



Division III
DISCOVER | DEVELOP | DEDICATE

UPDATED AGENDA

A G E N D A

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

USA Toll-Free: 866-590-5055
Access Code: 9803762

March 24, 2020
9 a.m. to Noon Eastern Time

1. Welcome and review roster. [Supplement No. 1] (Fayneese Miller)
2. Report from the November 14, 2019, teleconference. [Supplement No. 2] (Miller)
3. Division III Strategic Plan. [Supplement No. 3] (Louise McCleary)
4. Division III budget. (Mark Aiken/Dan Dutcher/McCleary)
 - a. Review 2019-20 budget-to-actual. [Supplement No. 4]
 - b. Future budget projections. [Supplement Nos. 5a]
 - c. Staff recommendations based on new budget projections. [Supplement No. 5b to be distributed at a later date.]
 - Mandated reserve policy. [Supplement Nos. 6a and 6b. NOTE: Supplement No. 6b will be verbal update.]
5. Division III proposed 2020-21 initiatives. (Dutcher/McCleary/Kiki Jacobs/Liz Suscha)
 - a. Nonchampionships budget initiatives. [Supplement No. 7]
 - NCAA Division III staff positions.
 - b. Championships Committee February 2020 report. [Supplement No. 8]
 - c. Championships budget initiatives. [Supplement No. 9]
6. Officiating Update. [Supplement Nos. 10a and 10b] (Anthony Holman)
7. Review current Division III programs with a budget impact.
 - a. 2019 FAR Institute. [Supplement No. 11] (Eric Hartung)
 - b. 2020 ADR Institute. [Supplement No. 12] (McCleary)
 - c. 2020 Student Immersion Program. [Supplement Nos. 13a and 13b] (Kiana Verdugo)
 - d. International Ice Hockey Pilot. [Supplement No. 14] (Jeff Myers)

- e. Gameday the DIII Way. [Supplement No. 15] (Ali Spungen)
 - Division II implementation.
 - f. LGBTQ recognition awards. [Supplement No. 16] (McCleary)
 - g. 360 Proof – implementation workshop. [Supplement No. 17] (McCleary)
 - h. 2020 New Commissioner Orientation. [Supplement Nos. 18a and 18b] (McCleary)
 - i. 2020 New Athletics Director Orientation. [Supplement No. 19] (Spungen)
8. Association-wide Strategic Plan update. [Supplement No. 20] (Dutcher)
9. Strategic Positioning Platform review. [Supplement No. 21] (Dutcher)
- Division III Strategic Plan Review Subcommittee.
10. Division III Strategic Initiatives Conference Grant Program. (Spungen)
- a. Update on NCAA audit process.
 - b. Review grant policies and procedures. [Supplement No. 22]
 - c. Conference Grant Review Subcommittee members.
 - d. Tier 1 – policy regarding minimum funds if returned to NCAA.
11. Hot Topics.
- a. 2020 Legislation voting results. [Supplement No. 23] (Myers)
 - b. Name, Image and Likeness. [Supplement Nos. 24a, 24b, 24c and 24d. NOTE: Supplement Nos. 24c and 24d to be posted at a later date.] (Dutcher/Myers)
 - c. Arrington concussion settlement. [[Supplement No. 25](#)] (McCleary)
 - d. NCAA Board of Governors updates. (Dutcher/Miller)
 - Sexual violence prevention.
 - Winter/Spring championships cancellation. [Supplement Nos. 26a and 26b]
12. Other business. (Miller)
13. Future meetings – June 2020 teleconference call. (Miller)
14. Adjournment.



