session?

25 responses



2019 Division III Institute for Administrative Advancement Feedback

**Briefly, identify any expectations met or not met during the
Institute for Administrative Advancement.**

Great learning about preferences and favoritism

These experience exceeded all of expectations

Obstacles to minority hiring as compared to general pool and how to overcome.

All information was relevant, and precise.

My expectations were met and in most cases exceeded.

The interview and resume pieces were amazing!

Succeed my expectations.

Really helped identify areas I need to work on moving forward.

All of my expectations were met at the institute. I appreciated the wealth of knowledge on the resume portion, how to land that job, and building your sponsor pool.

I had no previous expectations.

Didn't have expectations of the network effect, but was extremely pleasantly surprised and impressed with my peers.

I was very impressed with the entire Institute for administrative advancement. I learned a great deal and I am very happy I was invited to attend.

Exceeded my expectations. Much more knowledgeable about myself and what it takes to move forward.

The knowledge that I was aware of a lot of important things to know.

Offer more clear pathways from coaching role to administrator role.

This exceeded my expectations. It was very informative, thought provoking and provides a great instant network.

Greater opportunity to network with the cohort.

I came into this with zero expectations. I wanted an opportunity to learn and grow and I believe I accomplished that without a doubt. Phenomenal experience for me.

Exposure to administrators who look like me.

Truthfully, the programing was outstanding. The institute EXCEEDED my expectations in-terms of engagement, learning outcomes, connections etc. EXTREMELY grateful to have been selected to participate.

All my expectations were not only met but exceeded.

The sessions were engaging and speakers knowledgeable.

2019 Division III Institute for Administrative Advancement Feedback

Recommendations for future Institutes for Administrative Advancement.

None. (7)

Keep it up! (2)

The institute is formatted nicely. (2)

Include Hispanic/Latino(a) presenters. (2)

Minority hiring experiences

Could there be another institute prior to the pathways sessions?

Maybe speak a little about the importance of networking and handling difficult conversations with your supervisor.

More forced participation. Really makes you think.

Especially for coaches, maybe give more direct examples of things to do on their campus to help them move up the administration ladder.

Must have Dr. Lawrence Ward back to speak.

Take out the campus tour.

While enjoyable, the campus visit felt very specific to learning about one institution. I would have loved more time for something like resume feedback or a cover letter workshop instead.

DePauw visit was nice, but having more time with Dr. Beverly or Dr. Ward could probably replace or take some of the time spent there.

Perhaps incorporating a session that allows a minority conference commissioner to come in and share their perspective on their role/responsibilities and HOW they got there. I think its critical to continue to have people that look like us visible in these settings. Also, perhaps provide an opportunity for the participants to share some of the challenges they're experiencing on their campus

Have a college president or chancellor speak to the group during the campus visit or at the national office during the program.

Perhaps incorporating a session that allows a minority conference commissioner to come in and share their perspective on their role/responsibilities and HOW they got there. I think its critical to continue to have people that look like us visible in these settings. Also, perhaps provide an opportunity for the participants to share some of the challenges they're experiencing on their campus

Have a college president or chancellor speak to the group during the campus visit or at the national office during the program.

Was the information presented in a useful format?

Yes, the information was presented in a useful format. (10)

Clear and concise. The booklet will be something I refer to a lot.

The power point slides were very informative and easy to understand.

All but Yannick.

some slides were smaller printed and font wasn't easy to read. In hindsight I would use my laptop to see slides in actual format.

I think the format is superb. I encourage you to keep this format

The information that was presented was put together very well.

2019 Division III Institute for Administrative Advancement Feedback

Do you feel more prepared to be an administrative professional?

Yes, I feel more prepared to be an administrative professional. (13)

No, I do not feel more prepared to be an administrative professional.

It has helped to start thinking about formulating a plan to take the next step.

I am more confident leaving the session.

I feel better prepared than before participating in the Administrative Advancement program.

I feel like I know more about what to think about and next steps to take if I want to go that route.

I feel more empowered.

Hearing these perspectives has opened my horizons on my potential.

I feel as though I have the tools to help advance my career.

Did you like the session topics? What else would you have liked to have seen on the agenda?

Yes, I liked/loved the session topics. (11)

More transparency in NCAA initiatives to get minorities into senior level positions

Maybe speak a little about the importance of networking and handling difficult conversations with your supervisor.

