



A G E N D A

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

[Join Microsoft Teams Videoconference](#)

June 11, 2020
10 to 11:30 a.m. Eastern time

1. Welcome and review roster. [Supplement No. 1] (Fayneese Miller)
2. Report from March 24, 2020, teleconference. [Supplement No. 2] (Miller)
3. Spring 2020 PC/MC Summary of Actions. [Supplement No. 3] (Heather Benning/Miller)
4. Division III Strategic Plan. (Louise McCleary)
 - a. Final 2019-2020 plan. [Supplement No. 4a]
 - b. 2020-21 plan. [Supplement No. 4b]
5. Division III budget. (Mark Aiken/Dan Dutcher/McCleary/Kiki Jacobs)
 - a. 2019-20 budget-to-actual. [Supplement No. 5 will be posted at a later time]
 - b. Potential 2020-21 nonchampionships budget cuts. [Supplement No. 6]
 - c. Potential 2020-21 championships budget cuts. [Supplement No. 7a]
 - Championship Committee report – April 27. [Supplement No. 7b]
 - d. Potential budget cuts impact on future forecast. [Supplement Nos. 8a and 8b]
 - e. Mandated reserve policy discussion. [Supplement Nos. 9a and 9b]
6. Conference grant policy requests. [Supplement No. 10] (Ali Spungen)

7. Update on 2019-20 Division III initiatives with a budget impact.
 - a. Ethnic Minority and Women Internship and Strategic Alliance Matching Grant. [Supplement Nos. 11a and 11b] (Spungen)
 - b. 360 Proof. [Supplement No. 12] (Eric Hartung)
 - c. International Ice Hockey Pilot. [Supplement No. 13] (Jeff Myers)
 - d. Identity Initiative. [Supplement No. 14] (Adam Skaggs)
 - e. LGBTQ Facilitator Training. [Supplement No. 15] (McCleary)
8. Programs canceled in 2019-20 due to COVID-19. (McCleary)
 - a. CoSIDA Student Program.
 - b. Student-Athlete Leadership Forum.
 - c. Next Steps Program.
 - d. Senior Woman Administrator Program.
 - e. Institute for Administrative Advancement.
 - f. New AD Orientation.
9. Other business. (Dutcher/Miller)
 - a. National office budget process.
 - b. Board of Governors updates.
 - (1) Association-wide strategic plan.
 - (2) Sexual violence prevention.
 - c. Division III strategic positioning platform working group.
 - d. Name, Image and Likeness.
10. Future meetings. (Miller)
 - a. November teleconference.
 - b. March 2021 teleconference.
11. Adjournment.



2020 DIVISION III STRATEGIC PLANNING AND FINANCE COMMITTEE

Angela Baumann [At Large]

Commissioner
Massachusetts State Collegiate Athletic
Conference
8 Willow Brook Lane
Westfield, MA 01085
Phone: 413/455-6457
Email: abaumann@westfield.ma.edu
Term Expiration: January 2022

Heather Benning [MC chair, EX OFFICIO]

Executive Director
Midwest Conference
821 5th Avenue, Suite 405
P.O. Box 150
Grinnell, IA 50112
Phone: 920/430-0934
Cell Phone: 920/229-0934
Email: benningh@midwestconference.org
Term Expiration: January 2021

Charles (Chuck) Brown [MC]

Faculty Athletics Representative
Pennsylvania State University Erie, the
Behrend College [Allegheny Mountain
Collegiate Conference]
Black School of Business
5101 Jordan Road
Erie, Pennsylvania 16563-1400
Phone: 814/898-6432
Cell Phone: 814/460-9048
FAX: 814/898-6223
Email: cab51@psu.edu
Assistant: Amanda Eller
Phone: 814/898-6560
Email: ale19@psu.edu
Term Expiration: January 2023

David Ellis [At Large]

Executive vice president and chief financial
officer
Becker College [New England Collegiate
Conference]
61 Sever Street
Worcester, MA 01609
Phone: 508/373-9464
Email: david.ellis@becker.edu
Term Expiration: January 2022

Tiffany Franks [PC]

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

Kiki Jacobs [Championships Committee
chair]

Roger Williams University [Commonwealth
Coast Conference]
Director of Athletics
One Old Ferry Road
Bristol, Rhode Island 02809
Phone: 401/254-3428
Email: kjacobs@rwu.edu
Term Expiration: January 2021

Robert Lindgren [PC]

President
Randolph-Macon College [Old Dominion
Athletic Conference]
Peele Hall
204 Henry Street
Ashland, Virginia 23005
Phone: 804/752-7211
Cell Phone: 804/291-8283
Email: rlindgren@rmc.edu
Assistant: Emily Harrison
Email: emilyharrison@rmc.edu
Term Expiration: January 2023

Lori Mazza [MC]
Director of Athletics
Western Connecticut State University [Little East Conference]
181 White Street
Danbury, Connecticut 06810
Phone: 203/837-9013
Cell Phone: 814/331-1886
Email: mazzal@wcsu.edu
Assistant: Kim Moffett
Email: moffettk@wcsu.edu
Term Expiration: January 2022

Fayneese Miller [Chair, PC vice chair]
President
Hamline University [Minnesota Intercollegiate Athletic Conference]
1536 Hewitt Avenue
Saint Paul, Minnesota 55104
Phone: 651/523-2202
Email1: fmiller04@hamline.edu
Email2: president@hamline.edu
Assistant: Anne Pierre
Email: apierre01@hamline.edu
Term Expiration: January 2022

Colby Pepper [SAAC]
Covenant College [USA South Athletic Conference]
14049 Scenic Highway
Mailbox #300
Lookout Mountain, GA 30750
Phone: 717/599-8848
Email: Colby.pepper@covenant.edu
Term Expiration: January 2021

Dennis Shields [MC]
Chancellor
University of Wisconsin, Platteville
(Wisconsin Intercollegiate Athletic Conference)
1 University Plaza
2508 Ullsvik Hall
Platteville, Wisconsin 53818-3099
Phone: 608/342-7321
Cell Phone: 480/250-6018
Email: shieldsd@uwplatt.edu
Assistant: Lauren Ganzer
Email: ganzerl@uwplatt.edu
Term Expiration: January 2022

Kent Trachte [PC]
President
Lycoming College [Middle Atlantic Conference]
700 College Place
Williamsport, PA 17701
Phone: 570/321-4101
Email: trachte@lycoming.edu
Assistant: Diane Carl
Phone: 570/321-4101
Email: carl@lycoming.edu
Term Expiration: January 2022

Michael Vienna [MC]
Assistant Vice President/Clyde Partin Sr.
Director of Athletics
Emory University [University Athletic Association]
26 Eagle Row
Atlanta, GA 30322
Phone: 404/727-6532
Cell Phone: 404/922-8991
Email: mvienna@emory.edu
Term Expiration: January 2021

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

NCAA Staff Liaisons

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

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

Ali Teopas Spungen
Associate Director of Division III
Email: aspungen@ncaa.org

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

Mark Aiken

Assistant Director of Finance

Email: maiken@ncaa.org

Eric Hartung

Associate Director of Research for
Division III

Email: ehartung@ncaa.org

Debbie Kresge

Executive Assistant for Division III

Email: dkresge@ncaa.org

Rachel Stern

Associate Director for Communications

Email: rstern@ncaa.org

US MAIL ADDRESS

NCAA

P.O. Box 6222

Indianapolis, IN 46206-6222

FEDEX ADDRESS

NCAA Distribution Center

1802 Alonzo Watford Sr. Drive

Indianapolis, IN 46202

Telephone: 317/917-NCAA (6222)

Facsimile: 317/917-6972



**REPORT OF THE NCAA DIVISION III STRATEGIC
PLANNING AND FINANCE COMMITTEE
MARCH 24, 2020, TELECONFERENCE**

ACTION ITEMS.

1. Legislative Items.

- None.

2. Nonlegislative.

a. Spring Nonchampionship Programs.

- (1) Recommendation. Approve the cancelation of specific spring and summer Division III nonchampionship programs and initiatives remaining during the 2019-20 academic year .
- (2) Effective date. Immediately.
- (3) Rationale. Due to the COVID-19 disruption to campuses and the national office, and the significant budget impact caused by the cancelation of winter and spring championships, staff recommends canceling the staff-administered nonchampionship programs remaining for this budget year. Programs canceled to date include the SWA Program, Institute for Administrative Advancement and Next Steps. In addition, staff recommends the cancelation of Gameday the DIII Way Ambassador training, DISC programming, CoSIDA Student Program, Division III Day at CoSIDA and the New AD Orientation Program.

If the NADIII AA Summer Forum is held in June, Division III would honor its financial support of \$75,000, as well as honor the Women Leaders in College Sports grant of \$30,000. The \$100,000 earmarked for year two of the diversity coaching grants will be dispersed in August.

- (4) Estimated budget impact. Savings of \$350,000.
- (5) Estimated student-athlete impact. None.

b. Conference Strategic Grant – Blanket Waiver.

- (1) Recommendation. Approve a blanket waiver for 2019-20 that provides conferences relief for any unspent funds within each tier of the conference strategic grant per the policies and procedures due to COVID-19. No warning letters will be issued for failure to meet grant requirements for 2019-20.
- (2) Effective date. Immediately.

- (3) Rationale. Institutional transitions to e-learning and the cancelation of many professional development programs will directly impact the ability of commissioners to comply with the Conference Strategic Grant spending policies within each tier.

Staff will instruct commissioners that if a conference office has unused funds this year, it may choose to either return the funds to the NCAA or rollover the funds for next year. If a conference decides to rollover the funds, it will follow the current rollover policy per the conference grant policies and procedures.

- (4) Estimated budget impact. None.
- (5) Estimated student-athlete impact. None.

c. 2019-20 Approved Conference Strategic Grant Rollover Fund – Blanket Waiver.

- (1) Recommendation. Grant a one-year blanket waiver extension for conferences that received rollover funds for 2019-20.
- (2) Effective date. Immediate.
- (3) Rationale. Last year the committee approved a new rollover policy. The policy allows conferences to request the rollover of funds and, if approved by the committee's Grant Subcommittee, the funds must be used in the following budget year; unspent rollover funds need to be returned to the NCAA. Due to the impact of COVID-19, staff recommends that the ten conferences that received rollover funds for 2019-20 be granted a one-year extension until August 1, 2021, to use these rollover funds.
- (4) Estimated budget impact. None.
- (5) Estimated student-athlete impact. None.

INFORMATIONAL ITEMS

1. **Welcome.** The chair, President Fayneese Miller, Hamline University, called the teleconference to order at 9 a.m. EST.
2. **Report from the November 14, 2019, Teleconference.** The committee reviewed and approved its report from November 2019.
3. **Division III Strategic Plan.** Staff reviewed the 2019-20 Division III strategic plan that outlines the division's strategic priorities and assigns a dollar figure to each priority. During its June teleconference, the committee will review the outcomes of each priority for this year (e.g., accomplished, on-going, etc.)

4. **Division III Budget.** The committee reviewed the 2019-20 budget-to-actual summary as of February 2020. To date, the division has a surplus of approximately \$700,000 from fall championships, while nonchampionship initiatives are within budget.

The NCAA Chief Financial Officer, Kathleen McNeely, detailed the impact of COVID-19 and the cancellation of the Division I Men's Basketball Championship. All three divisions will experience approximately a 70% revenue loss, which equates to \$22 million in revenue for Division III this year.

To determine the impact of the revenue loss, staff made the following initial assumptions to determine this year's expenses:

- Championships. Expect \$11.8 million in championship expenses.
 - Fall championships - \$7.4 million actual expenses.
 - Winter championships – assume 59% of \$7 million budget for a total of \$3.5 million.
 - Spring championships – assume 10% of \$11.1 million budget for a total of \$978,000.
- Nonchampionships. Anticipate expenses of approximately \$7.1 million.

Overall, expect \$18 million in expenses this year; approximately eight million more than the adjusted revenue. The overage in expenses will be covered by the division's existing surplus above and beyond the mandated reserve.

During its June teleconference, the committee will hear recommendations from the Championships Committee and staff regarding the division's future forecast and proposed budget cuts to meet the division's mandated reserve policy (50% of the annual revenue) through the current CBS/Turner contract (2023-24). Possible championships reductions may come from the division's "supplemental spend" that include the following: (1) Ground transportation – individual and teams – when a team flies to a site and must rent a van or bus for local ground transportation; (2) Guaranteeing no first round conference match-ups (adopted as a two-year pilot, with 2019-20 being year one) and (3) Enhanced travel parties. Staff will explore approximately half a million-dollar reduction in the nonchampionship budget. The proposed reductions would provide a savings of approximately \$2 million annually and allow the division to comply with its mandated reserve policy through the remainder of the current broadcast agreement (2020-24) barring another extraordinary event or a significant increase in travel inflation.

The committee received a verbal update regarding the current mandated reserve policy and its impact on the budget during 2024-25 and beyond. While the division will receive an 11% increase in revenue in 2024-25, the current mandated reserve policy would dictate that the division immediately increase its reserve by approximately two million dollars in 2024 to account for the large revenue increase. Staff has determined that to run automatic qualification-only championships and limited nonchampionship programming for an entire academic year will require approximately \$18-20 million in the reserve. In June, the committee will discuss possible scenarios to adjust the mandated reserve policy.

5. Division III Proposed 2020-21 Initiatives.

- a. Nonchampionships Budget Initiatives. Staff reviewed the approved 2020-21 nonchampionships initiatives that were approved at the start of the 2019-21 two-year budget cycle. The only addition is \$85,000 to support a 360 Membership Engagement Program.

Staff provided an update on the reclassification request of the assistant director of governance communications from three-quarter to full-time. The committee remains supportive of the reclassification; however, it needs to be approved through the national office budget process.

- b. Championships Committee February 2020 Report. The committee tabled a recommendation from the Championships Committee to expand the field hockey bracket by two teams (from 24 to 26) and the men's lacrosse bracket by two teams (from 36 to 38). The approximate cost would be \$110,000. Staff noted that bracket sizes need to be set prior to the new academic year; however due to COVID-19 and the uncertainty of the budget, SPFC would like the Championships Committee to revisit these requests during its next teleconference.
- c. Championships Budget Initiatives. The committee reviewed previously approved 2020-21 championships expenses, noting increases in the following: (1) Committee composition increases due to sport regionalization; (2) Per diem increase to \$100 and increase for hosts of non-predetermined preliminary rounds (3) Reinstate host honorarium for non-predetermined preliminary rounds hosts; (4) Bracket expansion for several championships; and (5) National champion award watch for individual event championships.

- 6. Officiating Update.** The committee received an update on the Association's efforts to review and address issues related to officiating. Staff will send an officiating survey to the membership in the coming weeks. Division III commissioners are committed to continuing their study with the Pictor Group. A draft report will be available in May, with the final report being submitted to commissioners in June.

7. Review Current Division III Programs with a Budget Impact.

- a. 2019 FAR Institute. The committee received an update on the 2019 FAR Institute budget noting the next institute won't occur until 2022-23. The next two years, staff will host the FAR Orientation, which will occur during the FAR fall meeting.
- b. 2020 ADR Institute. Staff shared feedback from the 2020 ADR Institute held in conjunction with the NCAA Convention.
- c. 2020 Student Immersion Program. The fifth Student Immersion Program was held in conjunction with the NCAA Convention. Staff noted the guest speaker session on personal branding was well received and very engaging.

- d. International Ice Hockey Pilot. A survey was sent to institutions and conferences involved with this year's international ice hockey pilot. Currently there is no financial commitment to this pilot moving forward. The Management Council at its upcoming meeting will review the survey results and determine next steps.
 - e. Gameday the DIII Way. The committee reviewed an implementation timeline noting a request for sport committees and regional advisory committees to watch the Gameday training module.
 - f. LGBTQ Recognition Awards. At the direction of the LGBTQ Working Group, staff launched the inaugural Division III LGBTQ OneTeam Awards. These newly created awards will annually recognize an honoree in three categories: (1) LGBTQ Student-Athlete of the Year; (2) LGBTQ Administrator/Coach/Staff of the Year; and (3) the OneTeam Athletics Department/Conference of the Year. The application process for all three awards is available on NCAA Program Hub until June 1 at 5 p.m. (EST).
 - g. 360 Proof – Implementation Workshop. An inaugural 360 Proof Implementation Workshop is scheduled for January 2021 in conjunction with the NASPA Strategies conference. The workshop will prepare implementation teams (a student affairs and athletics administrator) to engage in comprehensive, best practice prevention efforts while strengthening relationships between athletics and student affairs.
 - h. 2020 New Commissioner Orientation. The committee received the feedback from the New Commissioners Orientation held for nine new commissioners.
 - i. 2020 New Athletics Director Orientation. Staff noted the remainder of program is canceled this year due to COVID-19 and related budget issues.
- 8. Association-wide Strategic Plan Update.** The committee noted the Board of Governors is scheduled to review the final draft of the Association-wide strategic plan during its April meeting.
- 9. Strategic Positioning Platform Review.** Staff noted that once the Association-wide strategic plan is finalized, it will create a subcommittee to review and provide updates, as needed, to the Division III Strategic Positioning Platform. Any committee member that would like to be part of this subcommittee should email Dan Dutcher or Louise McCleary.
- 10. Division III Strategic Initiatives Conference Grant Program.**
- a. Update on NCAA Audit Process. Staff updated the committee on annual required audit process. Per the policies, the NCAA internal audit department successfully audited three conferences and noted no issues.
 - b. Conference Grant Review Subcommittee Members. Staff confirmed that Angela Baumann, Mike Vienna and David Ellis will serve on the subcommittee for another year.

- c. Tier One – Policy Regarding Minimum Funds if Returned to NCAA. During its discussion, the committee agreed that for conference offices to avoid a warning letter for unspent Tier I required annual or biannual spend (e.g. SWA, FAR, Ethnic Minority), the conference office would need to return a minimum of \$1,000 to the NCAA. This new policy will be applicable with the submission of the 2020-21 impact form.