2020 DIVISION III STRATEGIC PLANNING AND FINANCE COMMITTEE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

NCAA Staff Liaisons

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

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

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

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

Mark Aiken

Assistant Director of Finance

Email: maiken@ncaa.org

Eric Hartung

Associate Director of Research for
Division III

Email: ehartung@ncaa.org

Debbie Kresge

Executive Assistant for Division III

Email: dkresge@ncaa.org

Rachel Stern

Associate Director for Communications

Email: rstern@ncaa.org

US MAIL ADDRESS

NCAA

P.O. Box 6222

Indianapolis, IN 46206-6222

FEDEX ADDRESS

NCAA Distribution Center

1802 Alonzo Watford Sr. Drive

Indianapolis, IN 46202

Telephone: 317/917-NCAA (6222)

Facsimile: 317/917-6972



**REPORT OF THE NCAA DIVISION III STRATEGIC
PLANNING AND FINANCE COMMITTEE
NOVEMBER 14, 2019, TELECONFERENCE**

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **Report from the June 20, 2019, teleconference.** The committee approved the report from its June 20, 2019, teleconference.
2. **Budget.** The committee reviewed the 2019-20 budget-to-actual as of September 2019, the budget overview and the future budget model. The 2018-19 final budget reflected a surplus of \$1.5M in championships and a surplus of \$300K in nonchampionships. The overage will be added to the surplus above and beyond the mandated reserve.

The future budget model projects expenses through 2023-24, including an intentional spend down of the surplus above and beyond the mandated reserve. Currently, the forecast shows slight overages in 2022-23 and 2023-24, and a minimal surplus above and beyond the mandated reserve in 2023-24. Considering that revenue is flat in 2022-23 and 2023-24, and the intentional spend down of the surplus above and beyond the mandated reserve during the same period, the numbers look favorable.

Staff updated the committee on the recent changes to the annual travel inflationary estimate. It increased from 3.5 to 4.94% for 2019-20 and will be reduced to 3.94% next year (2020-21). Future travel inflation policy will not change more than one percent higher or lower annually. Staff will update the future budget model to reflect the new travel inflation estimates for the committee to review at its March in-person meeting.

3. **Division III Conference Grant Program.**

- a. 2018-19 Conference Grant Impact Forms. The committee noted the submission of the 2018-19 Impact Forms by 43 Division III conferences and the Association of Division III Independents, and the reviews by NCAA staff.
- b. Grant Policies Inconsistencies. During the review of the impact forms, two conferences reported grant use not in alignment with the Strategic Conference Grant Program policies and procedures. The subcommittee confirmed the following policy inconsistencies and recommended corrective action.

- (1) Empire 8.

Concern One: Tier Three – Athletics Training/Medicine/Nutrition – Athletics

Training Equipment for an Air Purification System for St. John Fisher College locker rooms.

Concern Two: Tier Three – Athletics Training to fund a strength coach to attend a professional development event.

Corrective Action: Because of these findings, the subcommittee asked the staff to issue a warning letter. In its discussion, the subcommittee noted the grant uses listed above were inconsistent and not in alignment with the policies and procedures of the grant. In addition to the warning letter, the Empire 8 has been selected for a level two assessment review for the 2018-19 reporting period.

(2) North Atlantic Conference (NAC).

Concern: Tier Three – Technology – Purchase of an amplifier for the Northern Vermont University – Johnson gymnasium sound system.

Corrective Action: Because of this finding, the subcommittee asked the staff to issue a warning letter. In its discussion, the subcommittee noted the grant use was inconsistent and not in alignment with grant policies. Further, this type of purchase should be considered a facilities and equipment expense.

- c. Review of 2018-19 Grant Rollover Plans. Ten conferences reported a carryover greater than \$300 per tier and \$1,000 overall. The subcommittee reviewed each rollover request and ultimately approved all requests. It also directed staff to remind the conference offices that any approved rollover funds beyond \$1,000 unspent at the conclusion of 2019-20 reporting cycle need to be returned to the NCAA.
- d. NCAA Internal Audit – Identification of Three Conferences for Level Two Review. For the 2018-19 review cycle, the subcommittee determined that the Empire 8 should receive a for-cause audit. For the second and third reviews, the subcommittee selected, at random, the Great Northeast Athletic Conference (GNAC) and the Upper Midwest Athletic Conference (UMAC). The subcommittee noted that the GNAC and the UMAC filed exemplary reports and identified no usage concerns; instead, the GNAC and UMAC were selected as part of the national office's program to monitor grant funding.
- e. Proposed Amendment to Conference Grant Impact Form Due Date. The committee received a request from the Division III Commissioners Association Conference Grant Subcommittee to change the submission deadline for the Impact Forms from July 15 to August 1. The rationale related to new constituent groups added to Tier I in recent years (e.g., SIDs, ATCs) and the increasing number of professional development events taking place in late June, make it hard for conferences to meet the current deadline.

