



**REPORT OF THE NCAA DIVISION III STRATEGIC  
PLANNING AND FINANCE COMMITTEE  
JUNE 11, 2020, TELECONFERENCE**

**ACTION ITEMS.**

**1. Legislative Items.**

- None.

**2. Nonlegislative.**

**a. Budget Cuts.**

- (1) Recommendation. Approve the championships and nonchampionships budget cuts proposed in Attachment A.
- (2) Effective date. September 1, 2020.
- (3) Rationale. Due to the impact of COVID-19 and the significant budget impact caused by the cancelation of the Division I men's basketball championship, the committee recommends the proposed championships and nonchampionships budget cuts through 2023-24 (the current CBS/Turner broadcast agreement). This year's budget experienced a 70% loss, approximately \$22 million, and ultimately a budget overage of approximately \$9 million. The shortfall will be covered by the division's mandated reserve. By eliminating the championship and nonchampionship supplemental items outlined in the attachment, the division's future budget forecast shows a positive operating budget and reserve status through the end of the current contract.
- (4) Estimated budget impact. Budget reduction for 2020-21 is approximately \$1.7 million for championships and \$600 thousand for nonchampionships (\$2.3 million overall). For 2021 to 2024, the annual reduction is \$1.5 million.
- (5) Estimated student-athlete impact. None.

**b. Mandatory Reserve Policy.**

- (1) Recommendation. Revise the mandated reserve policy to a flat \$15 million, plus a \$5 million financial insurance policy, with a two percent increase every two years. [See Attachment B]
- (2) Effective date. September 1, 2024.
- (3) Rationale. The NCAA's current CBS/Turner broadcast agreement ends in 2023-24, and the last two years of the contract have a flat revenue increase. The new agreement includes an 11% revenue increase in 2024-24. Since

Division III's current mandated reserve policy is 50% of the annual revenue plus a \$5 million insurance policy, the significant revenue increase (i.e., 11%) in 2024-25 dictates an immediate and significant increase to the mandated reserve (approximately a \$2 million increase).

This year (2019-20), the division will spend just under \$20 million to cover its expenses. If there is another catastrophic event like COVID-19, the committee noted that approximately \$20 million would be needed to cover expenses. This adjustment to the mandated reserve will enable the division to avoid cuts to its operating and supplemental expenses while it maintains the goal to stay within a 75/25 ratio of championship to nonchampionship budget allocation. It also allows for a slight surplus above and beyond the mandated reserve policy. The committee will continue its annual review of the budget and mandated reserve policy and adjust accordingly if dictated by budget trends and forecasts prior to the implementation of this policy revision in 2024-25.

- (4) Estimated budget impact. Maintains operating and supplemental budgets and championships to nonchampionships allocation ratios for 2024-25 to 2031-32.
- (5) Estimated student-athlete impact. None.

### **INFORMATIONAL ITEMS**

1. **Welcome.** The chair, President Fayneese Miller, Hamline University, called the teleconference to order at 10:01 a.m. EST.
2. **Report from the March 24, 2020, Teleconference.** The committee reviewed and approved its report from March 2020.
3. **Spring 2020 PC/MC Summary of Actions.** The committee reviewed its most recent recommendations and final actions by the Councils at the April 2020 meetings.
4. **Division III Strategic Plan.** Staff reviewed the final analysis of Year One 2019-20 strategic plan and the outcomes of the division's initiatives (e.g., accomplished, on-going or not accomplished); as well as the proposed plan for 2020-21. Year two of the budget cycle (2020-21) shows no new initiatives and details proposed budget reductions due to the impact of COVID-19. [Attachment C and D]

Once approved by the Councils, the strategic plan will be posted on the Division III website, as well as distributed to the membership.

## 5. **Division III Budget**

- a. 2019-20 Budget-to-Actual. The committee reviewed the 2019-20 budget-to-actual summary as of the end of May 2020. To date the budget indicates a \$7.5 million overage; however due to some outstanding nonchampionship and championship commitments, staff anticipates a \$9 million shortfall.
- b. Potential 2020-21 Nonchampionships Budget Cuts. Staff updated the committee on the potential nonchampionship budget cuts for FY21 to FY24 to help offset budget shortfalls due to the impact of COVID-19. (See action item 2a.)
- c. Potential 2020-21 Championships Budget Cuts. The Championships Committee chair presented the potential championship budget cuts for FY21 to FY24 to help offset budget shortfalls due to the impact of COVID-19. [See action item 2a.] Those initiatives include:
  - Hold annual sport committee meetings virtually and eliminate banquet at finals site (\$440,000) for 2020-21 only.
  - Eliminate local group transportation for individual sports (\$627,000).
  - Eliminate local group transportation for team sports (\$345,000).
  - Suspend pilot program to separate conference opponents in the first round of competition (\$349,000) for 2020-21 only.