11. Hot Topics.

- a. 2020 Legislation Voting Results. Staff reviewed the Division III legislative voting results from the 2020 NCAA Convention.
- b. Name, Image and Likeness (NIL). The committee received an update on NIL, noting a webinar will be held Wednesday, April 1 and a teleconference of the Division III Oversight Working Group will occur Thursday, April 9. The Oversight Working Group plans to review recommendations being sent to the Management and Presidents Councils for their April meetings. The Management and Presidents Councils will review a legislative model for the 2021 NCAA Convention during their summer meetings.
- c. Arrington Concussion Settlement. Staff updated the committee with the latest information from the Arrington concussion settlement: (1) Certify, in writing, to third-party legal representative by May 18 that the institution has a concussion management plan. It is a one-time certification. (2) Beginning with the 2020-21 year, conduct annual baseline testing on all student-athletes. (3) Ensure that all return to play is granted by a team physician and not a designee. (4) In January, the Division III Management Council passed noncontroversial legislation noting that all institutions must report concussions on an annual basis to SSI. Currently SSI is developing the reporting process.
- d. NCAA Board of Governors.
 - Sexual violence prevention. Institutions still must certify on an annual basis that they educate their staff regarding sexual violence prevention.
 - Winter/Spring championships cancellation. The committee reviewed the actions that the Administrative Committee took as a result of COVID-19. Staff noted that the Division III Commissioners Association has established google documents to help manage the questions.

12. Other Business. None.

13. Future Meetings – June 2020 Teleconference. An invitation will be sent to schedule the mid-June teleconference.

14. Adjournment. The teleconference adjourned at 11:44 a.m. EST.

Committee Chair: Fayneese Miller, Hamline University
Staff Liaisons: Mark Aiken, Administrative
Dan Dutcher, Division III Governance
Eric Hartung, Research
Louise McCleary, Division III Governance
Jeff Myers, Academic and Membership Affairs
Ali Spungen, Division III Governance

NCAA Division III Strategic Planning and Finance Committee
March 24, 2020, teleconference
Attendees:
Angela Baumann, Massachusetts State Collegiate Athletic Conference.
Heather Benning, Midwest Conference.
Chuck Brown, Pennsylvania State University Erie, the Behrend College.
David Ellis, Becker College.
Tiffany Franks, Averett University.
Kiki Jacobs, Roger Williams University.
Robert Lindgren, Randolph-Macon College.
Lori Mazza, Western Connecticut State University.
Fayneese Miller, Hamline University, chair.
Colby Pepper, Covenant College, SAAC.
Dennis Shields, University of Wisconsin, Platteville.
Kent Trachte, Lycoming College.
Michael Vienna, Emory University.
Joseph Walsh, Great Northeast Athletic Conference.
Absentees:
None.
NCAA Staff Support in Attendance:
Dan Dutcher, Debbie Kresge, Louise McCleary and Ali Spungen.
Other NCAA Staff Members in Attendance:
Mark Aiken, Eric Hartung, Anthony Holman, Jeff Myers, Rachel Stern, Liz Suscha and Kiana Verdugo.



NCAA DIVISION III
PRESIDENTS AND MANAGEMENT COUNCILS
SUMMARY OF SPRING 2020
QUARTERLY MEETINGS

KEY ACTION/DISCUSSION ITEMS:

Division III Budget Impact Due to COVID-19	Page No. 5
Convention Legislation – Establish a Service Exception to the Participation in Organized Competition Before Initial Collegiate Enrollment Legislation	Page No. 7
Convention Legislation – To Permit Monetary Donations to Nonathletic Bona Fide Youth Organizations and Eliminate the Geographic Restrictions for Monetary & Equipment Donations.....	Page Nos. 9-10
Noncontroversial Legislation – To Permit Student-Athletes Enrolled in Final Term of Their Minor or Undergraduate Certificate Program to Practice or Compete While Enrolled Less than Full Time	Page 10
Name, Image and Likeness.....	Page Nos. 11-12
Playing Rules Oversight Panel.....	Page No. 15
COVID-19 Impact.....	Page No. 18
Medical Care & Coverage for Student-Athletes at Away Events.....	Page No. 19

Division III Management Council April 20-21, 2020 Indianapolis, IN	Division III Presidents Council April 29, 2020 Indianapolis, IN
ATTENDEES	ATTENDEES
Cheryl Aaron, Wentworth Institute of Technology Heather Benning, Midwest Conference, chair Steve Briggs, Berry College Chuck Brown, Pennsylvania State University Erie, the Behrend Gerard Bryant, John Jay College of Criminal Justice, vice chair Jason Fein, Bates College Sarah Feyerherm, Washington College (Maryland) Matt Hill, University of Northwestern – St. Paul Catherine “Cat” Lanigan, Juniata College, 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 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 Michelle Walsh, Vassar College	Teresa Amott, Knox College Heather Benning, Midwest Conference, MC chair Gerard Bryant, John Jay College of Criminal Justice, MC vice chair Javier Cevallos, Framingham State University Kate Conway-Turner, Buffalo State, State Univer- sity of New York Richard Dunsworth, University of the Ozarks Tiffany Franks, Averett University Davie Jane Gilmour, Pennsylvania College of Technology Troy Hammond, North Central College Robert Lindgren, Randolph-Macon College Richanne Mankey, Defiance College Fayneese Miller, Hamline University, vice chair Tori Murden McClure, Spalding University, chair Kathleen Murray, Whitman College Troy Paino, University of Mary Washington Frank Sanchez, Rhode Island College James Schmidt, University of Wisconsin, Eau Claire Kent Trachte, Lycoming College
ABSENTEES	ABSENTEES
	Mary-Beth Cooper, Springfield College
OTHER PARTICIPANTS	OTHER PARTICIPANTS
Mark Aiken, NCAA Dan Calandro, NCAA Dan Dutcher, NCAA Mark Emmert, NCAA president Brian Hainline, NCAA Eric Hartung, NCAA Jessica Kerr, NCAA Debbie Kresge, NCAA, recording secretary Louise McCleary, NCAA Jeff Myers, NCAA John Parson, NCAA Bill Regan, NCAA Donald Remy, NCAA Rachel Seewald, NCAA	Mark Aiken, NCAA Dan Dutcher, NCAA Mark Emmert, NCAA president Brian Hainline, NCAA Eric Hartung, NCAA Jessica Kerr, NCAA Debbie Kresge, NCAA, recording secretary Louise McCleary, NCAA Jeff Myers, NCAA Bill Regan, NCAA Donald Remy, NCAA Adam Skaggs, NCAA Rachel Stern, NCAA Liz Suscha, NCAA

OTHER PARTICIPANTS, cont....	OTHER PARTIPANTS, cont...
Adam Skaggs, NCAA Rachel Stern, NCAA Liz Suscha, NCAA	Cari VanSenus, 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 20-21 Management Council. The virtual meeting was called to order at 9:03 a.m. April 20 and 9:05 a.m. April 21, by the chair, Heather Benning. The chair reviewed the schedule for the day, recognized the new members and had everyone introduce themselves.

April 29 Presidents Council. The virtual meeting was called to order at 10:01 a.m. April 29, by the chair, President Tori Murden McClure. The chair acknowledged the first meeting for Presidents Gilmore, Mankey, Sanchez and Schmidt and asked everyone to introduce themselves.

2. REVIEW OF RECORDS OF PREVIOUS MEETINGS.

a. Management Council Meetings – January 22 and January 25, 2020.

Management Council. The Management Council approved the summary of its January 22 and January 25, 2020 meetings.

Presidents Council. No action was necessary.

b. Presidents Council Meeting – January 23, 2020.

Management Council. No action was necessary.

Presidents Council. The Presidents Council approved the summary of its January 23, 2020, meeting.

c. Administrative Committee Actions.

Management Council. The Council ratified the Administrative reports from January 27, and February 19, 2020. The remaining Administrative Committee reports from February 25, March 26 and April 2, 2020, were action taken on behalf of the Councils regarding COVID-19 and ratified by the Council. [NOTE: The March 13, 2020 Administrative Committee report was not reviewed by the Management Council.]

Presidents Council. The Presidents Council ratified the Administrative Committee reports from the January 27, February 19, February 25, March 13, March 26 and April 2, 2020 teleconferences.

3. COMMITTEE RECOMMENDATIONS AFFECTING DIVISION III.

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

(1) Convention-Planning Subcommittee.

(a) Review of 2020 Convention Feedback.

Management Council. The Council reviewed feedback from the 2020 Convention membership feedback survey (322 Division III-specific responses). Notable highlights included the following: 95 percent rated the Convention experience as very good or good (slightly higher than in 2019 at 90 percent) and 99 percent said they would recommend attendance at a future Convention.

Presidents Council. No action was necessary.

(b) 2021 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 2020 Convention survey, as well as prior suggestions:

- COVID-19 Impacts (mental health, recruiting, retention).
- Fundraising.
- Effective use of Virtual Platforms.
- Compliance (e.g., available resources, best practices).
- Social Media Influence and Impact.
- Student-Athlete Career Opportunities/Resources (After the Game, etc.).
- Serving Underprivileged Student-Athletes/Resources.

Staff will survey the membership via the May Monthly Update and the NADIII and D3CA listservs. The survey 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, 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.

Staff Liaisons:
Brown,
McCleary,
Spungen

Council Reps:
Benning,
Gilmour,
Mooney,
Mazza, Mankey,
McGuinness,
Paino, Pepper,
Schram

(c) **2021 NCAA Convention - Issues Forum Format/Proposed Discussion Topics.**

Management Council. The Council reviewed the subcommittee's report regarding the possible topics for the Issues Forum:

- Lenora Billings Harris—a highly recognized national diversity and inclusion speaker.
- COVID-19 roundtable discussion – best practices, contingency plans, what we learned, etc.
- Presidential panel – what are presidents looking for when they hire; using search firms; making the step from assistant/associate athletics director, etc.

Presidents Council. No action was necessary.

(2) **Strategic Planning and Finance Committee.**

(a) **Spring Nonchampionship Programs.**

Management Council. The Council ratified the Administrative Committee's approval in its March 26, 2020, report. [See Page No. 2, 2c]

Presidents Council. The Presidents Council ratified the Administrative Committee's approval in its March 26, 2020, report. [See Page No. 3, 2c]

(b) **Conference Strategic Grant – Blanket Waiver.**

Management Council. The Council ratified the Administrative Committee's approval in its March 26, 2020, report. [See Page No. 2, 2c]

Presidents Council. The Presidents Council ratified the Administrative Committee's approval in its March 26, 2020, report. [See Page No. 3, 2c]

(c) **2019-20 Approved Conference Strategic Grant Rollover Fund – Blanket Waiver**

Management Council. The Council ratified the Administrative Committee's approval in its March 26, 2020, report. [See Page No. 2, 2c]

Presidents Council. The Presidents Council ratified the Administrative Committee's approval in its March 26, 2020, report. [See Page No. 3, 2c]

(d) **Division III Budget.**

Management Council. The Council received an update regarding the impact of COVID-19 on the 2019-20 budget. Staff estimates a 70 percent decrease in revenue resulting in an anticipated budget overage of eight to nine million dollars. The overage will be covered by the division's

Staff Liaisons:
Aiken, Dutcher,
Hartung, Kresge,
McCleary, Myers,
Spungen

Council Reps:
Benning, Brown,
Franks, Lindgren,
Mazza, Miller,
Pepper, Shields,
Trachte, Vienna,
Walsh

mandated reserve and surplus above and beyond the mandated reserve. Staff and the Championships Committee will propose budget cuts for FY21 to assist in replenishing the mandated reserve through the end of the current CBS/Turner contract (2023-24). The Council will review the proposed budget cuts during its July meeting and forward its recommendations to the Presidents Council.

Presidents Council. No action was necessary.

(e) Division III Proposed 2020-21 Initiatives.

- Nonchampionships Budget Initiatives.

Management Council. Staff reviewed the approved 2020-21 nonchampionships initiatives that were approved at the start of the 2019-21 budget cycle. The committee remains supportive of the reclassification request for the assistant director of governance communications from three-quarter to full-time; however, the request must be approved through the national office budget process.

Presidents Council. No action was necessary.

- Championships Committee February 2020 Report.

Management Council. The Council noted the committee tabled a recommendation from the Championships Committee to expand the field hockey bracket by two teams (from 24 to 26) and the men's lacrosse bracket by two teams (from 36 to 38). The approximate cost would be \$110,000. Staff noted that bracket sizes need to be set prior to the new academic year; however, due to COVID-19 and the uncertainty of sports sponsorship and the budget, SPFC asked the Championships Committee to revisit these requests during its next teleconference.

Presidents Council. No action was necessary.

- Championships Budget Initiatives.

Management Council. The Council noted the committee previously approved 2020-21 championships expenses, noting increases in the following: (1) Committee composition increases due to sport regionalization; (2) Per diem increase to \$100 and increase for hosts of non-predetermined preliminary rounds; (3) Reinstate host honorarium for non-predetermined preliminary rounds hosts; and (4) Bracket expansion for several championships.

Presidents Council. No action was necessary.

Staff Liaisons:
Myers,
Regan

Council Reps:
Benning, Briggs,
Cooper,
Feyerherm,
Hammond,
Murden McClure
Millerick, Shields

(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) **Convention Legislation – Establish a Service Exception to the Participation in Organized Competition Before Initial Collegiate Enrollment Legislation [Division III Bylaw 14.2.4.4].**

Management Council. The Council agreed to sponsor Convention legislation to establish a service exception to the organized competition legislation that permits a prospective student-athlete to participate in organized competition while serving on active duty in the U.S. armed services (or comparable armed service of another country), on official religious missions or on missions with recognized foreign aid services of the U.S. government. This proposed legislation would recognize the significance of these activities, afford prospective student-athletes engaged in service appropriate time to make an informed decision about collegiate enrollment while continuing to engage in competition, and promote equitable participation opportunities across all three divisions.

Presidents Council. No action was necessary.

(b) **Increase Composition of NCAA Division III Management Council Subcommittee for Legislative Relief from Six to Eight Members.**

Management Council. The Council approved increasing the composition of the Subcommittee for Legislative Relief from six to eight members. An increase in the number of members will ensure member institution and conference legislative relief waivers are afforded the best appellate and direct review opportunities by increasing the quorum from three to four members.

Presidents Council. No action was necessary.

(2) **Playing and Practice Seasons Subcommittee.**

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

Presidents Council. No action was necessary.

Staff Liaisons:
Berg,
Purcell

Council Reps:
Aaron, Fein,
Mazza,
McGuinness,
Udelhofen,
Vienna

Staff Liaisons:
Alford, Peterson-
Mylinski,
Romash

Council Reps:
Feyerherm,
Lanigan,
Mooney,
Schram, Vienna,

c. **Division III Committees.**

(1) **Championships Committee.**

Staff Liaison:
Peterson-Myliniski,
Suscha

Council Reps:
Benning,
Fein, Morgan

(a) **Administrative Regulation: 31.3.3.1.1 – Automatic Qualification Waiting Period – Provisional and Reclassifying Members.**

Management Council. The Council approved an amendment of Bylaw 31.3.3.1.1 to only permit institutions in year three of the provisional or reclassifying process to count toward the automatic qualification waiting period. The adoption of two legislative proposals (Nos. 2020-2 and 2020-3) at the 2020 NCAA Convention eliminated the fourth year of the membership process. Amending the bylaw clarifies that only institutions in year three of the provisional or reclassifying process can count toward the automatic qualification waiting period.

Presidents Council. No action was necessary.

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

Management Council. The Council adopted noncontroversial legislation to amend Figure 21.1 as incorporated by Bylaw 21.9.6.2 to adjust sport committee rosters to coincide with the new regional alignment. Staff is finalizing the rankings protocol with feedback from the sport committees, including whether to apply a fixed percentage or a fixed number of teams to rank per region. The information will be provided to the membership this summer with the new regional alignment and changes to sport committee rosters to take effect the 2021-22 year.

Presidents Council. No action was necessary.

(c) **Bracket Expansion in Field Hockey and Men's Lacrosse.**

Management Council. The Council noted this was referred back to the Championships Committee by Strategic Planning and Finance Committee. [See Page No. 6, 3 a (2) (e)] No action was necessary.

Presidents Council. No action was necessary.

(2) **Committee on Infractions.**

Staff Liaisons:
Cooper, Elworth
Kleppel

Council Rep:
Feyerherm

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) Level II Reviews.

Management Council. The Council noted the committee reviewed 17 cases and voted to refer three to NCAA Enforcement. In one of the three cases, the committee recommended the institution self-report an apparent consideration of athletics participation and leadership in the awarding of a scholarship. In the other two cases, the committee recommended NCAA Enforcement investigate to fully learn the extent to which an identified distinguishable pattern of financial aid awarding that provided an advantage for student-athletes is a potential recruiting and competitive advantage.

Presidents Council. No action was necessary.

(b) Interpretative Appeal to the Division III Management Council Regarding Financial Aid Endowments.

Management Council. The committee reviewed the case materials considered by the Division III Management Council at its January 2020 meeting related to an appeal regarding financial aid endowments. At the November 2019 meeting, the committee had reviewed and concurred with the decision of the Division III Interpretations and Legislation Committee to uphold the original staff decision concerning the interpretation of Division III Bylaw 15.4.1(a). The committee also concurred with the Management Council decision to uphold the Interpretations and Legislation Committee decision and noted the importance of adherence to the foundational principle of Division III where athletics participation, leadership, ability or performance cannot be considered in the determination of financial aid regardless of the financial aid packaging policy employed.

Presidents Council. No action was necessary.

Staff Liaison:
Walters

Council Reps:
Dunsworth,
Millerick

(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:
Hill

(5) Interpretations and Legislative Committee (ILC).

(a) Convention Legislation – To Permit Monetary Donations to Nonathletic Bona Fide Youth Organizations and Eliminate the Geographic Restrictions for Monetary and Equipment Donations [Division III Bylaw 13.14.1.5.1].