I thought the topics were relevant

I believe "Managing Up" should be a topic next year.

Everything was great.

Topics were very engaging. Satisfied to this point.

I enjoyed the topics. More individual feedback on the resume would be the only thing I wish I got more of.

How to navigate in a space where you are a minority in a pre-dominantly white institution.

Everything pertinent were covered.

I did. Thought it was excellent. Would like to see a speaker who has made the transition from coaching to administration.

Overcoming obstacles with your current AD.

I recommend bringing in Will Bagget (who works at the College Football Playoff) he does a great job with Executive Presence and professional development.

I would like to see more interactive sessions and not so much lecture.

Nothing to add onto the agenda.

The topics are very relevant to advancing my career in administration.

I would like to see more interactive sessions and not so much lecture.

2019 Division III Institute for Administrative Advancement Feedback

General Comments:

Keep up the phenomena job!!

This experience re-ignited my ambition to become a future AD. I've learned so much and can't wait to build upon the relationships created!

Louise McCleary is amazing.

Great workshop! Feel empowered and inspired.

This was a worthwhile venture.

Everything has been great!

Great workshop

I really did enjoy my experience and would love to come back to present. Maybe present on Managing Up

Dr. Lawrence Ward was the absolute best. He has inspired me through his story.

Thank you for the opportunity

I was very impressed with both Dr. Beverly and Dr Ward . Their presentations were extremely helpful and I learned a great deal.

A great experience overall and thanks to the NCAA for the opportunity.

Very fun and engaging experience!

I would attend this event again

This was great. Thank you Louise and the NCAA for providing this opportunity.

This was an amazing experience for a young administrator. Thank you for all your hard work.

I really appreciated the opportunity to take part in the institute.

A blessing to have had this opportunity!

Great program and I will spread the word.

THANK YOU LOUISE FOR ALL YOUR WORK!!!! D3 is the way to GO!

This was a great program and I am lucky to have been apart of this institution. It allowed me to meet and build relationships with some of my peers.

Overall great program and I strongly encourage the NCAA to continue these programs and expand their reach.



A G E N D A

Division III New Athletics Directors Orientation

World Center Marriott
Orlando, Florida

June 9-10, 2019

Sunday, June 9

Meeting Room: Crystal Ballroom P-Q

- | | | |
|-----------|----|--|
| 4 p.m. | 1. | Welcome and introductions. (Louise McCleary) |
| 4:15 p.m. | 2. | Purpose of the orientation program and ice breaker. (McCleary) |
| 4:30 p.m. | 3. | Roundtable Discussion: “Lessons Learned in Year 1.” (McCleary) |
| 5 p.m. | 4. | Welcome to the Big Chair. (Stuart Robinson) |

You thought that you had accomplished the hard part by getting the job, but now the real work begins. How do you build your inner circle? How do you earn the trust of the staff already in place? How do you begin to build a staff in line with your vision? This session offers some best practices for developing and building your staff from the hire through development and evaluation. Through interactive activities, we will discuss and share approaches that help to make your big chair comfortable and rewarding.

- | | | |
|-----------|----|---|
| 6:15 p.m. | 5. | What Counts in Effective Communication – It’s the Envelope and the Message. (Phill Talavinia) |
|-----------|----|---|

Congratulations, you’ve made it through your first 365+ days! By now you’ve realized that ADs are expected to effectively communicate with various internal and external constituents and make a plethora of decisions, among all other responsibilities! This session will engage participants to reflect, assess and discuss their effectiveness over the past year related to communication and decision making; and explore the critical roles and involvement of your president and/or athletics direct report, senior athletics staff (e.g., SWA, SID, ATC) and peer administrators (e.g., Dean of Students/Residential Life, Admissions/Financial Aid, Development, Career Services/Academic Advising).

- | | |
|-----------|--|
| 7:30 p.m. | DINNER (Paddlefish, Disney Springs, 1670 Buena Vista Dr, Orlando) |
|-----------|--|

Monday, June 10

Meeting Room: Crystal Ballroom P-Q

7:15 a.m. **BREAKFAST**

8 a.m. 6. Championships 101. (Brad Bankston)

Your responsibilities at the top involve a lot of things – many of which include post season participation. Your job title can vary from planner, travel agent, host, game ops and guest/visitor. This involvement is not just with the NCAA for its national championships but with your respective conference office as well. Successful championship experiences involve solid communication and planning. This session will provide a quick snapshot of the NCAA D3 championship experience as well as a few tips in the event you host round of a conference or national championship.