## 6. **Conference Grant Policy Requests.** The committee approved the following Conference Grant Policy requests from the Division III Commissioners Conference Grant Subcommittee:

- Allow the use of Tier Two funds for personal protective equipment effective immediately for 2019-20 and 2020-21 only.
- For 2020-21, allow the use of Tier Two funds for medical testing/screening equipment for COVID-19.
- Allow the use of Tier One senior woman administrator (SWA) funding for attendance at WeCoach. WeCoach is a membership organization dedicated to the recruitment, advancement and retention of women coaches of all sports and levels.

Staff noted the SWA request is a permanent policy change.

## 7. **Update on 2019-20 Division III initiatives with a budget impact.**

- a. Ethnic Minority and Women Internship and Strategic Alliance Matching Grant.
  - (1) Ethnic Minorities and Women's Internship Grant. Staff noted that six institutions deferred their grant to 2021-22, with twenty-three recipients receiving funds this year. The call for proposals for the 2021-22 cycle will be available via the NCAA Program Hub, September 2020.

- (2) Strategic Alliance Matching Grant. Staff noted that two institutions deferred their grant to 2021-22, with six recipients receiving funds this year. The call for proposals for the 2021-22 cycle will be available via the NCAA Program Hub, September 2020.
- b. 360 Proof. Thirty-one percent, 242 of 772 eligible institutions, are currently registered for 360 Proof, which is a slight increase from June 2019. Committee members noted the low numbers using the program and whether the division could use these funds for another initiative. Staff noted that since the division is in the middle of a two-year budget cycle, the committee should review this reallocation in the spring of 2021 as the division is developing its next budget cycle. Staff also noted it is currently discussing transitioning the program to the Sports Science Institute, effective 2021-22.
- c. International Ice Hockey Pilot. During the 2019-20 academic year, Division III extended the international ice hockey pilot for a second year based on positive 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. The second year of the pilot was funded 50% by governance, a total cost of approximately \$9,000. Staff surveyed this year's pilot participants and overall, the feedback was positive. However, the survey indicated some concern and student-athlete burden with the certification fee. In April, the Management Council determined it would not recommend funding another year of the pilot program. Since there is no plan for a future pilot, staff is answering questions for any member conferences that might be interested in sponsoring legislation requiring the use of the EC with international student-athletes. The EC has indicated a willingness to discuss and consider a reduced fee for Division III certifications.
- d. Division III Identity Initiative. The committee received an update on the identity initiative that highlighted the purchasing website, DIII/D3SIDA Recognition Award, Social Media, Special Olympics, Division III Week and website content.
- During the week of May 4-7, the Division III Student-Athlete Advisory Committee launched its inaugural Mental Health Social Media Campaign to raise 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 and 80% of the division's conferences participated in the four-day event.
- e. LGBTQ Facilitator Training. Staff noted 55 Division III members received trainings in either May or December to become an LGBTQ OneTeam Program facilitator. Currently just under 2,000 campus and conference members have participated in the OneTeam Program. While the program will continue next year and beyond, there will be no additional facilitator trainings scheduled for 2020-21.

8. **Programs Canceled in due to COVID-19.** Staff noted the following staff-administered programs were canceled in 2020 due to the impact of COVID-19: (1) CoSIDA Student Program; (2) Student-Athlete Leadership Forum; (3) Next Steps Program; (4) Senior Woman Administrator Program; (5) Institute for Administrative Advancement; and (6) New AD Orientation. A new AD Orientation was recently held virtually for approximately 35 to 40 new athletics directors.
  