Management Council. The Council agreed to sponsor Convention

legislation that allows member institutions to provide monetary donations to nonathletic bona fide youth organizations and eliminate the geographic restrictions for equipment donations. This proposal would permit member institutions and its student-athletes to raise and donate funds to support initiatives through the work of organizations with a mission to help youth that are unrelated to athletics. Finally, by eliminating the current mileage restriction, it will provide institutions with greater flexibility to donate their resources to organizations that align with their philanthropic interests.

Presidents Council. No action was necessary.

(b) Convention Legislation – To Permit Student-Athletes Enrolled in the Final Term of Their Minor or Undergraduate Certificate Program to Practice or Compete While Enrolled Less Than Full Time [Division III Bylaw 14.1.8.1.6.1].

Management Council. The Council amended and approved this proposal as noncontroversial legislation, effective immediately, to expand the current final semester/quarter exception to student-athletes enrolled in the final term of their minor or undergraduate certificate program (designated before the applicable term). Currently, a student-athlete who has completed all degree requirements and does not meet an exception for being enrolled in less than full time must enroll full time to practice and compete in a subsequent term. Expanding the current final-term exception to include a minor or undergraduate certificate designated prior to the beginning of the final term will provide greater flexibility to a student-athlete who has achieved the goal of completing the requirements of a baccalaureate degree and is continuing to prepare for their future. This exception may only be used on one occasion during a student-athletes intercollegiate career.

In light of the COVID-19 pandemic, Council members felt this proposal was especially relevant, as more and more student-athletes have completed their degrees but have a season of eligibility remaining. This proposal allows them to come back and complete a minor or undergraduate certificate program, while attending school less than full time.

Presidents Council. No action was necessary.

(c) Noncontroversial Legislation – To Expand the List of Competition Events for Which the Institution May Provide Expenses to Include Elite-Level Regional and Junior Competition. Bylaw 16.8.1.3.

Management Council. The Council approved, in concept, noncontroversial legislation that adds national and international junior-level and international regional events to the list of permissible events for which an institution may provide its student-athletes with actual and necessary expenses.

Presidents Council. No action was necessary.

(d) Approve Official Interpretation – Outside Competition During Permissible Break Periods.

Management Council. The Council approved the following official interpretation, effective immediately, clarifying that a student-athlete may participate in outside competition during any week that is not part of the institution's defined playing season or part of preparation for a post-season championship (e.g., NCAA, NAIA, NCCAA).

Presidents Council. No action was necessary.

(e) Name, Image and Likeness.

Management Council. The Council discussed and provided feedback regarding the Interpretations and Legislation Committee's initial concepts to amend legislation related to the use of a Division III student-athlete's name, image and likeness. The concepts propose allowing the use of student-athlete status in the following settings:

- The promotion of various academic and other endeavors involving their work product (e.g., research, book publishing, class projects, tutoring, personal business, creative endeavors, media activities, private lessons).
- Participation in promotions and other endorsements (e.g., brand ambassador, commercials, appearances/autographs, modeling) provided payment is commensurate with the going rate, the institution is not involved in securing the promotion and these opportunities are not part of the recruiting process.

The Student-Athlete Advisory Committee reviewed and supported the concepts during its recent meeting. The Council also reviewed a draft form to be distributed to the Division III membership in May to garner additional feedback prior to the Council's July meeting.

Staff reported that the Association-wide Federal and State Legislative Working Group will provide its final report to the Board of Governors (BOG) at its April meeting. The BOG will formally act on the report. However, each division will determine the specific legislative provisions for membership consideration.

Presidents Council. The Presidents Council reviewed the two NIL concepts proposed by ILC and supported by SAAC and the Management Council.

The Council expressed support for the concepts. It also noted the importance of educating student-athletes on NIL and possibly prohibiting inappropriate endorsements such as sports wagering and alcohol. The division also must ensure the monitoring and reporting process doesn't place too large a burden on institutions.

With the Board of Governors' support to allow student-athletes to receive compensation for third-party endorsements both related and separate from athletics, each division will now work to craft federated legislation for membership consideration during the 2021 NCAA Convention.

Staff Liaisons:
Alford, Berg,
Hartung

Council Rep:
Mooney

(6) Membership Committee.

Management Council. One institution, Manor College (PA) was approved for an exploratory year beginning in September 2020. Bob Jones University and Warren Wilson College will begin the provisional membership process this fall. On a recent teleconference, the committee discussed the impact of the coronavirus on the division (e.g., institutions closing, virtual learning) in addition the impact to NCAA legislated timelines (e.g., ISSG). To date, the graduation rate reporting deadline (June 1) and the Sports Sponsorship and Demographic Form (August 1) will remain in place.

Presidents Council. No action was necessary.

Staff Liaison:
Roe

Council Rep:
McGuinness

(7) Nominating Committee.

(a) NCAA Division III Nominating Committee Policies and Procedures.

Management Council. The Council approved the committee's recommendation to change the time frame of eligible nominees to be maintained for committee service from two-years to 12-months. Changing the time frame to a 12-month period will allow candidates to reaffirm their commitment to serve and assist in the accuracy of the nomination forms (e.g., institution and conference affiliation).

Presidents Council. No action was necessary.

(b) Governance Committee Appointment.

Management Council. The Council approved the following committee appointment, effective September 1, 2020:

- Minority Opportunity and Interests Committee – Stuart Robinson, director of athletics, State University of New York at New Paltz, State University of New York Athletic Conference.

Presidents Council. No action was necessary.

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

(a) Division III SAAC Working Groups.

Management Council. The Council received an update on the following SAAC working groups: (1) Mental Health Social Media Campaign; (2) Inclusion; (3) Sustainability; (4) Special Olympics; and (5) Social Media.

Staff Liaisons:
Barnhart,
Berg, Malin,
Spungen

Council Reps:
Bryant, Lani-
gan,
Pepper,
Udelhofen

At the conclusion of the recent Division III Week celebration, national SAAC detailed its inaugural mental health social media campaign, which will occur May 4-7. The hashtag, #BreakTheStigma, will accompany messages sent across the membership on social media.

Presidents Council. No action was necessary.

(b) Name, Image and Likeness Discussion.

Management Council. The Council noted SAAC's overall feedback and priorities regarding NIL:

- Key decision makers must consider all student-athlete voices.
- Student-athletes should be consulted throughout the process to ensure their best interests are considered.
- Any decision should reflect the Division III Philosophy Statement.
- Strive for as much clarity as possible to prevent manipulation of student-athletes.
- Changes in NIL legislation will not contribute to recruiting inequality.

Presidents Council. No action was necessary.

Staff Liaisons:
Grace,
Romash

Council Rep:
Hill

(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.

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

Staff Liaisons:
Durden, Parsons,
Rohlman

Council Rep:
M. Walsh

- **Playing Rules Recommendation – Baseball and Softball – Concussion Evaluation.**

Management Council. The Council approved a recommendation to the NCAA Baseball and Softball Rules Committees to create and/or modify its rules to allow for all baseball and softball players to be removed from competition for the purpose of concussion evaluation without being disqualified from the game.

Presidents Council. No action was necessary.

Staff Liaisons:
Brownlee,
Roxbury,
Ziegler

Council Rep:
Morgan

(2) Committee on Sportsmanship and Ethical Conduct.

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

Presidents Council. No action was necessary.

Staff Liaisons:
Gentry,
Fasbender,
Wilson

Council Rep:
Udelhofen

(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.

Staff Liaison:
Roe

Council Rep:
Brown

(4) Honors Committee

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

Presidents Council. No action was necessary.

Staff Liaisons:
Abdur-Rashid,
Blair, Crawford,

Council Rep:
Aaron

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

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

Presidents Council. No action was necessary.

Staff Liaisons:
Smith,
Suscha, Walters

Council Rep:
Morgan

(6) Olympic Sports Liaison Committee (OSLC).

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

Presidents Council. No action was necessary.

Staff Liaisons:
Calandro,
Halpin

(7) Playing Rules Oversight Panel.

Management Council. The Council noted staff implemented a playing rules subcommittee for tennis to work with the International Tennis Association (ITA). PROP also is trying to create a similar subcommittee for field hockey as it does not currently have a playing rules subcommittee.

There are 11 playing rules with a financial impact slated to become effective in 2020-21, but due to the coronavirus impact on institutional budgets, staff sought feedback from the Council on the related implementation timeline. The Council unanimously recommended delaying baseball bat testing, swimming and diving official increases, two visible shot clocks for men's lacrosse and the basketball three-point line.

Presidents Council. No action was necessary.

Staff Liaisons:
O'Barr, Thomas

Council Rep:
Aaron

(8) Postgraduate Scholarship Committee.

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

Presidents Council. No action was necessary.

Staff Liaison:
Bell

Council Rep:
Millerick

(9) 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:
J. Walsh

(10) 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 2021 CONVENTION.

Management Council. The Council already acted on noncontroversial legislation and administrative regulations for the 2021 Convention. No action was necessary.

Presidents Council. No action was necessary.

5. DIVISION III INITIATIVES AND UPDATES.

a. Division III Response to COVID-19.

Management Council. The Council members had an opportunity to discuss the impact of the coronavirus on their campuses and in their conferences. Every Division III institution is impacted uniquely, with the shared need for clear and concise communications at all levels (i.e., campus, conference and national office). The Council expressed interest in further opportunities to discuss this issue.

In addition, the Council reviewed the newly created AMA interpretative Q&A document that addresses legislative actions in response to COVID-19. It is a living document and will be updated, as necessary.

Presidents Council. No action was necessary.

b. Division III Oversight Working Group on Name, Image and Likeness.

Management Council. The Council reviewed the Division III Oversight Working Group's report from its April teleconference. [See Page No. 11, 3b (5) (e)]

Presidents Council. No action was necessary.

c. Diversity and Inclusion Working Group.

Management Council. The Council received an update from the working group regarding the collection of student-athlete graduation rates and an initiative to create a resource to assist the membership with the recruitment and retention of minorities.

Presidents Council. No action was necessary.

d. Faculty Athletics Representative (FAR) Advisory Group.

Management Council. The Council reviewed the Advisory Group's report and noted the creation of a FAR webpage on ncaa.org that contains resources and professional development opportunities.

Presidents Council. No action was necessary.

e. LGBTQ Working Group.

Management Council. The Division III LGBTQ OneTeam Recognition Awards Program application process is available on Program Hub until June 1. To date there have been 37 nominations started, with approximately twenty percent completed. Award recipients will be announced at the 2021 NCAA Convention.

Presidents Council. No action was necessary.

f. Gameday the DIII Way.

Management Council. The Council received an update noting that Gameday language will be added to the championship manuals (host operations, participant, pre-championship, site-representative and sport committee) and a request for predetermined host event management staff to watch the Gameday module.

Presidents Council. No action was necessary.

g. 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/D3DSIDA recognition award, social media, Special Olympics and Division III Week, which was conducted virtually this year due to COVID-19.

Presidents Council. No action was necessary.

h. Technology Users Group.

Management Council. The Council received an update on the work of the Technology Users Group noting it continues to work with NCAA IT staff to make enhancements to resources and databases located on ncaa.org.

Presidents Council. No action was necessary.

i. International Ice Hockey Pilot.

Management Council. The Council reviewed feedback received from institutions and conference offices that participated in the second year of the pilot to certify the amateurism of international ice hockey student-athletes. Even though prospective student-athletes initially had to pay for their certification by the NCAA Eligibility Center (EC), with a 50 percent reimbursement after the review, the feedback was still positive regarding the process. There were some concerns noted regarding the certification fee. While the Council will not sponsor a third year of the pilot, staff will share the survey feedback with institutions and conference offices in case the membership wants to sponsor legislation to require all, or some, international student-athletes be certified by the EC. Staff also is discussing with the EC a possible reduced fee structure for amateurism certification only.

Presidents Council. No action was necessary.

j. Health and Safety Survey.

Management Council. The Council received the results of this year's health and safety pilot survey. Participants in a follow-up survey noted the health and safety survey was a beneficial experience. The data also has been added to the NCAA Institutional Performance Program so participating institutions may benchmark their results against other institutions. The Council approved conducting the survey annually, on a voluntary basis, beginning in 2020-21.

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) Impact of COVID-19; (2) Federal and State Legislation Working Group on Name, Image and Likeness; (3) NCAA Strategic Plan; (4) Sexual Violence prevention; (4) Committee to Promote Cultural Diversity & Equity Report; and (5) Governmental Relations report.

b. Sport Science Institute (SSI) updates.

Management and Presidents Council. The Councils received an update on the following SSI initiatives:

- (1) COVID-19 Impacts. The NCAA national office has a COVID-19 Action Team that includes senior staff. The team meets daily. Dr. Hainline also engages regularly with an Advisory Team that includes national medical experts, the CSMAS chair and a student-athlete representative from each division. The national office recently created the COVID-19 Playing and Practice Seasons Working Group. This internal, cross-department staff working group is looking at all coronavirus issues related to summer conditioning, preseason, fall practices and competition. The working group is not a decision-making body, but it will forward research, data and recommendations to the COVID Action Team and the governance structure. The Council noted that it is critical for the NCAA to provide timely updates on actions related to preseason and fall practices and competitions.

The Advisory Panel is developing sport resocialization principles that align with recent federal guidelines. There are three key principles/phases:

- Two-week reduction in infection rate.
- Return to normalcy for the medical care system (e.g., access to hospital care).
- Readily available immunity testing and rapid diagnostic testing for coronavirus.

- (2) Medical Care and Coverage for Student-Athletes at Away Events. The Sport Science Institute and the Committee on Competitive Safeguards and Medical Aspects of Sport is producing a document to remind each institution of its legislative responsibility and obligation to provide medical care and coverage for its own student-athletes who are participating in sanctioned athletic activities, regardless of whether the events are occurring on campus or at another location. In particular, an institution should not assume that a host institution will agree to take on those responsibilities for its visiting student-athletes. Rather, it should carefully consider all its obligations related to the provision of medical care at away events, and proactively assess the alternatives through which it might satisfy those responsibilities. The document is an educational resource and intended to provide guidance to the membership on the institutional obligations, related to the provision of medical care and coverage for NCAA student-athletes who are participating in school-sponsored practice and competition at locations other than their home institutional facilities. The Council provided feedback on the document, which will be relayed to CSMAS to review during its June meeting.
- (3) Arrington Settlement. The one-time concussion certification is due to a third-party legal representative no later than May 18. Per the settlement, the NCAA also is developing a concussion reporting system. In 2020-21, institutions will be required to report the number of concussions as well as the related number of resolved cases.

c. Officiating Update.

Management Council. The Council received an update on the Association's efforts to review and address issues related to officiating. Staff will send an officiating survey to the membership in the coming weeks. Division III commissioners are committed to continuing their study with the Pictor Group. A draft report will be available in May, with the final report submitted to the commissioners in June.

Presidents Council. No action was necessary.

d. Litigation Update.

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

7. *PRESIDENTS COUNCIL NOMINATIONS SUBCOMMITTEE REPORT.*

Presidents Council. The Presidents Council reviewed the subcommittee's report to fill the immediate vacancy for Bill Tsutsui. Staff noted that while all Presidents Council representational requirements (e.g., geography, gender, race, institutional size) are met through January 2022, the subcommittee will consider priorities for 2021-22. The subcommittee identified for consideration several presidents that currently serve on the Division III President's Advisory Group. Staff will vet the candidates with the goal of filling the vacancy by the August Presidents Council meeting.

8. *ADJOURNMENT.*

Management Council. The Council meeting adjourned at 3:59 p.m. Monday, April 20 and 11:52 a.m. Tuesday, April 21.

Presidents Council. The Presidents Council meeting adjourned at 12:35 p.m. Wednesday, April 29.

Division III Strategic Plan

2019-21 Budget Biennium [Year 1: 2019-20 – 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.

CONTENTS

Philosophy Statement...	page 3
Strategic Positioning Platform Summary...	page 4
Strategic Priorities for the Budget Biennium...	page 5
NCAA Goals and Related Division III Programs and Objectives (Appendix A) ...	page 9
Budget Justification (Appendix B) ...	page 17
History of the Strategic Plan (Appendix C) ...	page 20

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. Blue indicates progress/completion of the new initiative.

DIVISION III STRATEGIC PRIORITIES FOR 2019-21 BUDGET BIENNIUM [YEAR 1: 2019-20 – 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 (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. **ON-GOING.** Started to solicit Strategic Planning and Finance Committee members to serve but waiting for the release of the updated Association-wide strategic plan.
 - Evaluate and determine next steps regarding the international ice hockey pilot. **ACCOMPLISHED.** Conducted a successful year two of the pilot. Approx. 150 reviews conducted by the Eligibility Center. Positive feedback overall, but some concerns with student-athletes paying for the certification fee. Will not conduct a third year of the pilot and will see if the membership sponsors legislation. Will continue to work with the EC to discuss a lower certification fee for Division III international student-athletes in case there is a future membership proposal.
 - 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. **TBD.** While the request is supported by the Councils and the funding is from the Division III budget, a staff personnel freeze due to the impact of COVID-19 may negatively impact this request.
 - 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. ACCOMPLISHED.** The Advisory Group has quarterly teleconferences and reports directly to Management Council.
 - 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.
 - Continue to maintain and enhance Division III University – an on-line learning management system. **ON-GOING.** Educational efforts have continued, but the membership seems slow to use Division III University.
 - Create a new full-time position, funded by Division III, in Academic and Membership Affairs to oversee Division III University and assist with other waivers and interpretations. **NOT ACCOMPLISHED.** This position was not approved for FY20 and with a hiring freeze due to COVID-19, it will not be requested for FY21.
 - Add approximately ten new division-specific modules by 2019-21. **NOT ACCOMPLISHED.** Without a new FTE, this goal was put on hold.
- 2. Appropriately Leverage Presidential and Athletics Direct Reports Leadership in the Division III Governance Structure.** Continue to selectively forward issues of presidential importance to the division's presidents. Improve and pursue full conference participation in the President's Advisory Group and significant NCAA Convention attendance. Enhance 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. **ACCOMPLISHED.** Held two facilitator trainings (May and Dec.) – trained 55 individuals. To date, facilitators have conducted programs that impacted close to 2,000 in the membership. Held the inaugural LGBTQ and Allies reception at the 2020 Convention. Launched the LGBTQ recognition award program. Will recognize inaugural recipients at the 2021 NCAA Convention.
 - Monitor NCAA emerging sports (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. **ON-GOING.** The Division III Diversity and Inclusion Working Group continues to monitor.
 - Research strategies to promote committee service for women and ethnic minorities within the division. **ON-GOING.** Collaborating with the office and inclusion and an outside contractor who conducted a research study of existing governance committees.