8:45 a.m. **BREAK**

9 a.m. 7. The Athletics Budget is a Unicorn. (Stevie Baker Watson)

Developing, evaluating and implementing the budget for an intercollegiate athletics department can be challenging, and even overwhelming. While we often compare budget management to balancing the checkbook, it's hard to be prepared to assume responsibility for millions of dollars, 25 plus accounts and multiple revenue streams. This session will review budgeting/accounting basics, provide tools for athletics directors to develop a realistic budget while considering multiple viewpoints and develop strategies to cultivate strong relationships with the campus partners.

10:30 a.m. 8. An AD's Other Favorite F-Word...Fundraising – Engaging Key Stakeholders and Inspiring Philanthropy. (Creg Jantz)

Philanthropy can play a major role in achieving the vision and mission for your athletics department and institution. This session will explore stakeholder engagement and the essentials of fundraising to ensure your department has the supplemental resources to assist in fulfilling institutional/department goals.

11:45 a.m. **LUNCH and COHORT PHOTO**

- 1 p.m. 9. Coaching Coaches.... It's all about people! (Meg Stevens)
It is important to create a "winning" culture through people, in particular how to hire, retain, support, and professionally develop your staff. This session will focus on creating a culture and best practices with your staff. It also will discuss how to have an honest conversation about hard decisions, work with tough personalities, and one of the most rewarding aspects of being in the AD chair - staff development.
- 2:30 p.m. **BREAK**
- 2:45 p.m. 10. Creating an Atmosphere of Compliance for Your Campus. (Corey Berg)
A conversation where participants will learn strategies and share ideas on ways to create an atmosphere of compliance on their campus. With an awareness that each campus presents unique opportunities and challenges, participants will collaborate to identify the key partners, priorities and strategies needed to build a compliance program on their campus.
- 4 p.m. 11. The Handbook – A Jewel in your Book Series. (Tracey Ranieri)
The handbook is a long-established part of doing business in athletics and most other vocations. While it can provide a wealth of valuable resources, handbooks are often overlooked, ignored and sit, unchanged, sometimes for years on end. This discussion will be two-fold: 1. It will focus on the types of things that go in handbooks; and 2. On structuring the handbook so that it encourages our targeted audience to read and understand it. We will show examples of current handbooks used within athletics departments and take some time to determine what might be effective in yours.
- 5:30 p.m. 12. Concluding remarks and adjournment. (McCleary)
- 6:15 p.m. **RECEPTION** with NADIII AA Summer Forum participants. (Grand Ballroom 8-A)

Tuesday - Wednesday, June 11-12

7 a.m. to 4 p.m. **NADIII AA Summer Forum**

2019 NCAA Division III New AD Orientation Participants

First Name	Last Name	Institution	Conference	Email
Rachel	Bergeson	Concordia College, Moorhead	Minnesota Intercollegiate Athletic Conference	bergeson@cord.edu
Susan	Bower	Guilford College	Old Dominion Athletic Conference	bowersp@guilford.edu
Steve	Brockelbank	Muskingum University	Ohio Athletic Conference	stevenb@muskingum.edu
Jodie	Canfield	Sweet Briar College	Old Dominion Athletic Conference	jcanfield@sbc.edu
Aaron	Denton	North Carolina Wesleyan College	USA South	adenton@ncwc.edu
Susan	Harriman	University of California, Santa Cruz	Independent	sharrima@ucsc.edu
Tracey	Hathaway	Salem State University	Massachusetts State Collegiate Athletic Conference	thathaway@salemstate.edu
Daniella	Irle	Knox College	Midwest Conference	djirle@knox.edu
Allison	Kern	Agnes Scott College	USA South	akern@agnesscott.edu
Susan	Kolb	Hood College	Middle Atlantic Conference	kolb@hood.edu
Matt	LaBranche	Western New England University	Commonwealth Coast Athletic Conference	matthew.labranche@wne.edu
Danielle	Lafferty	Pfeiffer University	USA South	danielle.lafferty@pfeiffer.edu
Allie	Littlefox	Mills College	American Collegiate Athletic Conference	Afox@mills.edu
Michelle	Manning	Carthage College	College Conference of Illinois and Wisconsin	mmanning@carthage.edu
Victor	Mansure	Gallaudet University	North Eastern Athletic Conference	victor.mansure@gallaudet.edu
Jill	McCartney	Kenyon College	North Coast Athletic Conference	Mccartney1@kenyon.edu