The Strategic Planning and Finance Committee approved the request noting that the disbursement of grant checks will be delayed to the third week of September.

4. Division III Initiatives with Budget Impact. Staff provided an update on the following Division III initiatives.

- a. 2019 NCAA Summer Forum. The committee received a final summary showing the distribution of the \$75,000 to support the 2019 NADIII AA Summer Forum.
- b. Women Leaders in College Sports. The committee received a final summary showing the distribution of the \$30,000 to support a total of 92 female administrators.
- c. 2019 CoSIDA Student Program. The committee received a final summary showing the distribution of the \$15,000 to support eight students to attend the annual CoSIDA convention for a professional development opportunity.
- d. 2019 New Athletics Director Orientation. The committee received a final summary showing the distribution of the \$79,870 to support 31 participants and nine speakers, noting the actual spending for this event was over by \$12,410.
- e. 2019 Next Steps Program. The committee received a final summary showing the distribution of the \$29,000 to support the Next Steps Program. This two-day program is a continuation of the Student Immersion Program. Approximately 25 students receive professional development and attend the Career in Sports Forum.
- f. 2019 Faculty Athletics Representative (FAR) Institute. The committee reviewed the agenda and roster of the FAR Institute noting the attendance of 24 faculty athletics representatives.
- g. 2020 Athletics Direct Report (ADR) Institute. The committee noted that approximately 30 ADRs will attend the institute during the 2020 NCAA Convention in Anaheim.
- h. 2020 Student Immersion Program. The fifth Student Immersion Program will be held in conjunction with the NCAA Convention. Forty students of color were nominated and selected by a subgroup of the Diversity and Inclusion Working Group.
- i. International Ice Hockey Pilot. The committee received an update on the ice hockey pilot noting a decrease in the number of student-athletes submitted compared to year one. For year two, student-athletes were responsible for the cost, with the governance structure reimbursing them 50%. Currently, staff doesn't anticipate continuing the pilot for another year.

5. **Championships Update.** The committee received an update from the Championships Committee's September in-person meeting, noting approval of the following items by the Management and Presidents Councils: (1) Alcohol sales at the 2020 Division III men's basketball championship; (2) Revised dates for the 2020 Division III men's basketball championship preliminary rounds; (3) Exception to bracketing policies for the Division III men's and women's ice hockey championships; and (4) Establishment of a men's and women's tennis rules subcommittee.
6. **Division III Strategic Plan Review.** The committee received an update on the proposed formation of a working group to comprehensively review the 10-year old Division III Strategic Positioning Platform. It noted that due to the delay of the Association-wide strategic plan until April, the working group won't be formed until the March in-person meeting.
7. **Reallocation of Denied/Deferred Budget Funding.** Approximately \$112,000 has been reallocated to the Division III miscellaneous budget due to the denial of two Division III staff requests (a new FTE and a reclassification).
8. **Association-Wide Updates.** The committee received an update on the Board of Governors (BOG) Working Group on State and Federal Legislation report. The BOG directed each of the three divisions to immediately begin considering modification and modernization of relevant NCAA bylaws and rules in harmony with the following principles and guidelines:
 - Assure student-athletes are treated similarly to non-athlete students unless a compelling reason exists to differentiate.
 - Maintain the priorities of education and the collegiate experience to provide opportunities for student-athlete success.
 - Ensure rules are transparent, focused and enforceable and facilitate fair and balanced competition.
 - Make clear the distinction between collegiate and professional opportunities.
 - Make clear that compensation for athletic performance or participation is impermissible.
 - Reaffirm that student-athletes are students first and not employees of the university.
 - Enhance principles of diversity, inclusion and gender equity.
 - Protect the recruiting environment and prohibit inducements to select, remain at, or transfer to a specific institution.