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). **CANCELED AND ON-GOING.** Due to the impact of COVID-19 on the budget, an in-person workshop has been canceled; however, staff is pursuing a virtual alternative. Continue to discuss oversight transition to 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. **ACCOMPLISHED.** Provide quarterly updates to Division III commissioners to share with their conference members. Division III increased its participation from 10 to 23 percent this year.
- Continue to monitor divisional challenges with officiating, including quality and pipeline. Maintain funding, via the conference grant program, to enhance officiating. **ON-GOING.** In addition to a D3CA specific study with the Pictor Group, the NCAA also is using the Pictor Group to conduct an Association-wide study. The first report is expected in June 2020. Maintained related funding via the conference grant program.
- 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. **SEMI-ACCOMPLISHED.** Hosted an ambassador training in Dec. The scheduled June training was canceled due to COVID-19. Created Gameday PSAs for conference and national championships. Working to incorporate Gameday language in NCAA championship handbooks.
- Maintain the Coaching Enhancement Grant – a two-year, \$7,500 matching grant for new, full-time female and ethnic minority assistant coaches. **ACCOMPLISHED.** Will disperse year-two funds in August 2020.
- Assist in the implementation of SSI best practices and interassociation guidelines. **ON-GOING.** Continue to collaborate with SSI.
- 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. ON-GOING.** Student-athlete graduation rate submission is mandatory this year (due date is June 1). Division III Diversity and Inclusion Working Group, Division III FAR Advisory Group and research staff will analyze data and develop best practices in 2020-21.

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. **ON-GOING.** DIII only division to implement this year.
- 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. **NOT ACCOMPLISHED.** On hold pending completion and implementation of new Association-wide strategic plan.

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. ON-GOING.** With the impact of COVID-19, the Division III budget experienced a 70% reduction this year. Budget overage (\$8-9 million) covered by the mandated reserve).
- 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. **ON GOING.** SPFC will make budget recommendations to Councils for FY21 and beyond re possible changes to the reserve policy.

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 a 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).

Division III Strategic Plan

2019-21 Budget Biennium [Year 2: 2020-21]

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



INTRODUCTION

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

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

CONTENTS

Philosophy Statement...	page 3
Strategic Positioning Platform Summary...	page 4
Strategic Priorities for the Budget Biennium...	page 5
NCAA Goals and Related Division III Programs and Objectives (Appendix A) ...	page 9
Budget Justification (Appendix B) ...	page 17
History of the Strategic Plan (Appendix C) ...	page 20

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 2: 2020-21]

1. **Clarify the Values of Division III athletics.** The division continues to serve as a conscious alternative to the sport-specialization youth culture, and as an accessible and fulfilling educational and athletics destination. It also emphasizes a fuller, more integrated academic experience in all divisional endeavors. This includes communicating the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school admissions counselors, 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 SPFC subgroup to review, and update accordingly, the current Strategic Positioning Platform.
 - 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 and New FAR Orientation by offering annual professional development training and networking opportunities to FARs.
 - 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. Provide flexibility to membership requirements (e.g. sports sponsorship, contest and participant minimums) to assist institutions impacted by COVID-19.
 - Maintain in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division.
 - 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 other waivers and interpretations.
 - If FTE approved, add approximately ten new division-specific modules by 2023.

- 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, Leadership Development 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 by maintaining the LGBTQ OneTeam program that provides education to 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. **Recognize the inaugural recipients of the LGBTQ OneTeam awards at the 2021 NCAA Convention.**
 - Monitor NCAA emerging sports (e.g. women's wrestling, esports, stunt, acrobatics and tumbling).
 - 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 Leadership Development, 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.**
 - **Develop best practices to assist member schools in increasing graduation rates of ethnic minorities and recruiting and retention of students of color.**

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

- Continue discussions with the Sport Science Institute regarding the potential transition of 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource to SSI. 360 Proof is currently for Division III and NASPA small college institutions. Oversight by SSI would allow Association-wide access.
- 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.
- Continue 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. Update championship handbooks to include Gameday language and develop additional PSAs.
- Maintain the Coaching Enhancement Grant – a two-year, \$7,500 matching grant for new, full-time female and ethnic minority assistant coaches.
- Assist in the implementation of SSI best practices and interassociation guidelines.
- Monitor and promote institutional commitment to BOG pledge on sexual assault violence prevention education and annual requirements.

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. Maintain the annual student-athlete graduation rate submission. Develop best practices.

6. Enhance Formal Accountability of the Governance Structure.

- Update the annual performance scorecard distributed to committee members for regular accountability of key Division III programs and committee staff liaisons.

- With the impact of COVID-19 on institutional budgets, monitor the enrollment and related financial challenges within higher education, and the related challenges affecting the Division III membership. Provide flexibility (e.g. reduction in sports sponsorship minimums, contest and participant minimums).
- 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 the next budget cycle (2021-2023) and beyond that presents policy goals and program preferences that are fiscally responsible and sustainable. Recognize and address the significant budget impact due to COVID-19.
- Continue to monitor the division's current mandated reserve policy and adjust accordingly due to 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 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
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 and New FAR Orientation.	On an annual basis, either hold the New FAR Orientation or 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 an advisory group that will hold quarterly teleconferences.	\$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 provide the LGBTQ OneTeam Program on campuses and in conference offices in an effort to provide safe and inclusive environments. Recognize annually the LGBTQ OneTeam recognition award recipients at the NCAA Convention.	\$100,000
Division III University.	Maintain 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.	Maintain 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, national and customizable videos. Maintain 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 2020-21 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs	
Revenue:		<i>Division III Institutions....</i>	
Division III 3.18% Revenue	\$33,924,323		
Allocation (ESTIMATE)			
Membership Dues	\$519,000		
Expenses:			
Total Championships Expense (reduced COVID-19 and excluding overhead)	\$23,107,593	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 (reduced due to COVID-19)	\$350,000	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 (reduced due to COVID-19)	\$75,000	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 (reduced due to COVID-19)	\$100,000	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 (reduced due to COVID-19)	\$80,000	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).	
Working Groups (reduced COVID-19)	\$0	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 2020-21 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Expenses, continued:		
Identity Initiatives (reduced COVID-19)	\$234,000	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	\$ 0	Funding to create new modules for Division III University and purchase additional user licenses.
LGBTQ Programming (reduced COVID-19)	\$20,000	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 (reduced COVID-19)	\$85,000	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.
Misc. Division III Initiatives	\$119,005	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	\$31,999,928	

* 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 \$2.4 million add to the mandated 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).

	FY 2019 - 2020				FY 2018 - 2019			Actuals as of 5/31		Annualized FY20	
	Actual	Budget	\$ Variance	% of Budget to Date	Actual	Budget	\$ Variance	FY 2018-19	\$ Variance 19-20 to 18-19	Actuals	Variance from 5/31/20
Revenue											
DII/DIII Allocation-Based Revenue	\$10,179,881	\$10,138,880	\$41,001	100.4%	\$32,215,323	\$32,237,370	(\$22,047)	\$30,527,188	(\$20,347,307)	\$10,138,880	(\$41,001)
Additional Revenue from Membership Dues Increase	\$530,200	\$519,000	\$11,200	102.2%	\$519,000	\$519,000	\$0	\$530,200	\$0	\$530,200	\$0
Other Non-DII/DIII Revenue	\$0	\$0	\$0	N/A	\$13,200	\$0	\$13,200	\$0	\$0	\$0	\$0
Revenue Total	\$10,710,081	\$10,657,880	\$52,201	100.5%	\$32,747,523	\$32,756,370	(\$8,847)	\$31,057,388	(\$20,347,307)	\$10,669,080	(\$41,001)
Expenses											
Championship Expenses											
Men's Championships											
DIII Men's Baseball	\$16,005	\$2,514,092	\$2,498,087	0.6%	\$1,824,012	\$2,332,000	\$507,988	\$426,266	(\$410,261)	\$168,006	\$152,001
DIII Men's Basketball	\$668,977	\$1,466,966	\$797,989	45.6%	\$1,314,931	\$1,169,000	(\$145,931)	\$1,271,451	(\$602,474)	\$929,469	\$260,492
DIII Men's Cross Country	\$586,973	\$614,791	\$27,818	95.5%	\$610,617	\$592,350	(\$18,267)	\$602,200	(\$15,227)	\$586,973	\$0
DIII Men's Football	\$2,213,285	\$2,363,405	\$150,120	93.6%	\$1,825,191	\$2,036,500	\$211,309	\$1,827,892	\$385,393	\$2,213,285	\$0
DIII Men's Golf	\$22,421	\$647,835	\$625,414	3.5%	\$609,675	\$621,500	\$11,825	\$281,618	(\$259,197)	\$80,002	\$57,581
DIII Men's Ice Hockey	\$11,884	\$426,293	\$414,409	2.8%	\$377,793	\$376,000	(\$1,793)	\$367,182	(\$355,298)	\$151,000	\$139,116
DIII Men's Lacrosse	\$37,698	\$703,701	\$666,003	5.4%	\$633,508	\$634,000	\$492	\$233,731	(\$196,033)	\$54,655	\$16,957
DIII Men's Soccer	\$1,224,329	\$1,341,235	\$116,906	91.3%	\$1,106,540	\$1,244,400	\$137,860	\$1,106,399	\$117,930	\$1,224,329	\$0
DIII Men's Swimming and Diving	\$182,699	\$665,508	\$482,809	27.5%	\$587,216	\$629,000	\$41,784	\$571,907	(\$389,208)	\$218,987	\$36,288
DIII Men's Tennis	\$1,663	\$726,331	\$724,668	0.2%	\$666,410	\$698,000	\$31,590	\$368,653	(\$366,990)	\$69,004	\$67,340
DIII Men's Track Indoor	\$781,225	\$860,974	\$79,749	90.7%	\$707,000	\$836,850	\$129,850	\$675,105	\$106,120	\$781,225	\$0
DIII Men's Track Outdoor	\$1,431	\$946,924	\$945,493	0.2%	\$937,085	\$921,250	(\$15,835)	\$107,798	(\$106,367)	\$83,012	\$81,581
DIII Men's Volleyball	\$2,405	\$366,033	\$363,628	0.7%	\$261,586	\$315,000	\$53,414	\$144,793	(\$142,388)	\$31,000	\$28,595
DIII Men's Wrestling	\$550,872	\$463,975	(\$86,897)	118.7%	\$484,780	\$451,500	(\$33,280)	\$479,376	\$71,496	\$550,872	\$0
Total	\$6,301,868	\$14,108,063	\$7,806,195	44.7%	\$11,946,343	\$12,857,350	\$911,007	\$8,464,371	(\$2,162,503)	\$7,141,818	\$839,950
Women's Championships											
DIII Women's Basketball	\$730,743	\$1,313,026	\$582,283	55.7%	\$1,085,210	\$1,253,000	\$167,790	\$1,038,458	(\$307,715)	\$758,000	\$27,257
DIII Women's Cross Country	\$562,273	\$637,162	\$74,889	88.2%	\$623,825	\$614,150	(\$9,675)	\$620,525	(\$58,252)	\$562,273	\$0
DIII Women's Field Hockey	\$420,150	\$515,007	\$94,857	81.6%	\$451,497	\$504,000	\$52,503	\$451,345	(\$31,195)	\$420,150	\$0
DIII Women's Golf	\$17,102	\$468,659	\$451,557	3.6%	\$415,327	\$407,550	(\$7,777)	\$201,065	(\$183,963)	\$61,020	\$43,919
DIII Women's Ice Hockey	\$32,366	\$321,471	\$289,105	10.1%	\$255,906	\$314,000	\$58,094	\$251,904	(\$219,538)	\$120,000	\$87,634
DIII Women's Lacrosse	\$4,890	\$920,887	\$915,997	0.5%	\$1,002,591	\$851,000	(\$151,591)	\$293,505	(\$288,615)	\$88,355	\$83,465
DIII Women's Rowing	\$2,249	\$439,372	\$437,123	0.5%	\$354,854	\$427,000	\$72,146	\$31,557	(\$29,308)	\$47,000	\$44,751
DIII Women's Soccer	\$1,312,947	\$1,359,961	\$47,014	96.5%	\$1,250,641	\$1,327,000	\$76,359	\$1,250,624	\$62,323	\$1,312,947	\$0
DIII Women's Softball	\$703	\$1,661,268	\$1,660,565	0.0%	\$1,535,739	\$1,597,000	\$61,261	\$454,751	(\$454,048)	\$143,019	\$142,317
DIII Women's Swimming and Diving	\$228,169	\$693,537	\$465,368	32.9%	\$649,837	\$695,000	\$45,163	\$641,576	(\$413,407)	\$228,169	\$0
DIII Women's Tennis	\$2,025	\$759,270	\$757,245	0.3%	\$699,109	\$740,000	\$40,891	\$361,123	(\$359,098)	\$70,010	\$67,985
DIII Women's Track Indoor	\$727,770	\$789,890	\$62,120	92.1%	\$598,514	\$766,150	\$167,636	\$591,896	\$135,874	\$727,770	\$0
DIII Women's Track Outdoor	\$1,518	\$972,166	\$970,648	0.2%	\$960,065	\$945,750	(\$14,315)	\$118,910	(\$117,392)	\$85,012	\$83,495
DIII Women's Volleyball	\$1,082,657	\$1,185,413	\$102,756	91.3%	\$1,121,305	\$1,153,500	\$32,195	\$1,120,379	(\$37,722)	\$1,082,657	\$0
Total	\$5,125,563	\$12,037,089	\$6,911,526	42.6%	\$11,004,421	\$11,595,100	\$590,679	\$7,427,618	(\$2,302,055)	\$5,706,385	\$580,821
Championship Expenses Total	\$11,427,431	\$26,145,152	\$14,717,721	43.7%	\$22,950,764	\$24,452,450	\$1,501,686	\$15,891,989	(\$4,464,558)	\$12,848,202	\$1,420,771
Overhead Allocation	\$326,250	\$435,000	\$108,750	75.0%	\$422,000	\$422,000	\$0	\$316,500	\$9,750	\$435,000	\$108,750
Total Championship Expense	\$11,753,681	\$26,580,152	\$14,826,471	44.2%	\$23,372,764	\$24,874,450	\$1,501,686	\$16,208,489	(\$4,454,808)	\$13,283,202	\$1,529,521