9. **Other Business.**
  - a. Board of Governors Update. The committee received an update on the NCAA's office internal budget process, Association-wide Strategic Plan, Name, Image and Likeness and sexual violence prevention additional requirements in 2021-22.
  - b. Division III Strategic Positioning Platform Working Group. Staff asked for additional volunteers to serve on this working group following the approval of the Association-Wide Strategic Plan by the Board of Governors in August.
  
10. **Future Meetings.** An invitation will be sent to schedule the November teleconference.
  
11. **Adjournment.** The teleconference adjourned at 11:36 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*

<b>NCAA Division III Strategic Planning and Finance Committee</b>
<b>June 11, 2020, teleconference</b>
<b>Attendees:</b>
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.
<b>Absentees:</b>
None.
<b>NCAA Staff Support in Attendance:</b>
Dan Dutcher, Debbie Kresge, Louise McCleary, Adam Skaggs and Ali Spungen.
<b>Other NCAA Staff Members in Attendance:</b>
Mark Aiken, Eric Hartung, Jeff Myers, Rachel Stern and Liz Suscha.

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

2020-21 Division III Proposed Nonchampionships Budget

	2020-21	Proposed 2020-21	2021-22	Notes
	Budget	Budget		
<b>Expenses (continued):</b>				
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	<b>7,834,000</b>	<b>7,304,330</b>	
Overhead Allocation	1,242,180	1,242,180	
Total Non-Championships Expenses	<b>9,076,180</b>	<b>8,546,510</b>	
	<b>529,670</b>		<b>Amount of reduction</b>
Misc. increase from FY21 revenue allocation - put into mandated reserve.	79,005		
	608,675		Total reduction