Each division will hold two webinars, as well as an Association-wide webinar to provide education to the membership. Key opportunities for membership feedback will include the NCAA Convention and Regional Rules Seminars.

9. **Other Business.** Staff acknowledged and thanked Margaret Drugovich, president, Hartwick College; Stevie Baker-Watson, athletics director, DePauw University; and Kate Roy, associate commissioner North Atlantic Conference, for their service on SPFC and noted that next year's chair will be Fayneese Miller, president at Hamline University.
10. **Future Meetings.** The next meeting of the committee will be in-person Tuesday, March 24, 2020, at the NCAA national office in Indianapolis.
11. **Adjournment.** The meeting adjourned at 11:29 a.m.

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

*Staff Liaisons: Louise McCleary, Division III Governance
Dan Dutcher, Division III Governance
Eric Hartung, Research
Debbie Kresge, Division III Governance
Jeff Myers, Academic and Membership Affairs
Mark Aiken, Administrative*

NCAA Division III Strategic Planning and Finance Committee November 14, 2019, teleconference	
Attendees:	
Stevie Baker-Watson, DePauw University.	
Angela Baumann, Massachusetts State Collegiate Athletic Conference.	
Heather Benning, Midwest Conference.	
Margaret Drugovich, Hartwick College.	
David Ellis, Becker College.	
Robert Lindgren, Randolph-Macon College	
Tori Murden-McClure, Spalding University, chair	
Colby Pepper, Covenant College, student-athlete	
Kate Roy, North Atlantic Conference.	
Kent Trachte, Lycoming College	
Joseph Walsh, Great Northeast Athletic Conference.	
Absentees:	
Kiki Jacobs, Roger Williams University	
Dennis Shields, University of Wisconsin, Platteville	
Michael Vienna, Emory University	
Dan Dutcher, Debbie Kresge, Louise McCleary and Ali Spungen.	
Other NCAA Staff Members in Attendance:	
Mark Aiken, Brian Burnsed, Eric Hartung, Jeff Myers, Adam Skaggs and Liz Suscha	

Division III Strategic Plan

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

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



INTRODUCTION

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

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

CONTENTS

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

DIVISION III PHILOSOPHY STATEMENT

Colleges and universities in Division III place the highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and an environment that values cultural diversity and gender equity among their student-athletes and athletics staff. To achieve this end, Division III institutions:

- (a) Expect that institutional presidents and chancellors have the ultimate responsibility and final authority for the conduct of the intercollegiate athletics program at the institutional, conference and national governance levels;
- (b) Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs;
- (c) Shall not award financial aid to any student on the basis of athletics leadership, ability, participation or performance;
- (d) Primarily focus on intercollegiate athletics as a four-year, undergraduate experience;
- (e) Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators;

- (f) Encourage participation by maximizing the number and variety of sport offerings for their students through broad-based athletics programs;
- (g) Assure that the actions of coaches and administrators exhibit fairness, openness and honesty in their relationships with student-athletes;
- (h) Assure that athletics participants are not treated differently from other members of the student body;
- (i) Assure that student-athletes are supported in their efforts to meaningfully participate in nonathletic pursuits to enhance their overall educational experience;
- (j) Assure that athletics programs support the institution's educational mission by financing, staffing and controlling the programs through the same general procedures as other departments of the institution. Further, the administration of an institution's athletics program (e.g., hiring, compensation, professional development, certification of coaches) should be integrated into the campus culture and educational mission;
- (k) Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admission process;
- (l) Exercise institutional and/or conference autonomy in the establishment of initial and continuing eligibility standards for student-athletes;

- (m) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body;
- (n) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body.
- (o) Provide equitable athletics opportunities for males and females and give equal emphasis to men's and women's sports;
- (p) Support ethnic and gender diversity for all constituents;
- (q) Give primary emphasis to regional in-season competition and conference championships; and
- (r) Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities.

The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. The above statement articulates principles that represent a commitment to Division III membership and shall serve as a guide for the preparation of legislation by the division and for planning and implementation of programs by institutions and conferences.