	FY 2019 - 2020				FY 2018 - 2019			Actuals as of 5/31			
	Actual	Budget	\$ Variance	% of Budget to Date	Actual	Budget	\$ Variance	FY 2018-19	\$ Variance 19-20 to 18-19		\$ Variance 19-20 to 18-19
Non-Championship Expenses											
Conference Grants	\$3,167,582	\$3,194,730	\$27,148	99.2%	\$3,042,605	\$3,042,600	(\$5)	\$3,042,605	\$124,977	\$3,167,582	\$0
Intern Program	\$1,089,842	\$1,300,000	\$210,158	83.8%	\$1,175,236	\$1,209,920	\$34,684	\$1,129,700	(\$39,858)	\$1,089,842	\$0
Strategic Alliance Matching Grant	\$636,921	\$708,600	\$71,679	89.9%	\$556,556	\$708,600	\$152,044	\$624,228	\$12,693	\$636,921	\$0
Leadership Conference	\$83,734	\$365,000	\$281,266	22.9%	\$414,356	\$365,000	(\$49,356)	\$180,611	(\$96,877)	\$83,734	\$0
Identity Initiative	\$150,937	\$300,000	\$149,063	50.3%	\$324,104	\$300,000	(\$24,104)	\$173,580	(\$22,643)	\$218,275	\$67,338
Diversity Initiatives	\$108,416	\$250,000	\$141,584	43.4%	\$250,728	\$250,000	(\$728)	\$191,722	(\$83,306)	\$108,416	\$0
Sportsmanship - GameDay the DIII Way	\$147,296	\$225,000	\$77,704	65.5%	\$210,547	\$250,000	\$39,453	\$122,693	\$24,603	\$178,973	\$31,677
360 Proof	\$76,619	\$115,000	\$38,381	66.6%	\$91,749	\$125,000	\$33,251	\$74,333	\$2,286	\$78,864	\$2,245
Administrative - Misc	\$9,275	\$112,404	\$103,129	8.3%	\$17,789	\$15,380	(\$2,409)	\$17,789	(\$8,514)	\$9,275	\$0
Coaches and Administrators Diversity	\$0	\$100,000	\$100,000	0.0%	\$90,000	\$100,000	\$10,000	\$0	\$0	\$99,000	\$99,000
Leadership Development Initiatives DiSC	\$83,443	\$100,000	\$16,557	83.4%	\$100,000	\$100,000	\$0	\$100,000	(\$16,557)	\$83,443	\$0
LGBTQ	\$67,582	\$100,000	\$32,418	67.6%	\$123,293	\$100,000	(\$23,293)	\$79,674	(\$12,092)	\$67,582	\$0
ADR Institute	\$31,596	\$90,000	\$58,404	35.1%	\$58,430	\$90,000	\$31,570	\$54,842	(\$23,246)	\$31,596	\$0
SAAC April and Associate Member Meetings	\$21,723	\$90,000	\$68,277	24.1%	\$77,791	\$90,000	\$12,209	\$50,279	(\$28,556)	\$21,723	\$0
AD and Commissioner Orientation	\$11,615	\$85,000	\$73,385	13.7%	\$103,759	\$85,000	(\$18,759)	\$35,785	(\$24,170)	\$11,615	\$0
FAR Orientation/Institute	\$48,524	\$85,000	\$36,476	57.1%	\$84,863	\$85,000	\$137	\$64,639	(\$16,115)	\$48,524	\$0
Membership Learning Management - DIII University	\$0	\$80,670	\$80,670	0.0%	\$20,107	\$55,000	\$34,893	\$20,107	(\$20,107)	\$0	\$0
Athletics Administrator Partnership (NADIIIAA)	\$10,800	\$75,000	\$64,200	14.4%	\$75,000	\$75,000	\$0	\$75,000	(\$64,200)	\$25,000	\$14,200
NCAA Annual Convention	\$20,110	\$70,000	\$49,890	28.7%	\$70,326	\$70,000	(\$326)	\$70,326	(\$50,216)	\$20,110	\$0
Academic All-America Program (Co-SIDA)	\$39,500	\$44,000	\$4,500	89.8%	\$39,500	\$44,000	\$4,500	\$39,500	\$0	\$39,500	\$0
Insurance	\$40,960	\$41,000	\$40	99.9%	\$40,960	\$41,000	\$40	\$40,960	\$0	\$40,960	\$0
Special Olympics	\$4,909	\$35,000	\$30,091	14.0%	\$35,970	\$35,000	(\$970)	\$32,436	(\$27,527)	\$4,909	\$0
Women Leaders in College Sports	\$0	\$30,000	\$30,000	0.0%	\$30,945	\$30,000	(\$945)	\$478	(\$478)	\$22,000	\$22,000
Conference Commissioner Meetings	\$4,340	\$20,000	\$15,660	21.7%	\$17,591	\$20,000	\$2,409	\$1,329	\$3,011	\$4,340	\$0
Working Groups	\$4,204	\$20,000	\$15,796	21.0%	\$22,831	\$20,000	(\$2,831)	\$17,494	(\$13,290)	\$4,204	\$0
CoSIDA DIII Day	\$0	\$15,000	\$15,000	0.0%	\$23,844	\$15,000	(\$8,844)	\$4,411	(\$4,411)	\$0	\$0
NADIIIAA and Commissioner Mtg	\$768	\$10,000	\$9,232	7.7%	\$4,128	\$10,000	\$5,872	\$1,769	(\$1,001)	\$768	\$0
Staff Professional Development	\$6,378	\$7,000	\$622	91.1%	\$6,375	\$7,000	\$625	\$6,362	\$16	\$6,378	\$0
Championships Festival	\$30	\$0	(\$30)	N/A	\$5	\$0	(\$5)	\$0	\$30	\$30	\$0
Exploratory/Provisional Membership	\$326	\$0	(\$326)	N/A	\$2,284	\$0	(\$2,284)	\$2,254	(\$1,928)	\$326	\$0
Injury Surveillance and Testing	\$0	\$0	\$0	N/A	\$0	\$74,500	\$74,500	\$0	\$0	\$0	\$0
Academic Reporting Honorarium	\$0	\$0	\$0	N/A	\$34,995	\$35,000	\$5	\$34,996	(\$34,996)	\$0	\$0
Non-Championship Expenses Total	\$5,867,431	\$7,668,404	\$1,800,973	76.5%	\$7,146,666	\$7,448,000	\$301,334	\$6,289,902	(\$422,471)	\$6,103,890	\$236,459
Overhead Allocation	\$820,500	\$1,094,000	\$273,500	75.0%	\$1,062,000	\$1,062,000	\$0	\$796,500	\$24,000	\$1,094,000	\$273,500
Total Non-Championship Expense	\$6,687,931	\$8,762,404	\$2,074,473	76.3%	\$8,208,666	\$8,510,000	\$301,334	\$7,086,402	(\$398,471)	\$7,197,890	\$509,959
Expenses Total	\$18,441,612	\$35,342,556	\$16,900,944	52.2%	\$31,581,430	\$33,384,450	\$1,803,020	\$23,294,891	(\$4,853,279)	\$20,481,092	\$2,039,481
Surplus (Deficit)	(\$7,731,531)	(\$24,684,676)			\$1,166,093	(\$628,080)				(\$9,812,012)	
Add: Prior Year Reserve Balance	\$30,347,383	\$28,553,209			\$29,181,289	\$29,181,289					
Estimated Reserve Balance	\$22,615,852	\$3,868,533			\$30,347,383	\$28,553,209					

2020-21 Division III Proposed Nonchampionships Budget

	2020-21	Proposed 2020-21	2021-22	Notes
	Budget	Budget		
Expenses (continued):				
Non-Championship Expenses				
Strategic Initiative Conference Grants	3,194,730	3,194,730		
Other Division III Strategic Initiatives				
Women & Minority Intern Program	1,300,000	1,300,000		
Strategic Alliance Matching Grant	708,600	708,600		
Student-Athlete Leadership Conference	365,000	350,000		In the fall in Chicago. Fewer participants.
Division III Identity Program	300,000	234,000		Reduce purchasing website credit from \$500 to \$350
DIII Diversity Initiatives	250,000	250,000		If health and safety concerns continue, may reduce.
Division-wide Sportsmanship Initiative	225,000	225,000	100,000	Moved Aug. 2020 event to Dec. 2021 so new expense for 2021-22 - saved in 2019-20
360 Proof (formerly Drug Education and Research)	115,000	100,000		Reduce scope of work - eliminate communication contractor.
Campus-based Student-Athlete Leadership Programs	100,000	75,000		Budget savings reduction. May have to balance to zero if Leadership Development doesn't contract facilitators.
LGBTQ Inclusion Program	100,000	20,000		Only need funding to send 3 award recipients to Convention and reception.
Institute for Coaching Advancement	100,000	100,000		
Membership Learning Management System	94,000	20,000		On hold until new AMA FTE is approved

ADR Institute	90,000	85,000	If health and safety concerns continue, may reduce.
SAAC April Meeting and Associate Member Travel	90,000	90,000	Need this funding for our associate members.
FAR Institute/Orientation	85,000	80,000	If health and safety concerns continue, may reduce.
New AD and Commissioner Orientation	85,000	85,000	
360 Membership Engagement Program	85,000	0	On hold due to COVID-19
NAD3AA Partnership	75,000	75,000	
Annual Convention	70,000	70,000	
Miscellaneous Division III Initiatives	179,670	40,000	Reduce to have enough funds for reclass of asst. director position in governance and some governance operations expenses.
Co-SIDA Partnership	44,000	44,000	
Division III Event Cancellation Insurance	41,000	41,000	
Special Olympics Partnership	35,000	35,000	
SWA Enhancement Grant Program (WLCS)	30,000	30,000	
Conference Commissioners Meeting	20,000	20,000	
Other Working Groups	20,000	0	Hold all working group meetings remotely
CoSIDA D3 Day	15,000	15,000	
Administrator and Commissioner Meeting (NADIII AA and D3CA)	10,000	10,000	
Staff Professional Development	7,000	7,000	
Academic Reporting Honorarium	0	0	
Injury Surveillance and Testing	0	0	
Non-Championships Expense	7,834,000	7,304,330	
Overhead Allocation	1,242,180	1,242,180	
Total Non-Championships Expenses	9,076,180	8,546,510	
	529,670		Amount of reduction
Misc. increase from FY21 revenue allocation - put into mandated reserve.	79,005		
	608,675		Total reduction

Initiative	Sport(s)	Detail	Savings Amount
Hold annual sport committee meetings virtually and eliminate banquet at finals site	All	Confirmed - 20-21 year only; virtually manage meetings with Microsoft Teams application (already in effect for remainder of FY20); discuss alternate ways to celebrate SAs and deliver Elite 90 award	\$ 440,000
Eliminate local ground transportation - individual sports	Ind	For discussion - consider for 20-21 year only or beyond; reimbursement for schools traveling by air and using local ground transportation at site	\$ 627,000
Eliminate local ground transportation - team sports	Team	For discussion - consider for 20-21 year only or beyond; reimbursement for schools traveling by air and using local ground transportation at site	\$ 345,000
Suspend pilot program to separate conference opponents in the first round of competition	Team	For discussion - suspend or eliminate? First year of pilot program resulted in one instance through fall and winter champs (football with expense of \$131K)	\$ 349,000



REPORT OF THE
NCAA DIVISION III CHAMPIONSHIPS COMMITTEE
APRIL 27, 2020, VIDEOCONFERENCE

ACTION ITEMS.

1. Legislative items.

- None.

2. Nonlegislative items.

- **Cancellation of championship banquets and approval of virtual sport committee meetings.**
 - a. Recommendation. The committee recommended that for the 2020-21 academic year, championships banquets not be conducted, and that all sport committee annual meetings be held via digital platforms instead of in person.
 - b. Effective date. Immediate.
 - c. Rationale. Per the Strategic Planning and Finance Committee's (SPFC) request, the Championships Committee reviewed potential budget cuts to meet the division's mandated reserve policy (50% of the annual revenue) through the end of the current CBS/Turner contract (2023-24). Championships Committee members considered these two options as well as potential championships reductions that could come from the division's "supplemental spend" (i.e., those items that are not part of the base budget; refer to Informational Item No. 6). (Note: These adjustments are occurring in all three divisions.)
 - d. Estimated budget impact. Projected total savings of \$440,000 in cancelled banquets and virtual sport committee annual meetings.
 - e. Student-athlete impact. The Championships Committee and sport committees will work with staff to explore different ways to recognize award winners (e.g., Elite 90 recipients) typically honored at the championship's banquets.

INFORMATIONAL ITEMS.

1. **Opening remarks.** Championships Committee chair Kiki Jacobs welcomed the group to the videoconference and noted the importance of this committee's work given the circumstances surrounding the COVID-19 situation.
2. **COVID-19 updates.** Committee members reported on factors impacting operations at their own campuses and acknowledged the challenges ahead for the entire division. Staff also provided updates related to national office operations and areas in which cost savings could be realized. Given the uncertainties moving forward, the committee believes it is best to continue working strategically with the intent of conducting championships in 2020-21 as planned but to be nimble enough to react to a fluid and unpredictable environment.
3. **Approval of recent reports.** The committee approved the report from its March 23 teleconference as presented.
4. **Division III Management Council update.** Heather Benning, who also chairs the Management Council, reviewed recent actions, including approval of permitting only institutions in year three of the provisional or reclassifying process to count toward the automatic qualification waiting period (per the Championships Committee's recommendation), and approving noncontroversial legislation to adjust sport committee rosters to coincide with the new regional alignment the Championships Committee endorsed.
5. **Division III Strategic Planning and Finance Committee report.**
 - a. Budget review. The Strategic Planning and Finance Committee noted the cancellation of the 2020 Division I Men's Basketball Championship will result in all three divisions experiencing approximately a 70% revenue loss, which equates to \$22 million in revenue for Division III for 2020-21. The SPFC asked the Championships Committee and staff to provide input regarding the division's future forecast and proposed budget cuts to meet the division's mandated reserve policy (50% of the annual revenue) through the current CBS/Turner contract (2023-24). (See Informational Item 6.)
 - b. Bracket expansion in field hockey and men's lacrosse. The SPFC tabled a recommendation from the Championships Committee to expand the field hockey bracket by two teams (from 24 to 26) and the men's lacrosse bracket by two teams (from 36 to 38), more because of the timing of the requests rather than opposition

to them. With bracket sizes needing to be set prior to the new academic year, and because of COVID-19 and the uncertainty of the budget, SPFC asked the Championships Committee to revisit these requests. Given the uncertainties surrounding sport sponsorship and institutional budgets, Championships Committee members agreed to table requesting expansion for both sports until the next budget cycle beginning in 2021-22, noting that the requests would be prioritized at that time.

- 6. COVID-19 impact on budget prioritization.** Per the SPFC's request, the committee reviewed potential budget cuts to meet the division's mandated reserve policy (50% of the annual revenue) through the current CBS/Turner contract (2023-24). In addition to the recommended cancelation of championships banquets and the approval of virtual sport committee annual meetings, Championships Committee members considered the following potential championships reductions that could come from the division's "supplemental spend" (i.e., those items that are not part of the base budget):

- a. Ground transportation. The committee recommended not reimbursing local ground transportation in team sports and individual/team sports.
- b. Preliminary-round conference matchups. The committee recommended suspending a pilot program (currently in year one of two) that separates conference opponents in the first round of a championship.
- c. Travel party size. Committee members were hesitant to pull back on the recently adopted increases and as such did not recommend cuts in this area for now.

Estimated cost savings for items (a) and (b): \$ 1.321 million.

- 7. COVID-19 impact on spring-sport A.Qs.** The committee discussed how the COVID-19 situation affects conferences serving part of a two-year waiting period or grace period and affirmed the following statements that will be included in the academic and membership affairs Q&A document pertaining to COVID-19-related issues as well as being sent to Division III conference commissioners.

- a. Waiting period statement: The 2020 spring semester may be counted toward a conference's two-year waiting period so long as the conference can demonstrate it would have had seven institutions that would have satisfied automatic-qualification requirements, including meeting sport-sponsorship minimums, and but for COVID-19 would have competed.

- b. Grace period statement: So long as a conference can demonstrate it would have met the criteria for a grace period year during the 2019-20 academic year, the 2019-20 academic year will count as a grace period year. An institution or conference may submit a waiver requesting an extension of the grace period to the Division III Championships Committee. (Note that the Championships Committee will review waiver requests on a case-by-case basis and determine if mitigation presented warrants an approval.)
8. **Review of regional rankings and selection criteria.** The committee reviewed current policies and procedures regarding regional rankings and selection criteria and asked staff to develop specific questions for sport committees to consider (e.g., whether a set fixed number or a fixed percentage should be used for regional rankings; RPI vs. PairWise, etc.).
9. **Baseball and softball survey.** The committee reviewed and authorized a survey from the Division III Baseball Committee and the Division III Softball Committee to head coaches, directors of athletics and conference commissioners regarding potential championship date formula changes in those two sports that could be implemented no earlier than the 2023 championships.
10. **Joint Men's and Women's Soccer Committees report.** The committee reviewed a request to change the date formula for the men's and women's soccer championships beginning with the 2021 championships (or possibly the 2022 championships given the COVID-19 situation) and given the shortness of time agreed to take action on the matter during its next videoconference. In the meantime, staff encouraged committee members to forward questions to be addressed.
11. **Future meetings.** Staff noted that all governance meetings through August would be conducted via virtual platforms. The Championships Committee currently is scheduled to convene May 19 and June 22, but members acknowledged that the unusual circumstances may require meeting sooner and more frequently.

Committee Chair: Kiki Jacobs, Roger Williams University

Staff Liaisons: Liz Turner Suscha, Championships and Alliances
Laura Peterson-Mlynski, Championships and Alliances
Julie Sargent, Academic and Membership Affairs

Division III Championships Committee April 27, 2020, Videoconference	
Attendees:	
Robin Baker, University of Wisconsin-Eau Claire.	
Heather Benning, Midwest Conference.	
Jason Fein, Bates College.	
Kiki Jacobs, Roger Williams University.	
Brady Keller, Nebraska Wesleyan University.	
Chuck Mitrano, Empire 8.	
Michelle Morgan, John Carroll University.	
John Neese, Hardin-Simmons University.	
Penny Siqueiros, Wesleyan College (Georgia).	
Absentees:	
None.	
Guests in Attendance:	
Gary Brown, NCAA Contractor.	
NCAA Staff Support in Attendance:	
Laura Peterson-Mlynski, Championships and Alliances.	
Julie Sargent, Academic and Membership Affairs.	
Liz Turner Suscha, Championships and Alliances.	
Other NCAA Staff Members in Attendance:	
Kevin Alcox, Dan Dutcher, Jan Gentry, Laura Klee, John Kuzio, Louise McCleary, Jeff Myers, JP Williams.	