**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
<b>Revenue:</b>														
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	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 32,836,715</b>	<b>\$ 10,669,080</b>	<b>\$ 34,443,323</b>	<b>\$ 35,126,323</b>	<b>\$ 35,271,323</b>	<b>\$ 35,322,323</b>	<b>\$ 39,202,323</b>	<b>\$ 39,997,323</b>	<b>\$ 40,951,323</b>	<b>\$ 41,746,323</b>	<b>\$ 43,495,323</b>	<b>\$ 44,608,323</b>	<b>\$ 45,721,323</b>	<b>\$ 44,608,323</b>
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%
<b>Expenses:</b>														
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 <sup>4</sup>	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>	<b>21,445,763</b>	<b>12,584,584</b>	<b>24,855,593</b>	<b>25,769,180</b>	<b>26,337,147</b>	<b>26,854,205</b>	<b>27,427,094</b>	<b>28,020,580</b>	<b>28,636,461</b>	<b>29,274,566</b>	<b>29,936,757</b>	<b>30,622,930</b>	<b>31,335,014</b>	<b>32,072,977</b>
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 <sup>4</sup>	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>	<b>7,653,467</b>	<b>7,240,992</b>	<b>8,392,000</b>	<b>8,563,000</b>	<b>8,599,000</b>	<b>8,612,000</b>	<b>9,149,000</b>	<b>9,265,800</b>	<b>9,384,388</b>	<b>9,504,772</b>	<b>9,627,960</b>	<b>9,752,959</b>	<b>9,879,779</b>	<b>10,008,427</b>
<b>Total Division III Expenses (before supplemental spending)</b>	<b>\$ 29,099,230</b>	<b>\$ 19,825,576</b>	<b>\$ 33,247,593</b>	<b>\$ 34,332,180</b>	<b>\$ 34,936,147</b>	<b>\$ 35,466,205</b>	<b>\$ 36,576,094</b>	<b>\$ 37,286,380</b>	<b>\$ 38,020,849</b>	<b>\$ 38,779,338</b>	<b>\$ 39,564,717</b>	<b>\$ 40,375,889</b>	<b>\$ 41,214,793</b>	<b>\$ 42,081,403</b>
<b>Net Change in Fund Balance (before supplemental spending)</b>	<b>\$ 3,737,485</b>	<b>\$ (9,156,496)</b>	<b>\$ 1,195,730</b>	<b>\$ 794,143</b>	<b>\$ 335,176</b>	<b>\$ (143,882)</b>	<b>\$ 2,626,229</b>	<b>\$ 2,710,943</b>	<b>\$ 2,930,474</b>	<b>\$ 2,966,985</b>	<b>\$ 3,930,606</b>	<b>\$ 4,232,434</b>	<b>\$ 4,506,530</b>	<b>\$ 2,526,920</b>
<b>Supplemental items:</b>														
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
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 <sup>2</sup>	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>	<b>2,457,200</b>	<b>82,500</b>	<b>1,112,000</b>	<b>1,137,000</b>	<b>1,413,000</b>	<b>1,190,000</b>	<b>2,873,000</b>	<b>2,947,000</b>	<b>3,024,000</b>	<b>3,103,000</b>	<b>3,185,000</b>	<b>3,272,000</b>	<b>3,361,000</b>	<b>3,453,000</b>
Division III Membership Dues Credit	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Division III Expenses (after supplemental spending)</b>	<b>\$ 31,556,430</b>	<b>\$ 19,908,076</b>	<b>\$ 34,359,593</b>	<b>\$ 35,469,180</b>	<b>\$ 36,349,147</b>	<b>\$ 36,656,205</b>	<b>\$ 39,449,094</b>	<b>\$ 40,233,380</b>	<b>\$ 41,044,849</b>	<b>\$ 41,882,338</b>	<b>\$ 42,749,717</b>	<b>\$ 43,647,889</b>	<b>\$ 44,575,793</b>	<b>\$ 45,534,403</b>
<b>Net Change in Fund Balance (after supplemental spending)</b>	<b>\$ 1,280,285</b>	<b>\$ (9,238,996)</b>	<b>\$ 83,730</b>	<b>\$ (342,857)</b>	<b>\$ (1,077,824)</b>	<b>\$ (1,333,882)</b>	<b>\$ (246,771)</b>	<b>\$ (236,057)</b>	<b>\$ (93,526)</b>	<b>\$ (136,015)</b>	<b>\$ 745,606</b>	<b>\$ 960,434</b>	<b>\$ 1,145,530</b>	<b>\$ (926,080)</b>
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 <sup>1</sup>	(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)
<b>Cash available in excess of reserve policy</b>	<b>\$ 14,337,067</b>	<b>\$ 16,153,138</b>	<b>\$ 4,344,147</b>	<b>\$ 3,659,790</b>	<b>\$ 2,509,466</b>	<b>\$ 1,150,084</b>	<b>\$ 3,304,974</b>	<b>\$ 3,068,917</b>	<b>\$ 2,675,391</b>	<b>\$ 2,539,376</b>	<b>\$ 2,978,982</b>	<b>\$ 3,939,416</b>	<b>\$ 4,772,826</b>	<b>\$ 3,846,746</b>
<b>Percentage DIII Spend - Championships</b>	74%	64%	76%	76%	76%	77%	75%	76%	76%	76%	76%	76%	77%	77%
<b>Percentage DIII Spend - Non-Championships</b>	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)	-	-	-	-	-	-	-	-
<b>Total Expense Reduction</b>	-	<b>(15,434,480)</b>	<b>(2,329,000)</b>	<b>(1,619,000)</b>	<b>(1,659,000)</b>	<b>(1,701,000)</b>	<b>(522,000)</b>	<b>(604,200)</b>	<b>(723,612)</b>	<b>(802,228)</b>	<b>(1,116,040)</b>	<b>(1,269,041)</b>	<b>(1,421,221)</b>	<b>(1,013,573)</b>

# 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

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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

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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]**