Division III Positioning Statement

Follow your passions and discover your potential. The college experience is a time of learning and growth – a chance to follow passions and develop potential. For student-athletes in Division III, all of this happens most importantly in the classroom and through earning an academic degree. The Division III experience provides for passionate participation in a competitive athletic environment, where student-athletes push themselves to excellence and build upon their academic success with new challenges and life skills. And student-athletes are encouraged to pursue the full spectrum of opportunities available during their time in college. In this way, Division III provides an integrated environment for student-athletes to take responsibility for their own paths, follow their passions and find their potential through a comprehensive educational experience.

Division III Attributes

Proportion: Appropriate relation of academics with opportunities to pursue athletics & other passions.

Comprehensive Learning: Opportunity for broad-based education and success.

Passion: Playing for the love of the game, competition, fun and self-improvement.

Responsibility: Development of accountability through personal commitment and choices.

Sportsmanship: Fair and respectful conduct toward all participants and supporters.

Citizenship: Dedication to developing responsible leaders and citizens in our communities.

Reasons to Believe

1. **Comprehensive educational experience.** Division III institutions develop student-athlete potential through a holistic educational approach that includes rigorous academics, competitive athletics and opportunity to pursue other interests and passions.
2. **Integrated campus environment.** Approximately twenty percent of all students at Division III institutions participate in athletics. Those participating in athletics are integrated into the campus culture and educational missions of their colleges or universities.
3. **Academic focus.** Student-athletes most often attend a college or university in Division III because of the excellent academic programs, creating a primary focus on learning and achievement of their degree.
4. **Available financial aid.** Three-quarters of all student-athletes in Division III receive some form of grant or non-athletic scholarship. Student-athletes have equal opportunity and access to financial aid as the general student body – but are not awarded aid based on athletics leadership, ability, performance or participation.
5. **Competitive athletic programs.** Student-athletes do not receive any monetary incentive (athletics scholarship) to play sports in college. They play for the love and passion of the game and to push themselves to be their best, creating an intense, competitive athletics environment for all who participate.
6. **National championship opportunities.** Division III has over 192,000 student-athletes competing annually in 28 Division III and nine national collegiate championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletic potential.
7. **Commitment to athletics participation.** Division III institutions are committed to a broad-based program of athletics because of the educational value of participation for the student-athlete. The division has a higher number and wider variety of athletic opportunities on average than any other division in the NCAA, emphasizing both competitive men's and women's sports.

NOTE: Text in red highlights a new initiative during the 2019-21 biennium. Strategic initiatives are not listed in priority order; all are of equal value.

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

1. **Clarify the Values of Division III athletics.** The division continues to serve as a conscious alternative to the sport-specialization youth culture, and as an accessible and fulfilling educational and athletics destination. It also emphasizes a fuller, more integrated academic experience in all divisional endeavors. This included communicating the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school admissions counselors, collaborating with the NCAA Eligibility Center (EC), supporting membership activation of the Division III Identity Initiatives and other Division III social media platforms.
 - Communicate the distinct Division III philosophy as articulated in the Strategic Positioning Platform.
 - Create a working group to review, and update accordingly, the current Strategic Positioning Platform.
 - Evaluate and determine next steps regarding the international ice hockey pilot.
 - Continue the strategic partnership with Special Olympics. Maintain the activity reporting program to better tell the partnership's story from a division-wide perspective. Maintain the Monthly Spotlight Poll that recognizes Special Olympic events.
 - Elevate the current part-time assistant director to full-time to more effectively oversee and enhance the division's communication efforts, including social media platforms and website management.
 - Support integration activities that bring together key institutional and/or conference partners to discuss ways each institution (and the conference as a group) might best support the integration of athletics within the campus environment, consistent with the division's unique philosophy, identity and strategic positioning platform.
 - Maintain and enhance the partnership with the College Sports Information Directors Association (CoSIDA) by providing professional development funding and opportunities (e.g. Division III Day at the CoSIDA Convention and CoSIDA Student Program), overseeing a recognition system awarded three times per year, and providing funds to support the Division III-specific Academic All-America program.
 - Strengthen the advocacy of Division III faculty for the values of the athletics experience. The division continues to enhance the Faculty Athletic Representative (FAR) Fellows Institute by offering professional development training and networking opportunities to FARs. Maintain the FAR Orientation at the FARA Fall Meeting for new FARs and hold every other year. Transition the FAR Working Group into a FAR Advisory Group.
 - Emphasize the values of Division III to effectively manage its membership growth. Partner with Divisions I and II to accomplish membership growth management on behalf of the entire Association.
 - Maintain in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division.
 - Continue to maintain and enhance Division III University – an on-line learning management system.
 - Create a new full-time position, funded by Division III, in Academic and Membership Affairs to oversee Division III University and assist with other waivers and interpretations.
 - Add approximately ten new division-specific modules by 2019-21.