POST COVID No Reductions

- Assumptions:**
- A) Goal is to a modest Cash Reserve Surplus; minimize the Net Change in Fund Balance and stay close to the 75/25 ratio of championship to nonchampionship spend.
- B) Changes in "Policy" could be implemented for fiscal year 2014-2015, but the earliest Changes in "Program funding" could realistically occur is 2015-2016.
- Game Operations increases by X% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.
- Committee expenses increase by X% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.
- Team Transportation increases by X% each fiscal year based on cost per traveler analysis for FY2008-09 thru FY2016-17.
- Projection does not include any increase increase in bracket size due to sport sponsorship increases (access ratio) other than 2015-16 bracket expansion for women's lacrosse (2 teams) and 2017-18

1.00% [DIII Champs Assumption Analysis 16-17](#)
0.00% [DIII Champs Assumption Analysis 16-17](#)
3.94% Presentation to CFO on Travel Models by division

The National Collegiate Athletic Association

Division III Budget Projections

	2018-19 Actual	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection
Revenue:						
Division III 3.18% Revenue Allocation	\$ 32,249,015	\$ 10,138,880	\$ 33,924,323	\$ 34,607,323	\$ 34,752,323	\$ 34,803,323
Draw from DIII Reserve						
Additional Revenue from Membership Dues Increase	\$ 530,200	\$ 530,200	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000
Division III Other Revenue	57,500	-	-	-	-	-
Total Revenue	\$ 32,836,715	\$ 10,669,080	\$ 34,443,323	\$ 35,126,323	\$ 35,271,323	\$ 35,322,323
Projected Revenue Increase	2.6%	-68.6%	234.6%	2.0%	0.4%	0.1%
Expenses:						
Championships Game Operations	4,696,723	2,388,104	4,566,503	4,612,168	4,693,290	4,704,873
Championships Committee	353,305	352,902	492,815	492,815	492,815	492,815
Championships Team Transportation	9,128,803	6,144,085	11,546,230	12,001,151	12,473,997	12,965,472
Championships Per Diem	6,844,931	3,264,493	8,202,045	8,202,045	8,202,045	8,202,045
Championships Overhead Allocation ⁴	422,000	435,000	448,000	461,000	475,000	489,000
<i>Total Championship Expenses</i>	21,445,763	12,584,584	25,255,593	25,769,180	26,337,147	26,854,205
Non-Championships Base Budget	6,616,467	6,146,992	7,354,000	7,491,000	7,492,000	7,469,000
Non-Championships Initiatives	-	-	-	-	-	-
Non-Championships Overhead Allocation ⁴	1,037,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000
<i>Total Non-Championship Expenses</i>	7,653,467	7,240,992	8,481,000	8,652,000	8,688,000	8,701,000
Total Division III Expenses (before supplemental spending)	\$ 29,099,230	\$ 19,825,576	\$ 33,736,593	\$ 34,421,180	\$ 35,025,147	\$ 35,555,205
Net Change in Fund Balance (before supplemental spending)	\$ 3,737,485	\$ (9,156,496)	\$ 706,730	\$ 705,143	\$ 246,176	\$ (232,882)
Supplemental items:						
Local ground transportation for individual sports	575,000		627,000	652,000	678,000	705,000
Men's Joint Championship		82,500				
Women's Joint Championship					250,000	
Guarantee first round no conference match-ups			349,000		-	-
Local ground transporation for team sports	316,000		345,000	359,000	373,000	388,000
Increase in travel party size for team sports	1,036,000		1,112,000	1,137,000	1,163,000	1,190,000
Supplemental Championships Spending from reserve ²	1,927,000	82,500	2,433,000	2,148,000	2,464,000	2,283,000
Supplemental Non-Championships Spending from reserve	530,200	-	519,000	519,000	519,000	519,000
<i>Total Supplemental Spending</i>	2,457,200	82,500	2,952,000	2,667,000	2,983,000	2,802,000
Division III Membership Dues Credit	-	-	-	-	-	-
Total Division III Expenses (after supplemental spending)	\$ 31,556,430	\$ 19,908,076	\$ 36,688,593	\$ 37,088,180	\$ 38,008,147	\$ 38,357,205
Net Change in Fund Balance (after supplemental spending)	\$ 1,280,285	\$ (9,238,996)	\$ (2,245,270)	\$ (1,961,857)	\$ (2,736,824)	\$ (3,034,882)
Projected Expense Increase	-2.4%	-36.9%	84.3%	1.1%	2.5%	0.9%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 29,181,289	\$ 30,461,574	\$ 21,222,578	\$ 18,977,308	\$ 17,015,451	\$ 14,278,627
Less:						
Net Change in Fund Balance	1,280,285	(9,238,996)	(2,245,270)	(1,961,857)	(2,736,824)	(3,034,882)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 30,461,574	\$ 21,222,578	\$ 18,977,308	\$ 17,015,451	\$ 14,278,627	\$ 11,243,745
Mandated Reserve ¹	(16,124,508)	(5,069,440)	(16,962,162)	(17,303,662)	(17,376,162)	(17,401,662)
Cash available in excess of reserve policy	\$ 14,337,067	\$ 16,153,138	\$ 2,015,147	\$ (288,211)	\$ (3,097,535)	\$ (6,157,917)
Percentage DIII Spend - Championships	74%	64%	75%	75%	76%	76%
Percentage DIII Spend - Non-Championships	26%	36%	25%	25%	24%	24%
Notes:						
¹ Mandated reserve is 50% of the annual DIII revenue allocation. 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 operating deficit.						
³ Amount includes inflationary increase from prior year amount (light blue highlight).						
⁴ All amounts for 2018-19 are unaudited amounts. Overhead estimates were last updated September 2018.						
⁵ Figures highlighted were reduced or eliminated due to the FY2020 basketball tournament being cancelled. Expense reductions are as follows:						
Total Championships Expenses	-	(11,410,568)	-	-	-	-
Total Non-Championships Expenses	-	(1,002,412)	-	-	-	-
Total Supplemental Spend	-	(3,021,500)	-	-	-	-
	<u>-</u>	<u>(15,434,480)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Post-COVID with PROPOSED Reductions

Assumptions:

- A) Goal is to a modest Cash Reserve Surplus; minimize the Net Change in Fund Balance and stay close to the 75/25 ratio of championship to nonchampionship spend.
- B) Changes in "Policy" could be implemented for fiscal year 2014-2015, but the earliest Changes in "Program funding" could realistically occur is 2015-2016.
- Game Operations increases by X% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.
- Committee expenses increase by X% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.
- Team Transportation increases by X% each fiscal year based on cost per traveler analysis for FY2008-09 thru FY2016-17.
- Projection does not include any increase increase in bracket size due to sport sponsorship increases (access ratio) other than 2015-16 bracket expansion for women's lacrosse (2 teams) and 2017-18

1.00% [DIII Champs Assumption Analysis 16-17](#)
0.00% [DIII Champs Assumption Analysis 16-17](#)
3.94% Presentation to CFO on Travel Models by division

The National Collegiate Athletic Association

Division III Budget Projections

	2018-19 Actual	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection
Revenue:						
Division III 3.18% Revenue Allocation	\$ 32,249,015	\$ 10,138,880	\$ 33,924,323	\$ 34,607,323	\$ 34,752,323	\$ 34,803,323
Draw from DIII Reserve						
Additional Revenue from Membership Dues Increase	\$ 530,200	\$ 530,200	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000
Division III Other Revenue	57,500	-	-	-	-	-
Total Revenue	\$ 32,836,715	\$ 10,669,080	\$ 34,443,323	\$ 35,126,323	\$ 35,271,323	\$ 35,322,323
Projected Revenue Increase	2.6%	-68.6%	234.6%	2.0%	0.4%	0.1%
Expenses:						
Championships Game Operations	4,696,723	2,388,104	4,366,503	4,612,168	4,693,290	4,704,873
Championships Committee	353,305	352,902	292,815	492,815	492,815	492,815
Championships Team Transportation	9,128,803	6,144,085	11,546,230	12,001,151	12,473,997	12,965,472
Championships Per Diem	6,844,931	3,264,493	8,202,045	8,202,045	8,202,045	8,202,045
Championships Overhead Allocation ⁴	422,000	435,000	448,000	461,000	475,000	489,000
<i>Total Championship Expenses</i>	21,445,763	12,584,584	24,855,593	25,769,180	26,337,147	26,854,205
Non-Championships Base Budget	6,616,467	6,146,992	7,265,000	7,402,000	7,403,000	7,380,000
Non-Championships Initiatives	-	-	-	-	-	-
Non-Championships Overhead Allocation ⁴	1,037,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000
<i>Total Non-Championship Expenses</i>	7,653,467	7,240,992	8,392,000	8,563,000	8,599,000	8,612,000
Total Division III Expenses (before supplemental spending)	\$ 29,099,230	\$ 19,825,576	\$ 33,247,593	\$ 34,332,180	\$ 34,936,147	\$ 35,466,205
Net Change in Fund Balance (before supplemental spending)	\$ 3,737,485	\$ (9,156,496)	\$ 1,195,730	\$ 794,143	\$ 335,176	\$ (143,882)
Supplemental items:						
Local ground transportation for individual sports	575,000					
Men's Joint Championship		82,500				
Women's Joint Championship					250,000	
Guarantee first round no conference match-ups					-	-
Local ground transporation for team sports	316,000					
Increase in travel party size for team sports	1,036,000		1,112,000	1,137,000	1,163,000	1,190,000
Supplemental Championships Spending from reserve ²	1,927,000	82,500	1,112,000	1,137,000	1,413,000	1,190,000
Supplemental Non-Championships Spending from reserve	530,200	-	-	-	-	-
<i>Total Supplemental Spending</i>	2,457,200	82,500	1,112,000	1,137,000	1,413,000	1,190,000
Division III Membership Dues Credit	-	-	-	-	-	-
Total Division III Expenses (after supplemental spending)	\$ 31,556,430	\$ 19,908,076	\$ 34,359,593	\$ 35,469,180	\$ 36,349,147	\$ 36,656,205
Net Change in Fund Balance (after supplemental spending)	\$ 1,280,285	\$ (9,238,996)	\$ 83,730	\$ (342,857)	\$ (1,077,824)	\$ (1,333,882)
Projected Expense Increase	-2.4%	-36.9%	72.6%	3.2%	2.5%	0.8%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 29,181,289	\$ 30,461,574	\$ 21,222,578	\$ 21,306,308	\$ 20,963,451	\$ 19,885,627
Less:						
Net Change in Fund Balance	1,280,285	(9,238,996)	83,730	(342,857)	(1,077,824)	(1,333,882)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 30,461,574	\$ 21,222,578	\$ 21,306,308	\$ 20,963,451	\$ 19,885,627	\$ 18,551,745
Mandated Reserve ¹	(16,124,508)	(5,069,440)	(16,962,162)	(17,303,662)	(17,376,162)	(17,401,662)
Cash available in excess of reserve policy	\$ 14,337,067	\$ 16,153,138	\$ 4,344,147	\$ 3,659,790	\$ 2,509,466	\$ 1,150,084

Percentage DIII Spend - Championships	74%	64%	76%	76%	76%	77%
Percentage DIII Spend - Non-Championships	26%	36%	24%	24%	24%	23%

Notes:

- ¹ Mandated reserve is 50% of the annual DIII revenue allocation. 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 operating deficit.
- ³ Amount includes inflationary increase from prior year amount (light blue highlight).
- ⁴ All amounts for 2018-19 are **unaudited** amounts. Overhead estimates were last updated September 2018.
- ⁵ Figures highlighted were reduced or eliminated due to the FY2020 basketball tournament being cancelled. Expense reductions are as follows:

Total Championships Expenses	-	(11,410,568)	(400,000)	-	-	-
Total Non-Championships Expenses	-	(1,002,412)	(89,000)	(89,000)	(89,000)	(89,000)
Total Supplemental Spend	-	(3,021,500)	(1,840,000)	(1,530,000)	(1,570,000)	(1,612,000)
	-	(15,434,480)	(2,329,000)	(1,619,000)	(1,659,000)	(1,701,000)

Post COVID with proposed reductions - CURRENT mandated reserve policy

Assumptions:

- A) Goal is to a modest Cash Reserve Surplus; minimize the Net Change in Fund Balance and stay close to the 75/25 ratio of championship to nonchampionship spend.
- B) Changes in "Policy" could be implemented for fiscal year 2014-2015, but the earliest Changes in "Program funding" could realistically occur is 2015-2016.
- Game Operations increases by X% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.
 - Committee expenses increase by X% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.
 - Team Transportation increases by X% each fiscal year based on cost per traveler analysis for FY2008-09 thru FY2016-17.
 - Projection does not include any increase increase in bracket size due to sport sponsorship increases (access ratio) other than 2015-16 bracket expansion for women's lacrosse (2 teams) and 2017-18 women's swimming and diving improved access ratio.

1.00% [DIII Champs Assumption Analysis 16-17](#)
0.00% [DIII Champs Assumption Analysis 16-17](#)
3.94% Presentation to CFO on Travel Models by division

The National Collegiate Athletic Association

Division III Budget Projections

	2018-19 Actual	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-2030 Projection	2030-31 Projection	2031-32 Projection
Revenue:														
Division III 3.18% Revenue Allocation	\$ 32,249,015	\$ 10,138,880	\$ 33,924,323	\$ 34,607,323	\$ 34,752,323	\$ 34,803,323	\$ 38,683,323	\$ 39,478,323	\$ 40,432,323	\$ 41,227,323	\$ 42,976,323	\$ 44,089,323	\$ 45,202,323	\$ 44,089,323
Draw from DIII Reserve														
Additional Revenue from Membership Dues Increase	\$ 530,200	\$ 530,200	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000
Division III Other Revenue	57,500	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$ 32,836,715	\$ 10,669,080	\$ 34,443,323	\$ 35,126,323	\$ 35,271,323	\$ 35,322,323	\$ 39,202,323	\$ 39,997,323	\$ 40,951,323	\$ 41,746,323	\$ 43,495,323	\$ 44,608,323	\$ 45,721,323	\$ 44,608,323
Projected Revenue Increase	2.6%	-68.6%	234.6%	2.0%	0.4%	0.1%	11.1%	2.1%	2.4%	2.0%	4.2%	2.6%	2.5%	-2.5%
Expenses:														
Championships Game Operations	4,696,723	2,388,104	4,366,503	4,612,168	4,693,290	4,704,873	4,751,922	4,799,441	4,847,435	4,895,910	4,944,869	4,994,318	5,044,261	5,094,703
Championships Committee	353,305	352,902	292,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815
Championships Team Transportation	9,128,803	6,144,085	11,546,230	12,001,151	12,473,997	12,965,472	13,476,312	14,007,279	14,559,165	15,132,796	15,729,029	16,348,752	16,992,893	17,662,413
Championships Per Diem	6,844,931	3,264,493	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045
Championships Overhead Allocation ⁴	422,000	435,000	448,000	461,000	475,000	489,000	504,000	519,000	535,000	551,000	568,000	585,000	603,000	621,000
<i>Total Championship Expenses</i>	21,445,763	12,584,584	24,855,593	25,769,180	26,337,147	26,854,205	27,427,094	28,020,580	28,636,461	29,274,566	29,936,757	30,622,930	31,335,014	32,072,977
Non-Championships Base Budget	6,616,467	6,146,992	7,265,000	7,402,000	7,403,000	7,380,000	8,402,000	8,563,000	8,762,000	8,921,000	9,316,000	9,551,000	9,786,000	9,462,000
Non-Championships Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-Championships Overhead Allocation ⁴	1,037,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000	1,269,000	1,307,000	1,346,000	1,386,000	1,428,000	1,471,000	1,515,000	1,560,000
<i>Total Non-Championship Expenses</i>	7,653,467	7,240,992	8,392,000	8,563,000	8,599,000	8,612,000	9,671,000	9,870,000	10,108,000	10,307,000	10,744,000	11,022,000	11,301,000	11,022,000
Total Division III Expenses (before supplemental spending)	\$ 29,099,230	\$ 19,825,576	\$ 33,247,593	\$ 34,332,180	\$ 34,936,147	\$ 35,466,205	\$ 37,098,094	\$ 37,890,580	\$ 38,744,461	\$ 39,581,566	\$ 40,680,757	\$ 41,644,930	\$ 42,636,014	\$ 43,094,977
Net Change in Fund Balance (before supplemental spending)	\$ 3,737,485	\$ (9,156,496)	\$ 1,195,730	\$ 794,143	\$ 335,176	\$ (143,882)	\$ 2,104,229	\$ 2,106,743	\$ 2,206,862	\$ 2,164,757	\$ 2,814,566	\$ 2,963,393	\$ 3,085,309	\$ 1,513,346
Supplemental items:														
Local ground transportation for individual sports	575,000						733,000	762,000	792,000	823,000	855,000	889,000	924,000	960,000
Men's Joint Championship		82,500												
Women's Joint Championship					250,000									
Guarantee first round no conference match-ups					-	-	-	-	-	-	-	-	-	-
Local ground transporation for team sports	316,000					403,000	419,000	436,000	436,000	453,000	471,000	490,000	509,000	529,000
Increase in travel party size for team sports	1,036,000		1,112,000	1,137,000	1,163,000	1,190,000	1,218,000	1,247,000	1,277,000	1,308,000	1,340,000	1,374,000	1,409,000	1,445,000
Supplemental Championships Spending from reserve ²	1,927,000	82,500	1,112,000	1,137,000	1,413,000	1,190,000	2,354,000	2,428,000	2,505,000	2,584,000	2,666,000	2,753,000	2,842,000	2,934,000
Supplemental Non-Championships Spending from reserve	530,200	-	-	-	-	-	519,000	519,000	519,000	519,000	519,000	519,000	519,000	519,000
<i>Total Supplemental Spending</i>	2,457,200	82,500	1,112,000	1,137,000	1,413,000	1,190,000	2,873,000	2,947,000	3,024,000	3,103,000	3,185,000	3,272,000	3,361,000	3,453,000
Division III Membership Dues Credit	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Division III Expenses (after supplemental spending)	\$ 31,556,430	\$ 19,908,076	\$ 34,359,593	\$ 35,469,180	\$ 36,349,147	\$ 36,656,205	\$ 39,971,094	\$ 40,837,580	\$ 41,768,461	\$ 42,684,566	\$ 43,865,757	\$ 44,916,930	\$ 45,997,014	\$ 46,547,977
Net Change in Fund Balance (after supplemental spending)	\$ 1,280,285	\$ (9,238,996)	\$ 83,730	\$ (342,857)	\$ (1,077,824)	\$ (1,333,882)	\$ (768,771)	\$ (840,257)	\$ (817,138)	\$ (938,243)	\$ (370,434)	\$ (308,607)	\$ (275,691)	\$ (1,939,654)
Projected Expense Increase	-2.4%	-36.9%	72.6%	3.2%	2.5%	0.8%	9.0%	2.2%	2.3%	2.2%	2.8%	2.4%	2.4%	1.2%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 29,181,289	\$ 30,461,574	\$ 21,222,578	\$ 21,306,308	\$ 20,963,451	\$ 19,885,627	\$ 18,551,745	\$ 17,782,974	\$ 16,942,717	\$ 16,125,579	\$ 15,187,336	\$ 14,816,902	\$ 14,508,295	\$ 14,232,604
Less:														
Net Change in Fund Balance	1,280,285	(9,238,996)	83,730	(342,857)	(1,077,824)	(1,333,882)	(768,771)	(840,257)	(817,138)	(938,243)	(370,434)	(308,607)	(275,691)	(1,939,654)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 30,461,574	\$ 21,222,578	\$ 21,306,308	\$ 20,963,451	\$ 19,885,627	\$ 18,551,745	\$ 17,782,974	\$ 16,942,717	\$ 16,125,579	\$ 15,187,336	\$ 14,816,902	\$ 14,508,295	\$ 14,232,604	\$ 12,292,950
Mandated Reserve ¹	(16,124,508)	(5,069,440)	(16,962,162)	(17,303,662)	(17,376,162)	(17,401,662)	(19,341,662)	(19,739,162)	(20,216,162)	(20,613,662)	(21,488,162)	(22,044,662)	(22,601,162)	(22,044,662)
Cash available in excess of reserve policy	\$ 14,337,067	\$ 16,153,138	\$ 4,344,147	\$ 3,659,790	\$ 2,509,466	\$ 1,150,084	\$ (1,558,688)	\$ (2,796,445)	\$ (4,090,583)	\$ (5,426,326)	\$ (6,671,260)	\$ (7,536,367)	\$ (8,368,558)	\$ (9,751,712)

Percentage DIII Spend - Championships
Percentage DIII Spend - Non-Championships

74%
26%

64%
36%

76%
24%

76%
24%

76%
24%

77%
23%

75%
25%

75%
25%

75%
25%

75%
25%

74%
26%

74%
26%

74%
26%

75%
25%

Notes:

- ¹ Mandated reserve is 50% of the annual DIII revenue allocation. 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 operating deficit.
- ³ Amount includes inflationary increase from prior year amount (light blue highlight).
- ⁴ All amounts for 2018-19 are **unaudited** amounts. Overhead estimates were last updated September 2018.
- ⁵ Figures highlighted were reduced or eliminated due to the FY2020 basketball tournament being cancelled. Expense reductions are as follows:

Total Championships Expenses
Total Non-Championships Expenses
Total Supplemental Spend

-
-
-

(11,410,568)
(1,002,412)
(3,021,500)

(400,000)
(89,000)
(1,840,000)

-
(89,000)
(1,530,000)

-
(89,000)
(1,570,000)

-
(89,000)
(1,612,000)

-
-
-

-
-
-

-
-
-

-
-
-

-
-
-

-
-
-

-
-
-

-
-
-

Post COVID with reductions - PROPOSED mandated reserve policy

Assumptions:

- A) Goal is to a modest Cash Reserve Surplus; minimize the Net Change in Fund Balance and stay close to the 75/25 ratio of championship to nonchampionship spend.
- B) Changes in "Policy" could be implemented for fiscal year 2014-2015, but the earliest Changes in "Program funding" could realistically occur is 2015-2016.
- Game Operations increases by X% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.
- Committee expenses increase by X% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.
- Team Transportation increases by X% each fiscal year based on cost per traveler analysis for FY2008-09 thru FY2016-17.
- Projection does not include any increase increase in bracket size due to sport sponsorship increases (access ratio) other than 2015-16 bracket expansion for women's lacrosse (2 teams) and 2017-18 women's swimming and diving improved access ratio.