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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>
<b>Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.</b>	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
<b>Strategic Initiatives Conference Grant Program: Tier Two Integration activities.</b>	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
<b>Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.</b>	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
<b>Annual Division III Commissioners meeting.</b>	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
<b>Student-athlete leadership forums and campus-based leadership programming.</b>	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
<b>Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.</b>	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
<b>National SAAC Outreach.</b>	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
<b>National student-athlete outreach.</b>	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
<b>Student-Athlete Graduation Rate Reporting.</b>	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>
<b>Women and Minority Internship Program</b>	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
<b>Strategic Alliance Matching Grant</b>	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
<b>Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives</b>	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
<b>The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.</b>	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
<b>Get in the Game Web site; Requests and Secondary Reports Online.</b>	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
<b>Committees will exercise fair decision making when making waiver and interpretive decisions.</b>	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
<b>Regional Rules Seminars (national program) and Conference Rules Seminar.</b>	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
<b>Rules Test.</b>	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
<b>Conduct quality championships with fair selection processes and appropriate access.</b>	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
<b>Women Leaders Institute for Administrative Advancement.</b>	The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$30,000
<b>Sportsmanship and Game Environment Initiatives.</b>	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>
<b>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.</b>	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
<b>Conference and Institutional Inclusion and Diversity programming.</b>	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
<b>Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.</b>	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>
<b>Strategically engage presidents and athletics direct reports in the Division III governance structure</b>	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
<b>Quarterly Presidential Communication.</b>	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
<b>Division III Governance Outreach to Affiliates.</b>	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
<b>Presidential Programming at the NCAA Convention.</b>	Presidential involvement at the NCAA Convention will be enhanced by presidentially focused programming.	\$20,000
<b>Best Practices for Presidential-Commissioner Leadership.</b>	Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.	Overhead
<b>Institutional and Conference Self-Studies (ISSG/CSSG).</b>	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
<b>Sports sponsorship and Institutional Self-Study (ISSG) audits.</b>	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
<b>Playing and Practices Seasons Comprehensive Review.</b>	Continue to implement through Management Council Playing and Practice Seasons Subcommittee a comprehensive review of the football playing and practice seasons.	Overhead
<b>360 Proof.</b>	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
<b>360 Proof Implementation Workshop</b>	Develop in FY 21 a program to enhance the implementation of 360 Proof on campus.	\$85,000
<b>Continually monitor Division III membership size and related access to championship and other services.</b>	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead

<b>Athletics Direct Report (ADR) Institute.</b>	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
<b>Financial Aid Reporting Process.</b>	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
<b>Faculty Athletics Representative (FAR) Fellows Institute.</b>	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
<b>Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.</b>	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
<b>Programming at the NCAA Convention.</b>	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
<b>LGBTQ Facilitator Program</b>	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
<b>Division III University.</b>	Continue to enhance Division III University – an on-line learning management system. Modules include NCAA overview, student well-being and compliance	\$80,670
<b>CoSIDA Division III Day</b>	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>
<b>Implement use of available technology to regularly deliver NCAA messages and rules education.</b>	The governance structure will continually assess common needs and available technologies to increase the timeliness, clarity, conciseness and effectiveness of membership communication.	Overhead
<b>Partnership with National Association of Division III Athletics Administrators.</b>	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
<b>Educate the membership on the role of the NCAA national office.</b>	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
<b>Conference Contact program.</b>	Continue to service all conferences and ensure new conferences are accommodated according to program guidelines.	Overhead
<b>Strategic Initiative Conference Grant Program: Tier Three - Technology Grants.</b>	Provide funding to conferences offices to upgrade or maintain technical capabilities to access technical platforms used by the NCAA.	\$682,521
<b>New orientation programs to support athletics directors and commissioners.</b>	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>
<b>Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.</b>	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
<b>Division III Identity Initiative.</b>	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
<b>Special Olympics Partnership.</b>	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
<b>Academic All-America Partnership with CoSIDA.</b>	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
<b>Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).</b>	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
<b>Revenue:</b> Division III 3.18% Revenue Allocation (ESTIMATE) \$33,169,370 Membership Dues \$519,000	<i>Division III Institutions...</i>
<b>Expenses:</b>	
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
<b>Expenses, continued:</b>		
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.
<b>Total Division III Expenses</b>	<b>\$35,855,164</b>	

\* 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](http://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**

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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**

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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]**

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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.
  - 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.
    - Work with existing resources to 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 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, 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.**

#### 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.
- Forward to the membership at the 2021 Convention a comprehensive legislative package to permit student-athletes to monetize their name, image and likeness (NIL) consistent with the April 2020 charge from the Board of Governors.

#### 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 to assist member schools in increasing graduation rates of ethnic minorities and recruiting and retention of students of color.

**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.
- Provide flexibility to membership requirements (e.g., sports sponsorship, contest and participant minimums, playing and practice season, eligibility standards) to assist institutions impacted by COVID-19.
- Address relevant issues identified through the new Association-wide strategic plan.