2. **Appropriately Leverage Presidential and Athletics Direct Reports Leadership in the Division III Governance Structure.** Continue to selectively forward issues of presidential importance to the division's presidents. Improve and pursue full conference participation in the Presidents Advisory Group and significant NCAA Convention attendance. Enhance communication between the NCAA and Athletics Direct Reports on campus to effectively engage and educate as well as leverage these individuals serving in the governance structure (e.g. ADR Institute).
- In partnership with the NCAA Executive Staff and divisional Association-wide governance staffs, enhance Division III specific presidential programming at the NCAA Convention and promote the Chancellors and Presidents Outreach Program to educate and engage all Division III chancellors and presidents.
 - Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents.
 - Continue to inform presidents and chancellors, in a transparent manner of, the Sport Science Institute's efforts, new initiatives and interassociation guidelines.
3. **Ensure the Division is Effectively Managing Diversity and Inclusion Issues.**
- Partner with the Office of Inclusion, Student-Athlete Leadership staff and the Minority Opportunities Athletic Association (MOAA) to review the objectives and establish meaningful goals for the division's programs supporting equity and inclusion. Partner with Division III conferences and institutions to support innovative programs that promote inclusion (e.g. Monthly Diversity Spotlight).
 - Continue professional development and networking opportunities for women and ethnic minorities (e.g. SWA Program, the Institute for Administrative Advancement, Student Immersion Program and Next Steps).
 - **Support an LGBTQ Working Group to develop a facilitator program to educate the membership on ways to create a safe and inclusive environment for LGBTQ individuals and allies. Continue to promote the LGBTQ non-discrimination policy guide and OneTeam identity kit.**
 - Monitor NCAA emerging sports (e.g. women's wrestling, esports, stunt, equestrian).
 - Collaborate with the office of inclusion.
 - Establish strategies to increase and diversify the pool of candidates for Division III committee service and membership job searches.
 - In coordination with the Office of Inclusion and Student-Athlete Leadership, maintain the division's database of all women and ethnic minorities that have participated in an NCAA program. Continue to distribute and promote "The Diverse Workforce", a resource to assist institutions and conference offices to diversify its athletics searches. Continue to send out a quarterly Diversity and Inclusion newsletter.
 - Maintain the Diversity and Inclusion Working Group to evaluate the current diversity and inclusion landscape within Division III.
 - **Monitor and promote institutional/conference commitment to the NCAA Presidential Pledge to support diversity and inclusion.**
 - **Research strategies to promote committee service for women and ethnic minorities within the division.**

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

- Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource, for Division III and NASPA small college institutions. In 2020-21 budget cycle, create a 360 Proof Implementation Workshop that will prepare teams to engage in comprehensive, best practice prevention efforts. Continue to discuss the potential transition of 360 Proof oversight to the Sport Science Institute (SSI).
- Continue to partner with the Sport Science Institute regarding priority health and safety issues, including mental health. Provide Division III representatives for on-going summits. Provide timely and consistent communication to the membership regarding new SSI interassociation guidelines and best practices. Maintain the promotion and use of the Injury Surveillance Program, SSI's data collection system, by the Division III membership.
- 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.
- Maintain the Coaching Enhancement Grant – a two-year, \$7,500 matching grant for new, full-time female and ethnic minority assistant coaches.
- Monitor and promote institutional commitment to BOG pledge on sexual assault violence prevention education.