2019 NCAA Division III New AD Orientation Participants

Monique	McLean	Trinity Washington University	Independent	McLeanMo@TrinityDC.edu
Eric	McNelley	Eastern University	Middle Atlantic Conference	emcnell@eastern.edu
Michelle	Morgan	John Carroll University	Ohio Athletic Conference	mmorgan@jcu.edu
Myranda	Nash	Brevard College	USA South	nashmh@brevard.edu
Jenn	Noon	Fairleigh Dickinson University	Middle Atlantic Conference	noon@fdu.edu
Joseph	Pavlow	Rosemont College	Colonial States Athletic Conference	joseph.pavlow@rosemont.edu
Tracey	Short	Wesley College	Atlantic East Conference	Tracey.Short@wesley.edu
Brian	Sisson	Saint Mary's University of Minnesota	Minnesota Intercollegiate Athletic Conference	bssisson@smumn.edu
Penny	Siqueiros	Wesleyan College (Georgia)	USA South	psiqueiros@wesleyancollege.edu
Lydia	Travis	The City College of New York	City University of New York Athletic Conference	ltravis@ccny.cuny.edu
Lynn	Tubman	Muhlenberg College	Centennial Conference	lynntubman@muhlenberg.edu
Shawn	Tucker	New Jersey City University	New Jersey Athletic Conference	ad@njcu.edu
Megan	Valentine	Hilbert College	Allegheny Mountain Athletic Conference	mvalentine@hilbert.edu
Matthew	Webb	Houghton College	Empire 8	Matthew.Webb@houghton.edu
Andrew	Wu	Goucher College	Landmark Conference	Andrew.Wu@goucher.edu



Facilitator Training Agenda

May 22-23, 2019

Pre-Program Preparation by Participants:

- Read LGBTQ Vocabulary List.
- Complete LGBTQ Inclusion Knowledge and Role Modeling Self-Assessment.
- Complete Facilitator's Pre-Program Self-Assessment.

May 22

7:00 to 7:45 a.m. Breakfast at hotel.

8:00 a.m. to Noon

- Introductions, goals, guidelines, agenda, logistics, and pair questions.
- Participate in and discuss the two-hour Division III OneTeam LGBTQ Participant Program.

Noon to 12:45 p.m. Lunch.

12:45 to 5:00 p.m.

- Facilitation skills discussion.
- Addressing intersections (race, gender, religion focused) in LGBTQ inclusion.
- Assign practice facilitation topics and groups (5) and individual facilitator planning time.
- Closing and final questions.

6:30 p.m. Dinner.

- Homework: Review facilitator guide.
- Nevin and Pat available for consultation and conversation.

May 23

7:00 to 7:45 a.m. Breakfast at hotel.

8:00 a.m. to Noon

- Facilitation practice in small groups.
- Discuss facilitation practice.
- Review facilitator guide.

Noon to 1:00 p.m. Lunch.

1:00 to 2:00 p.m.

- LGBTQ resources review, facilitator's post-self-assessment and program evaluation.
- Closing.