**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, including preparation for revenue generated by 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>
<b>Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.</b>	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
<b>Strategic Initiatives Conference Grant Program: Tier Two Integration activities.</b>	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
<b>Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.</b>	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
<b>Annual Division III Commissioners meeting.</b>	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
<b>Student-athlete leadership forums and campus-based leadership programming.</b>	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
<b>Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.</b>	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
<b>National SAAC Outreach.</b>	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
<b>National student-athlete outreach.</b>	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
<b>Student-Athlete Graduation Rate Reporting.</b>	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>
<b>Women and Minority Internship Program</b>	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
<b>Strategic Alliance Matching Grant</b>	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
<b>Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives</b>	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
<b>The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.</b>	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
<b>Get in the Game Web site; Requests and Secondary Reports Online.</b>	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
<b>Committees will exercise fair decision making when making waiver and interpretive decisions.</b>	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
<b>Regional Rules Seminars (national program) and Conference Rules Seminar.</b>	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
<b>Rules Test.</b>	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
<b>Conduct quality championships with fair selection processes and appropriate access.</b>	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
<b>Women Leaders Institute for Administrative Advancement.</b>	The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$30,000
<b>Sportsmanship and Game Environment Initiatives.</b>	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>
<b>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.</b>	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
<b>Conference and Institutional Inclusion and Diversity programming.</b>	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
<b>Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.</b>	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>
<b>Strategically engage presidents and athletics direct reports in the Division III governance structure</b>	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
<b>Quarterly Presidential Communication.</b>	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
<b>Division III Governance Outreach to Affiliates.</b>	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
<b>Presidential Programming at the NCAA Convention.</b>	Presidential involvement at the NCAA Convention will be enhanced by presidentially focused programming.	\$20,000
<b>Best Practices for Presidential-Commissioner Leadership.</b>	Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.	Overhead
<b>Institutional and Conference Self-Studies (ISSG/CSSG).</b>	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
<b>Sports sponsorship and Institutional Self-Study (ISSG) audits.</b>	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
<b>Playing and Practices Seasons Comprehensive Review.</b>	Continue to implement through Management Council Playing and Practice Seasons Subcommittee a comprehensive review of the football playing and practice seasons.	Overhead
<b>360 Proof.</b>	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
<b>Continually monitor Division III membership size and related access to championship and other services.</b>	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead

<b>Athletics Direct Report (ADR) Institute.</b>	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
<b>Financial Aid Reporting Process.</b>	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
<b>Faculty Athletics Representative (FAR) Fellows Institute and New FAR Orientation.</b>	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
<b>Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.</b>	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
<b>Programming at the NCAA Convention.</b>	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
<b>LGBTQ Facilitator Program</b>	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
<b>Division III University.</b>	Maintain Division III University – an on-line learning management system. Modules include NCAA overview, student well-being and compliance	\$80,670
<b>CoSIDA Division III Day</b>	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>
<b>Implement use of available technology to regularly deliver NCAA messages and rules education.</b>	The governance structure will continually assess common needs and available technologies to increase the timeliness, clarity, conciseness and effectiveness of membership communication.	Overhead
<b>Partnership with National Association of Division III Athletics Administrators.</b>	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
<b>Educate the membership on the role of the NCAA national office.</b>	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
<b>Conference Contact program.</b>	Continue to service all conferences and ensure new conferences are accommodated according to program guidelines.	Overhead
<b>Strategic Initiative Conference Grant Program: Tier Three - Technology Grants.</b>	Provide funding to conferences offices to upgrade or maintain technical capabilities to access technical platforms used by the NCAA.	\$682,521
<b>New orientation programs to support athletics directors and commissioners.</b>	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>
<b>Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.</b>	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
<b>Division III Identity Initiative.</b>	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
<b>Special Olympics Partnership.</b>	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
<b>Academic All-America Partnership with CoSIDA.</b>	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
<b>Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).</b>	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
<b>Revenue:</b> Division III 3.18% Revenue Allocation (ESTIMATE) \$33,924,323 Membership Dues \$519,000	<i>Division III Institutions....</i>
<b>Expenses:</b>	
Total Championships Expense <b>\$23,107,593</b> (reduced COVID-19 and excluding overhead)	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 <b>\$350,000</b> (reduced due to COVID-19)	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 <b>\$75,000</b> (reduced due to COVID-19)	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 <b>\$100,000</b> (reduced due to COVID-19)	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 <b>\$80,000</b> (reduced due to COVID-19)	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 <b>\$0</b> (reduced COVID-19)	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
<b>Expenses, continued:</b>		
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.
<b>Total Division III Expenses</b>	<b>\$31,999,928</b>	

\* 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](http://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).