5. Promote the Division III Philosophical Principle that Student-Athletes' Academic Performance is consistent with that of the General Student Body.

- Continue to sponsor a regular and representative academic reporting program to compare the academic success of student-athletes and the general student body. Continue to emphasize the academic success of Division III student-athletes as compared to other students. Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. Oversee the inaugural annual student-athlete graduation rate submission in 2020. Develop best practices.

6. Enhance Formal Accountability of the Governance Structure.

- Continue to annual distribute a performance scorecard for regular accountability of key Division III programs and committee staff liaisons.
- Continue to monitor the enrollment and related financial challenges within higher education, and the related challenges affecting the Division III membership.
- Work with conference commissioners to plan and implement a Conference Rules Seminar (CRS) in the summer as requested and needed to provide a more regionalized compliance educational opportunity for active Division III member institutions and conferences.
- Address relevant issues identified through evaluation of committee structure.

7. Maintain Fiscal Integrity.

- Develop a divisional operating budget for 2019-21 and beyond that presents policy goals and program preferences that are fiscally responsible and sustainable.
- Continue to address the long-term use of the budget's surplus (beyond the mandated reserve), including the Association's 2024-2032 broadcast agreement extension.

Appendix A

NCAA Association Wide Goals and Related Division III Programs and Objectives

Association Wide Goal 1: Athletics as Integral to Higher Education. Student-athletes will be better educated and prepared for increased and lifelong achievement and success.

Objectives

- Increase support of reform efforts that emerge from the governance structure.
- Increase the number of student-athletes who succeed academically.
- Increase opportunities for student-athletes to integrate their academic, athletics and social interests.
- Enhance the leadership role of athletics administrators and increase the role of coaches as advocates for the values of intercollegiate athletics.

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
Strategic Initiatives Conference Grant Program: Tier Two Integration activities.	All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year. The integration activities should bring together key conference partners to discuss ways each school (and the conference as a group) might best support the integration concept, consistent with the division's unique philosophy, identity and Strategic Positioning Platform.	\$320,885
Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
Annual Division III Commissioners meeting.	All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics. Additional funding is provided through Tier One of the Strategic Initiative Conference Grant Program to supplement a portion the conference's travel costs.	\$20,000
Student-athlete leadership forums and campus based leadership programming.	At least 80 percent of eligible institutions will participate annually in DIII Student-Athlete Leadership forums, and the participating coaches and administrators will become stronger advocates for the values of Division III intercollegiate athletics.	\$365,000
Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.	All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year.	\$1,169,249
National SAAC Outreach.	Celebrate successful campus SAAC community outreach each quarter, engage in community outreach at each National SAAC meeting, and annually educate student-athletes about National Student-Athlete Day and other community initiatives. Support national SAAC's creation of a short video highlighting the Division III student-athlete experience to be shown at annual campus compliance meetings.	Association-wide funding
National student-athlete outreach.	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.	\$20,000
Student-Athlete Graduation Rate Reporting.	Assist the membership in reporting, for the first time in 2020, student-athlete graduation rates. Develop best practices.	NA

ASSOCIATION-WIDE GOAL 2: The Student-Athlete Experience. Student-athletes will be enriched by a collegiate athletics experience based on fair and reasonable standards and a commitment to sportsmanship.

Objectives

- Increase the applications of fairer regulations that favor student-athletes.
- Increase the opportunities for women and minorities to participate in intercollegiate athletics at all levels.
- Increase sportsmanship in intercollegiate athletics among student-athletes, coaches and fans.