Pat Griffin and Nevin Caple

SUPPLEMENT NO. 20b
DIII Strategic Planning and Finance 06/19

LGBTQ OneTeam Facilitator Participants May 2019

First Name	Last Name	Title	Institution	Conference	Email Address
Megan	Barnes	Head Athletic Trainer / Senior Woman Administrator	Northern Vermont University-Lyndon	North Atlantic Conference	megan.barnes@northernvermont.edu
Renee	Bostic	Director of Athletics and Wellness	Notre Dame of Maryland University	Colonial States Athletic Conference	rbostic@ndm.edu
Melissa	Brooks	Head Women's Basketball Coach	Fairleigh Dickinson University, Florham	Middle Atlantic Conferences	mbrooks@fdi.edu
Timothy	Bussey	Assistant Director, Office of Diversity, Equity & Inclusion	Kenyon College	North Coast Athletic Conference	bussey1@kenyon.edu
Jennifer	Childress-White	Women's Basketball Head Coach	Pacific Lutheran University	Northwest Conference	childrjl@plu.edu
Cori	Collinsworth	Head Softball Coach	Hanover College	Heartland Collegiate Athletic Conference	collinsworth@hanover.edu
Kristina	Corona	Head Women's Soccer Coach	DePauw University	North Coast Athletic Conference	kristinacorona@depauw.edu
Mica	Costello	Student-Athlete	Willamette University	Northwest Conference	macostello@willamette.edu
Megan	Cullinane	Assistant Director for Compliance & Student-Athlete Welfare	University of Massachusetts Boston	Little East Conference	megan.cullinane@umb.edu
Jessica	Duff	Special Assistant to the Athletic Director/Department Head	Massachusetts Institute of Technology	New England Women's and Men's Athletic Conference	jduff@mit.edu
Kevin	Dupont	Women's Tennis Assistant Coach	Tufts University	New England Small College Athletic Conference	kevin.dupont@tufts.edu
Kayla	Gordon	Asst. Women's Basketball Coach	Denison University	North Coast Athletic Conference	gordonk@denison.edu
Elaine	Harvey	Assistant Director for Development & Communications	Wellesley College	New England Women's and Men's Athletic Conference	eharvey3@wellesley.edu
Mary	Irving	Associate Athletic Director/SWA	State University of New York at Cobleskill	North Eastern Athletic Conference	irvingmj@cobleskill.edu
Tomiko	Jenkins	Senior Associate Dean of Students	Agnes Scott College	USA South Athletic Conference	tjenkins@agnesscott.edu
Maura	Johnston	Field Hockey Head Coach	Fairleigh Dickinson University, Florham	Middle Atlantic Conferences	mjohnston@fdi.edu
Brit	Katz	Vice President and Senior Dean for Student Life	Millsap College	Southern Athletic Association	brit_katz@hotmail.com
Annie	Kietzman	Field Hockey Head Coach	Washington College (Maryland)	Centennial Conference	akietzman2@washcoll.edu
Kyrstin	Krist	Faculty Athletic Representative	Methodist University	USA South Athletic Conference	kkrist@methodist.edu
Kaitlin	Leach	Associate Athletic Director for Compliance & Student-Athlete Welfare	Vassar College	Liberty League	kleach@vassar.edu
Kate	Levin	Assistant Director of Sports Information/Marketing/Planning	Ramapo College	New Jersey Athletic Conference	klevin@ramapo.edu
Melynda	Link	Director of Athletic Facilities & Game Day Operations	Haverford College	Centennial Conference	mlink@haverford.edu
Sharia	Marcus-Carter	Compliance Coordinator	Sarah Lawrence College	Skyline Conference	smarcus@sarahlawrence.edu
Jennifer	Miller	Associate Athletic Director/SWA Compliance Officer Head Fastpitch Softball Coach	Saint Mary's University of Minnesota	Minnesota Intercollegiate Athletic Conference	jnmiller@smumn.edu
Gina	Nicoletti-Bellinger	Associate Athletic Director/SWA/Director of Fitness Center	Centre College	Southern Athletic Association	gina.nicoletti@centre.edu
Danielle	OLEary	Senior Woman Administrator Head Women's Lacrosse Coach	Mount Aloysius College	Allegheny Mountain Collegiate Conference	doleary@mtaloy.edu
Joe	Pavlow	Athletic Director	Rosemont College	Colonial States Athletic Conference	joseph.pavlow@rosemont.edu
Jose	Rodriguez	Director of Students Diversity	Cabrini University	Atlantic East Conference	jr3392@cabrini.edu
Kimberly	Turner	Associate Director of Athletics	University of Southern Maine	Little East Conference	kmtturner@maine.edu
Alexandra	Vernon	Associate Director of Athletics for Compliance, Business, and Internal Operations/Senior Woman Administrator	Knox College	Midwest Conference	akvernon@knox.edu
Neil	Virtue	Head Swimming Coach	Mills College	American Collegiate Athletic Association	nvirtue@mills.edu