1.00% [DIII Champs Assumption Analysis 16-17](#)

0.00% [DIII Champs Assumption Analysis 16-17](#)

3.94% Presentation to CFO on Travel Models by division

The National Collegiate Athletic Association

Division III Budget Projections

	2018-19 Actual	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection	2024-25 Projection	2025-26 Projection	2026-27 Projection	2027-28 Projection	2028-29 Projection	2029-2030 Projection	2030-31 Projection	2031-32 Projection
Revenue:														
Division III 3.18% Revenue Allocation	\$ 32,249,015	\$ 10,138,880	\$ 33,924,323	\$ 34,607,323	\$ 34,752,323	\$ 34,803,323	\$ 38,683,323	\$ 39,478,323	\$ 40,432,323	\$ 41,227,323	\$ 42,976,323	\$ 44,089,323	\$ 45,202,323	\$ 44,089,323
Draw from DIII Reserve														
Additional Revenue from Membership Dues Increase	\$ 530,200	\$ 530,200	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000
Division III Other Revenue	57,500	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue	\$ 32,836,715	\$ 10,669,080	\$ 34,443,323	\$ 35,126,323	\$ 35,271,323	\$ 35,322,323	\$ 39,202,323	\$ 39,997,323	\$ 40,951,323	\$ 41,746,323	\$ 43,495,323	\$ 44,608,323	\$ 45,721,323	\$ 44,608,323
Projected Revenue Increase	2.6%	-68.6%	234.6%	2.0%	0.4%	0.1%	11.1%	2.1%	2.4%	2.0%	4.2%	2.6%	2.5%	-2.5%
Expenses:														
Championships Game Operations	4,696,723	2,388,104	4,366,503	4,612,168	4,693,290	4,704,873	4,751,922	4,799,441	4,847,435	4,895,910	4,944,869	4,994,318	5,044,261	5,094,703
Championships Committee	353,305	352,902	292,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815	492,815
Championships Team Transportation	9,128,803	6,144,085	11,546,230	12,001,151	12,473,997	12,965,472	13,476,312	14,007,279	14,559,165	15,132,796	15,729,029	16,348,752	16,992,893	17,662,413
Championships Per Diem	6,844,931	3,264,493	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045	8,202,045
Championships Overhead Allocation ⁴	422,000	435,000	448,000	461,000	475,000	489,000	504,000	519,000	535,000	551,000	568,000	585,000	603,000	621,000
<i>Total Championship Expenses</i>	21,445,763	12,584,584	24,855,593	25,769,180	26,337,147	26,854,205	27,427,094	28,020,580	28,636,461	29,274,566	29,936,757	30,622,930	31,335,014	32,072,977
Non-Championships Base Budget	6,616,467	6,146,992	7,265,000	7,402,000	7,403,000	7,380,000	7,880,000	7,958,800	8,038,388	8,118,772	8,199,960	8,281,959	8,364,779	8,448,427
Non-Championships Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-Championships Overhead Allocation ⁴	1,037,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000	1,269,000	1,307,000	1,346,000	1,386,000	1,428,000	1,471,000	1,515,000	1,560,000
<i>Total Non-Championship Expenses</i>	7,653,467	7,240,992	8,392,000	8,563,000	8,599,000	8,612,000	9,149,000	9,265,800	9,384,388	9,504,772	9,627,960	9,752,959	9,879,779	10,008,427
Total Division III Expenses (before supplemental spending)	\$ 29,099,230	\$ 19,825,576	\$ 33,247,593	\$ 34,332,180	\$ 34,936,147	\$ 35,466,205	\$ 36,576,094	\$ 37,286,380	\$ 38,020,849	\$ 38,779,338	\$ 39,564,717	\$ 40,375,889	\$ 41,214,793	\$ 42,081,403
Net Change in Fund Balance (before supplemental spending)	\$ 3,737,485	\$ (9,156,496)	\$ 1,195,730	\$ 794,143	\$ 335,176	\$ (143,882)	\$ 2,626,229	\$ 2,710,943	\$ 2,930,474	\$ 2,966,985	\$ 3,930,606	\$ 4,232,434	\$ 4,506,530	\$ 2,526,920
Supplemental items:														
Local ground transportation for individual sports	575,000						733,000	762,000	792,000	823,000	855,000	889,000	924,000	960,000
Men's Joint Championship		82,500												
Women's Joint Championship					250,000									
Guarantee first round no conference match-ups					-	-	-	-	-	-	-	-	-	-
Local ground transportation for team sports	316,000					403,000	419,000	436,000	453,000	471,000	490,000	509,000	529,000	529,000
Increase in travel party size for team sports	1,036,000		1,112,000	1,137,000	1,163,000	1,190,000	1,218,000	1,247,000	1,277,000	1,308,000	1,340,000	1,374,000	1,409,000	1,445,000
Supplemental Championships Spending from reserve ²	1,927,000	82,500	1,112,000	1,137,000	1,413,000	1,190,000	2,354,000	2,428,000	2,505,000	2,584,000	2,666,000	2,753,000	2,842,000	2,934,000
Supplemental Non-Championships Spending from reserve	530,200	-	-	-	-	-	519,000	519,000	519,000	519,000	519,000	519,000	519,000	519,000
<i>Total Supplemental Spending</i>	2,457,200	82,500	1,112,000	1,137,000	1,413,000	1,190,000	2,873,000	2,947,000	3,024,000	3,103,000	3,185,000	3,272,000	3,361,000	3,453,000
Division III Membership Dues Credit	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Division III Expenses (after supplemental spending)	\$ 31,556,430	\$ 19,908,076	\$ 34,359,593	\$ 35,469,180	\$ 36,349,147	\$ 36,656,205	\$ 39,449,094	\$ 40,233,380	\$ 41,044,849	\$ 41,882,338	\$ 42,749,717	\$ 43,647,889	\$ 44,575,793	\$ 45,534,403
Net Change in Fund Balance (after supplemental spending)	\$ 1,280,285	\$ (9,238,996)	\$ 83,730	\$ (342,857)	\$ (1,077,824)	\$ (1,333,882)	\$ (246,771)	\$ (236,057)	\$ (93,526)	\$ (136,015)	\$ 745,606	\$ 960,434	\$ 1,145,530	\$ (926,080)
Projected Expense Increase	-2.4%	-36.9%	72.6%	3.2%	2.5%	0.8%	7.6%	2.0%	2.0%	2.0%	2.1%	2.1%	2.1%	2.2%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 29,181,289	\$ 30,461,574	\$ 21,222,578	\$ 21,306,308	\$ 20,963,451	\$ 19,885,627	\$ 18,551,745	\$ 18,304,974	\$ 18,068,917	\$ 17,975,391	\$ 17,839,376	\$ 18,584,982	\$ 19,545,416	\$ 20,690,946
Less:														
Net Change in Fund Balance	1,280,285	(9,238,996)	83,730	(342,857)	(1,077,824)	(1,333,882)	(246,771)	(236,057)	(93,526)	(136,015)	745,606	960,434	1,145,530	(926,080)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 30,461,574	\$ 21,222,578	\$ 21,306,308	\$ 20,963,451	\$ 19,885,627	\$ 18,551,745	\$ 18,304,974	\$ 18,068,917	\$ 17,975,391	\$ 17,839,376	\$ 18,584,982	\$ 19,545,416	\$ 20,690,946	\$ 19,764,866
Mandated Reserve ¹	(16,124,508)	(5,069,440)	(16,962,162)	(17,303,662)	(17,376,162)	(17,401,662)	(15,000,000)	(15,000,000)	(15,300,000)	(15,300,000)	(15,606,000)	(15,606,000)	(15,918,120)	(15,918,120)
Cash available in excess of reserve policy	\$ 14,337,067	\$ 16,153,138	\$ 4,344,147	\$ 3,659,790	\$ 2,509,466	\$ 1,150,084	\$ 3,304,974	\$ 3,068,917	\$ 2,675,391	\$ 2,539,376	\$ 2,978,982	\$ 3,939,416	\$ 4,772,826	\$ 3,846,746
Percentage DIII Spend - Championships	74%	64%	76%	76%	76%	77%	75%	76%	76%	76%	76%	76%	77%	77%
Percentage DIII Spend - Non-Championships	26%	36%	24%	24%	24%	23%	25%	24%	24%	24%	24%	24%	23%	23%
Notes:														
¹	Mandated reserve through FY2024 is 50% of the annual DIII revenue allocation. Beginning in FY2025 the mandated reserve will be a flat \$15M. 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 operating deficit.													
³	Amount includes inflationary increase from prior year amount (light blue highlight).													
⁴	All amounts for 2018-19 are unaudited amounts. Overhead estimates were last updated September 2018.													
⁵	Figures highlighted were reduced or eliminated due to the FY2020 basketball tournament being cancelled. Expense reductions are as follows:													
Total Championships Expenses	-	(11,410,568)	(400,000)	-	-	-	-	-	-	-	-	-	-	-
Total Non-Championships Expenses	-	(1,002,412)	(89,000)	(89,000)	(89,000)	(89,000)	(522,000)	(604,200)	(723,612)	(802,228)	(1,116,040)	(1,269,041)	(1,421,221)	(1,013,573)
Total Supplemental Spend	-	(3,021,500)	(1,840,000)	(1,530,000)	(1,570,000)	(1,612,000)	-	-	-	-	-	-	-	-
Total Expense Reduction	-	(15,434,480)	(2,329,000)	(1,619,000)	(1,659,000)	(1,701,000)	(522,000)	(604,200)	(723,612)	(802,228)	(1,116,040)	(1,269,041)	(1,421,221)	(1,013,573)

Division III Commissioner Association Action Items
Regarding the Conference Strategic Grant

The Division III Commissioners Association conference grant subcommittee requests consideration of three changes in NCAA Division III Strategic Initiatives Grant policies:

Personal Protection Equipment (PPE) for COVID-19 as a Preapproved Tier Two Expense for 2019-20 and 2020-21 only.

There will be a significant increase in the amount and type of Personal Protection Equipment (PPE) institutions and athletics departments will need to provide for their campuses to provide a safe environment for our student-athletes to participate. This equipment is necessary to protect the health and well-being of our student-athletes and others associated with the athletics enterprise. Per current grant policy, institutions are able to use funds to purchase safety equipment in the form of AEDs under the student-athlete well-being category of Tier Two. As such, using Tier Two funds to purchase PPEs would be in line with existing pre-approved expenses. The committee strongly supports conferences being permitted to use Tier Two funds – for this year (2019-20) and 2020-21 - to obtain this necessary equipment in order to support and protect the health, safety and well-being of our student-athletes.

Medical Testing/Screening Equipment for COVID-19 as a Preapproved Tier Two Expense (One-Time Request for 2020-21).

In addition to the request allowing Tier Two funds to be used for PPE next year, the committee also supports using Tier Two funds for medical testing/screening equipment/supplies related to COVID-19. In response to the pandemic, institutions will be implementing new procedures in the coming year to ensure the safety not only of those participating in contests, but those associated with conducting them (game management staff, officials, etc.). These measures are central to the health, safety and well-being of our student-athletes. This request is a one-time request for 2020-21.

WeCoach as a Preapproved Permissible Tier One Expense for SWAs.

Many Division III Senior Woman Administrators serve not only as an administrator but also a head coach. Given the timing of many national conventions and seminars, it can be difficult for a coach who serves as an SWA to attend these events. For individuals wearing both of these hats, WeCoach is another option for SWAs. WeCoach conducts professional development events focused on leadership and management in athletics (it is not focused on Xs and Os). Allowing Tier One funds to be used for an SWA, who is also a coach, to attend WeCoach would support their desire to continue to develop as a leader, gain insight and knowledge in this industry, and grow as a professional. The committee strongly supports allowing WeCoach as a preapproved Tier One event for SWAs. The funding may only be used by an individual who has the SWA designation at an institution.

We appreciate the Administrative Committee considering these requests. If you have any questions or need additional information, please do not hesitate to contact me.

Thank you again for all your assistance and support as we continue navigate our way through things.

Best,
Andrea Savage
Executive Director, NESCAC

On behalf of the conference grant subcommittee members:

Angela Baumann, Heather Benning, Tim Gleason, Joe Onderko (DIICA president) and Andrea Savage (subcommittee chair).

**REPORT OF THE
NCAA DIVISION III ETHNIC MINORITIES AND WOMEN'S
INTERNSHIPS GRANT
2020-21 SELECTION COMMITTEE MEETINGS**

ACTION ITEMS.

- **None.**

INFORMATIONAL ITEMS.

1. **2020-21 deferments.** It was noted that below institutions deferred the grant during the 2020-21 cycle and will accept funds starting in the 2021-22 cycle.
 - a. Arcadia University.
 - b. Marywood University.
 - c. University of Mount Union.
 - d. Washington University in St. Louis.
 - e. Wilson College.
 - f. Mary Baldwin University.
2. **Selected recipients.** Below are the selected recipients for the 2020-22 cycle. Additionally, the 20 recipients that were selected for the 2019-21 cycles will continue to be funded this year.

Becker College	Assistant director of athletic operations
Brandeis University	Director of new media
Bryn Mawr College	Assistant athletics communication director
Emory and Henry College	Director of student-athlete success, diversity, and inclusion
Great Northeast Athletic Conference	Assistant to the commissioner
Houghton College	Assistant director of athletics administration and diversity /assistant coach
Illinois Wesleyan University	Assistant to the athletics director, assistant coach
Keystone College	Assistant sports information director
King's College (Pennsylvania)	Coordinator for student athletic success and facilities
Presidents' Athletic Conference	Assistant commissioner - championships and special events
Rhodes College	Assistant director of media relations (ADMR)
Saint John's University (Minnesota)	Athletics facilities and events coordinator
Springfield College	Coordinator of student-athlete leadership development and athletics communications assistant
Thiel College	Assistant to the director of athletics

University of Southern Maine	Athletics communication assistant/digital media coordinator
University of St. Joseph (Connecticut)	Director for student-athlete success
University of Wisconsin-Superior	Athletics digital marketing and creative content specialist
Vassar College	Assistant strength & conditioning coach/facilities assistant

3. **Guidelines and Proposal Review.** The committee will review the grant guidelines and proposals in preparation for the 2020-21 call for proposals. They will look to clarify key items to better evaluate need and commitment from schools and conferences.
4. **2020-21 timelines.** The call for proposals for the 2021-22 cycle will be available via the NCAA Program Hub, September 2020, and close on Friday, January 29, 2021.

Committee Chair: Summer Hutcheson, Washington University in St. Louis, University Athletic Association
Staff Liaison: Lamarr Pottinger, Leadership Development, NCAA.

Ethnic Minorities and Women's Internship Grant Selection Committee February 11, 2020, March 3, 2020 and April 2, 2020, Teleconferences
Attendees:
Vaughn A. Calhoun; Becker College, New England Collegiate 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:
Patricia Randle, Contractor
Other NCAA Staff Members in Attendance:
None.

**REPORT OF THE
NCAA DIVISION III STRATEGIC ALLIANCE MATCHING GRANT
2020-21 SELECTION COMMITTEE MEETINGS**

ACTION ITEMS.

- **None.**

INFORMATIONAL ITEMS.

1. **2020-21 deferments.** It was noted that the below institutions deferred the grant during the 2020-21 cycle and will accept funds starting in the 2021-22 cycle.
 - a. Allegheny Mountain Collegiate Conference.
 - b. University of Wisconsin-River Falls.
2. **Selected recipients.** Below are the selected recipients for the 2020-21 cycle. Additionally, the 14 recipients that were selected for the 2018-19 and 2019-20 cycles will continue to be funded this year.
 - a. Berea College, assistant director of athletics/coordinator of external operations.
 - b. Centennial Conference, coordinator of sport administration and championships.
 - c. Crown College (Minnesota), assistant director of athletics.
 - d. Nazareth College, assistant athletics director compliance/internal operations.
 - e. Salem State University, assistant director for athletics marketing and event management.
 - f. Westfield State University, assistant athletics director for student-athlete welfare, recruitment and retention.
2. **Guidelines and proposal review.** The committee will review the grant guidelines and proposals in preparation for the 2020-21 call for proposals. They will look to clarify key items to better evaluate need and commitment from schools and conferences.
3. **2020-21 timelines.** The call for proposals for the 2021-22 cycle will be available via the NCAA Program Hub starting September 2020, and close on Friday, January 29, 2021.

Committee Chair: Elizabeth Tiffany, Union College (New York); Liberty League.
Staff Liaison: Lamarr Pottinger, Leadership Development, NCAA.

DIII Strategic Alliance Matching Grant Selection Committee February 11, 2020, March 9, 2020 and April 3, 2020, Teleconferences
Attendees:
Donnie Brooks, Macalester College; Minnesota Intercollegiate Athletic Conference.
Emily Loux, Massachusetts State Collegiate Athletic Conference.
Sara Quinell, 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:
Patricia Randle, Contractor
Other NCAA Staff Members in Attendance:
None.



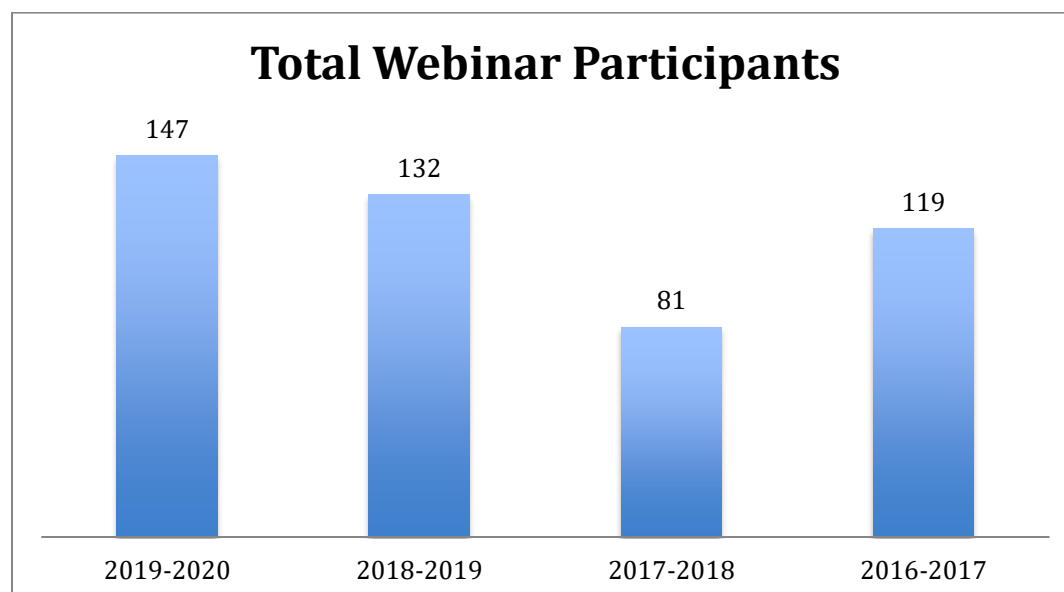
NCAA Division III and NASPA Alcohol and Other Drug Collaborative
360 Proof Program Update
May 29, 2020

1. **Registration Update.** Thirty-one percent, 242 of 772 eligible institutions, are currently registered for 360 Proof, which is a slight increase since the June 2019 update. Active use of the portal remains below targets established by the steering committee.

2. **Inaugural Lighthouse Award.** The 360 Proof Lighthouse award was established in spring 2019 to recognize outstanding high-risk alcohol use prevention practices, and contributions to the field of prevention. All registered 360 Proof users are eligible for the award. For this inaugural year, the award focused on continuing education and engagement with 360 Proof tools. The award included a \$500 honorarium and announcements at the NASPA Strategies Conference and NCAA Convention. Winners were highlighted on Twitter during Collegiate Alcohol Awareness Week (October 17-21):
 - a. Stevens Institute of Technology.
 - Kurtis Watkins, associate director of residence life.
 - Russell Rogers, director of athletics.
 - b. DePauw University.
 - Stevie Baker-Watson, director of athletics.
 - Kara Campbell, assistant athletics director for sports medicine and head athletics trainer.
 - Julia Sutherlin, assistant dean of campus life and director of alcohol initiatives.
 - c. MIT.
 - Barbara Bolich, associate athletics director/senior woman administrator.
 - Robyn Priest, assistant dean, alcohol and other drug services.
 - Julie Soriero, director of athletics.
 - d. Utica.
 - David S. Fontaine, director of athletics.
 - William Pluff, defensive coordinator, recruiting coordinator, football.
 - Michele Davis, head women's basketball coach.
 - Brian Marcantonio, head men's soccer coach.

3. **2019-20 Learning Collaborative Summary.** End of year webinar data show slightly higher viewing levels than the prior year. The 2019-20 year included a format update, where research findings were shared in a question and answer format, moderated by 360 Proof content expert, Dr. Jason Kilmer.

Month	Topic	Speaker	Registered	Attended
September	Cannabis/Marijuana and Possible Impacts to Student Athletes	Jason Kilmer, University of Washington	37	24
October	Positive Community Norms	Jeff Linkenbach, The Montana Institute	29	18
December	Alcohol and Team Bonding	Tom Fontana, University of Vermont	27	19
March	Pregaming and Drinking Games: Implications for Work with Student-Athletes	Byron Zamboanga, Smith College	23	16
April	Engaging Parents as Partners in Prevention	Amaura Kemmerer, Northeastern University	71	52
May	The Color of Drinking: Alcohol as a Social Justice Issue	Reonda Washington, University of Wisconsin	30	18
TOTAL			217	147



4. **Communications Plan Update.** 360 proof hosted a booth and session at the 2020 NASPA Strategies Conference and a booth at the 2020 NCAA Convention. Communication efforts include regular Twitter posts and video quizzes, NASPA blogs, the Division III Monthly Update, and periodic user emails.

5. **Implementation Workshop.** While funding for the 2020-21-implementation workshop was eliminated, 360 Proof will make available virtual modules in conjunction with the 2021 NASPA Strategies Conference to address some of the learning objectives planned for the workshop.

International Ice Hockey Participation History
Pilot Program Survey: Executive Summary
March 2020

INTRODUCTION

During the 2019-20 academic year, Division III extended the international ice hockey pilot for a second year based on survey results from last year's pilot participants. The pilot parameters included the NCAA Eligibility Center (EC) reviewing the sports participation history of all international first-year ice hockey players as part of their amateurism review process.

To enhance the pilot and better inform the membership of the benefits and drawbacks of certification through the EC, the Division III Management Council determined that certification should align more closely with the current EC review process for international student-athletes in Divisions I and II. Therefore, the 2019-20 pilot included 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 conducted 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 paid half the cost of their EC certification and Division III refunded the other half of the registration fee.

- On August 1, 2019, or later, the 93 institutions that sponsor men's and/or women's ice hockey had the option to submit names of international first year student-athletes to the EC for amateurism certification.
- 51 institutions submitted names. The 42 other institutions did not have first-year international ice hockey student-athletes or chose not to participate.
- 159 names were submitted for amateurism certification which included an assessment of the teams and leagues with which the prospective student-athlete participated, evaluation of any compensation or other benefits associated with athletics participation and evaluation of possible agent involvement.
- 156 student-athletes were certified and three were not certified.

BACKGROUND INFORMATION

- The survey was sent to a total of 93 institutions. Responses were received from 43 (46 percent).
- The survey was sent to all 44 Division III conferences in order to gain the broadest perspective on the issue. Thirteen (13) conferences responded. Two conferences that responded do not have any schools that sponsor ice hockey.
- In a typical year, most Division III institutions conduct four or fewer participation reviews for men's ice hockey and three or fewer for women's ice hockey. The pilot program fit with this pattern of participation reviews.

POST-PILOT PROGRAM REVIEW

Overall, institutions indicated an above average level of satisfaction with the communication efforts prior to submission of names and during the review process, the EC Portal and the review summary decision document.

Benefits of the EC Conducting Participation Reviews		
	Institutions	Conferences
Benefit	Percent	Percent
Assurance of the consistent application of Bylaw 12 (Amateurism)	77	92
Establishes a “level playing field”	63	77
Confidence in the final decision	63	92
Reduces the compliance administrative burden	44	85
Reduces the timeline for certification	21	46

FEEDBACK SUMMARY

- Nearly two-thirds of institutions and nearly three-quarters of conferences reported they would like the EC to conduct amateurism certifications for all international student-athletes.
- Two-thirds of institutions and three-quarters of conferences indicated sports in addition to men’s and women’s ice hockey should be included. The sports receiving the most support were men’s and women’s soccer and men’s and women’s tennis.
- Two-thirds of institutions indicated they are NOT comfortable with Division III student-athletes paying the registration fee.
 - “I believe it is the responsibility of the NCAA to determine eligibility for these matters. They are executing the judgement. Therefore, why should PSA's need to pay to prove their eligibility?”
 - “Our student athletes do not have a chance at athletic scholarship and sometimes it takes everything they have in order to pay.”
- Three-quarters of conferences indicated they ARE comfortable with Division III student-athletes paying the registration fee.
 - “I checked yes for the registration fee because in the world of hockey, many of the PSA's are paying the fee (or are minimally aware of the fee) because of conversations with D1 institutions as well. I would imagine tennis would be similar. While it is an unfortunate added cost, I also do not think the cost would deter PSA's from attending a DIII institution.”
 - “I am ok with them paying a REDUCED fee, say \$25. Their certification does not involve an academic component and in the large majority of cases a minimal amateurism component. Another option would be to allow institutions to request a certification for specific PSAs with a minimal fee charged to the institution (no more than \$25).”

DIVISION III IDENTITY INITIATIVE

Division III Purchasing Website

After signing a new two-year contract extension (2019-2021), the Division III Purchasing Website is in its ninth year of operation, and its eighth 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 2019-20 year. Thus far, approximately 29 percent (130) of the institutions and 48 percent (21) conference offices have used their credit, which ends on August 31, 2020. As of April 1, the Source One Digital website contains new retractable banners, tumblers, bags, and more.

Division III/D3SIDA Recognition Award

The Division III College Sports Information Directors of America (D3SIDA) selection committee recently selected St. Lawrence University Assistant Athletics Director of Communications and Marketing Aaron Todd as the Spring recipient of the D3SIDA Recognition Award for his story titled [As One](#). The next submission deadline is October 15, 2020. 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 2021 CoSIDA Convention in Orlando, Florida.

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 6 months, the page now gained over 6K followers. Thanks to another push of followers during the 2020 #D3Week, Instagram now holds over 15K followers. Check out the page [here](#). Due to the pandemic, social media served as the common platform for Division III to celebrate #D3Week. Over 50 percent of DIII institutions were participated, while a staggering 80% of member conferences took part in the celebration as well. As a result, Division III saw a 23% increase in engagement on the @NCAADIII Twitter account compared with last year. Content surrounding the 2020 celebration featured highlights of the division's partnership with Special Olympics, academic achievement, athletics success, community service, senior reflections, and numerous stories on current and former Division III student-athletes serving on the front lines in the fight against COVID-19. We have reached over 72K Twitter Followers and 31K Facebook followers.

The national Division III Student-Athlete Advisory Committee held its inaugural Mental Health Social Media Campaign on May 4-7. The campaign raised awareness surrounding mental health issues by creating a social dialogue and establishing a mental well-being presence associated with the NCAA. Nearly 70% of Division III institutions took part in the campaign, while over 80% of the division's conferences participated in the four-day event. "I couldn't be happier with the direction the campaign took," said Division III SAAC chair Braly Keller. "A lot of great effort went into this initiative over the past two years, and the entire committee deserves recognition for their hard work. With the help of the NCAA Sport Science Institute and after gaining support from the Division I and Divisions II national SAACs, Division III SAAC has taken a big step forward in raising awareness to help break the stigma surrounding mental health." The Division III SAAC intends to make this campaign a yearly occurrence. For highlights and more information, including resources for after the campaign, click [here](#).

Special Olympics

Division III championships will continue to serve as a platform for highlighting and recognizing the division's partnership with Special Olympics. Division III conferences, institutions and student-athletes across the country are encouraged to participate in existing Special Olympics events, create their own events, or otherwise serve to support Special Olympics organization. To date, 34 institutions and three conference offices have **reported** Division III Special Olympics activities during the 2019-20 year. Activities thus far have involved approximately 4,500 Division III student-athletes and just over 4,000 Special Olympic athletes. The division, to date, has dedicated just over 10,400 volunteer hours and raised over \$14,000 as a result of these activities. During the 2018-19 academic year, Division III reached an all-time high 107 institutions reported Special Olympic events. Staff continues to encourage schools and conferences to report their events.

Website Content

NCAA.org continues to provide Division III with additional opportunities to use its home page to share more stories portraying its unique student-athlete experience. The page regularly highlights Division III feature stories from sources such as member websites and Champion magazine, and videos produced by the NCAA and by member schools and conferences. 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. 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 around the 2020 NCAA Convention. In the meantime, Division III staff recently held a webinar on how to navigate the Division III website and is now located on our homepage under Division III links. For more information, please click [here](#). For COVID-19 updates on our website, click [here](#).

Division III Week

Despite the unprecedented times, the ninth annual Division III Week successfully took place April 13-19, 2020. Division III raised \$2,750 for Special Olympics North America by encouraging schools and conference offices to follow @NCAADIII on Instagram. The division also hosted activities on the Instagram account, including DIII Bingo, DIII Crosswords, DIII Trivia, and DIII GIF-Stories. Thanks to all who participated! The 10th annual Division III Week will be April 5-11, 2021. While planning for next year's event, remember to use resources and check for updates at the Division III Week website. NCAA staff encourages the membership to observe and celebrate the impact of DIII athletics and of student-athletes on the campus and surrounding community. 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.

Identity Initiatives

Division III's Identity Initiative was introduced in 2010 to sharpen the division's identity and to enable schools and conferences to more effectively explain why they prefer to compete in Division III. The initiative has been guided by a strategic-positioning platform, describing Division III as a place where student-athletes can "follow your passions and develop your potential," within an approach that combines rigorous academics, competitive sports and an opportunity to pursue other interests. The 2020-21 academic year marks the 10-year anniversary of the initiative. Division III staff intend to recognize the impact of this initiative with the help of the membership. More updates to come in the fall.

LGBTQ OneTeam Programs					
Facilitator	Host Institution	# of Participants	# of Survey Responses	Attendees	Date
Mary Irving	SUNY Morrisville	35		Admins	21-Jan
Kayla Gordon	Denison University	22	13	Admins	13-Aug
Tomiko Jenkins	Agnes Scott College	25	11	Admins	13-Aug
Neil Virtue	Mills College	11	6	Admins	16-Aug
Melissa Brooks	City College of NY	30	N/A	Admins	16-Aug
Kayla Gordon	Denison University	30	20	Admins	27-Aug
Kayla Gordon	Denison University	45	27	Admins	27-Aug
Lexie Vernon	Illinois College	30	9	Admins	5-Sep
Elaine Harvey	Smith College	30	8	Admins	6-Sep
Melynda Link	Haverford College	30	24	Admins	11-Sep
Renee Bostic	Notre Dame of Maryland	130	63	Admins + SAs	16-Sep
Danielle O'Leary	Washington & Jefferson College	60	19	Admins	9-Oct
Tim Bussy	Kenyon College	50	35	Admins	10-Oct
Mary Irving	SUNY Canton	15	13	Admins	10-Oct
Jen Miller	Northland College	85	31	Admins + SAs	21-Oct
Kaitlin Leach	Hartwick College	50	N/A	Admins	28-Oct
Melynda Link	Bryn Mawr	18	15	Admins	1-Nov
Renee Bostic	Hood College	30	30	Admins	5-Nov
Kayla Gordon	Denison University	30	27	SAs	5-Nov
Jose Rodriguez	Arcadia University	20	20	Admins	7-Nov
Lexie Vernon	Fontbonne University	40	12	Admins	13-Nov
Cori Collinsworth	Manchester University	45	14	Admins	19-Nov
Lexie Vernon	Cornell College	31	21	Admins	21-Nov
Renee Bostic	Goucher College	30	4	Admins	3-Dec
Lexie Vernon	Knox College	40	N/A	SAs	5-Dec
Anne Kietzman	Snell Symposium	40	32	SAs	6-Dec
Anne Kietzman	Dickinson College	35	N/A	Admins	9-Dec
Elaine Harvey	Clark University	23	N/A	Admins	10-Dec
Kyrstin Krist	Methodist University	25	N/A	Admins	11-Dec
Jess Duff	Bates College	65	43	Admins	12-Dec
Mary Irving	SUNY Polytechnic Institute	18	14	Admins	9-Jan
Neil Virtue + Renee Bostic	NCAA Convention	30	11	Admins	22-Jan

Facilitator	Host Institution	# of Participants	# of Survey Responses	Attendees	Date
Melissa Brooks + Muara Johnstor	Stevenes Institute of Technology	53	16	Admins	27-Jan
Melynda Link	Haverford College	39	19	SAs	28-Jan
Melynda Link	Haverford College	43	36	SAs	29-Jan
Kate Levin	William Paterson University	36	25	SAs	30-Jan
Jose Rodriguez	Misericordia University	50	34	SAs	30-Jan
Jose Rodriguez	Misericordia University	50	N/A	Admins	31-Jan
Neil Virtue	Whittier College	50	12	Admins	4-Feb
Anne Kietzman	Franklin & Marshall College	20	22	SAs	4-Feb
Melynda Link	Haverford College	12	N/A	SAs	10-Feb
Melissa Brooks + Muara Johnstor	Fairleigh Dickinson University	50		Admins	28-Feb
Kayla Gordon	Denison University	22		SAs	5-Mar
Melynda Link	Haverford College	36		Admins	5-Mar
Melynda Link	Haverford College	32	31	SAs	9-Mar
Donnesha Blake	Alma College	40	29	Admins	11-Mar
Joshua Moore	Wittenbreg University	40		Admins	5-May
Chris Dixon	Augsburg University	40		Admins	19-May
Mo Harty	North Central College	30		TBD	TBD
Mo Harty	North Central College	30		TBD	TBD
Total Participants:		1871	746	<-- Total Surveys	