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Women and Minority Internship Program	The division will assess the original goals of this program to understand its legacy and to formulate future, long terms goals related to diversity of the athletics administrative and governance structures.	\$1,300,000
Strategic Alliance Matching Grant	The division will assess the original goals of this program to understand its legacy and to formulate future, long term goals related to diversity of the athletics administrative and governance structures.	\$708,600
Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives	All conferences and at least 50% of institutions will engage in programming related to diversity, gender equity and sportsmanship initiatives within each four-year grant cycle.	\$457,335
The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
Get in the Game Web site; Requests and Secondary Reports Online.	The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.	Association-wide funding; Provisional/Reclassifying Membership fees
Committees will exercise fair decision making when making waiver and interpretive decisions.	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
Regional Rules Seminars (national program) and Conference Rules Seminar.	Education sessions on Division III rules and regulations will be offered annually. The Conference Rules Seminar will be held as requested by conference offices.	Association-wide funding
Rules Test.	The Membership Committee shall annually make available a clear and fair rules test that all members can access on-line to comply with the condition and obligation of membership to administer the rules test.	Overhead
Conduct quality championships with fair selection processes and appropriate access.	The Championships Committee will continually assess policies and NCAA legislation related to the championships program including the appropriateness of bracket sizes, regional alignment and select criteria processes.	\$26,580,164
Women Leaders Institute for Administrative Advancement.	The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$30,000
Sportsmanship and Game Environment Initiatives.	New initiatives based on a partnership with Disney and recommendations from the Division III Sportsmanship and Game Environment working group, with membership endorsement.	\$225,000

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Division III Programs and Initiatives</u>
Examine demographic trends and consider whether Division III or Association-wide programming is appropriate to affect change in the division's student-athlete demographic profile.	The percentage of minority individuals in the student-athlete population should be consistent with the percentage of minority individuals in the general student-body.	Association-wide funding
Conference and Institutional Inclusion and Diversity programming.	Partner with Division III conferences and institutions to support innovative programs that promote inclusion and diversity. (e.g., the NCAA's Institute for Administrative Advancement, ethnic minority student program at NCAA Convention, SWA professional development and the North Coast Conference's Branch Rickey Program). In collaboration with the Office of Inclusion, develop programming for LGBTQ students.	\$250,000
Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.	Provide optional funding to conference offices through the Conference Grant Program and encourage support of officiating improvement.	\$176,855

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

Member institutions and conferences will have access to data, research and best practices that assist governance and management of intercollegiate athletics.

Objectives

- Increase opportunities and support for chief executive officers to participate and make more informed decisions about intercollegiate athletics.
- Increase opportunities for member institutions and conferences to share best practices in support of the Association's core values.
- Increase the number and quality of research initiatives on relevant issues to help member institutions and conferences make informed decisions.
- Increase opportunities for affiliated organizations to provide input for more informed decision-making.
- Enhance hiring practices for administrators, coaches and other athletics personnel, resulting in more inclusive leadership in intercollegiate athletics.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategically engage presidents and athletics direct reports in the Division III governance structure	Continue to promote greater strategic focus and more selective legislative engagement by presidents in the Division III governance structure, led by the Presidents Council in consultation with the Presidents and Chancellors Advisory Group (PAG).	Association-wide funding
Quarterly Presidential Communication.	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
Division III Governance Outreach to Affiliates.	Governance structure representatives will engage with affiliates on an issue-specific basis (e.g., higher education association meetings, annual sports chairs and championships committee meeting, and FARA annual meeting, etc...).	Overhead
Presidential Programming at the NCAA Convention.	Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.	\$20,000
Best Practices for Presidential-Commissioner Leadership.	Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.	Overhead
Institutional and Conference Self-Studies (ISSG/CSSG).	All institutions and conferences will conduct regular reviews with active participation of campus/conference presidents. Presidential involvement shall promote an understanding of institutional control and the primary compliance role of presidents. Institutional reviews shall assess standards on recruiting, admissions, academic eligibility, student services, student-athlete profiles, personnel and a commitment to Division III philosophical priorities. Conference reviews shall include an assessment of conference alignments, values and priorities to support partnerships between conference members.	Overhead
Sports sponsorship and Institutional Self-Study (ISSG) audits.	The Membership Committee's annual review of member compliance with sports sponsorship requirements and completed Institutional Self-Study instruments to assess compliance with membership criteria and educational needs of the membership. Members placed on probation required to complete an athletics program assessment.	Provisional/Reclassifying membership fees
Playing and Practices Seasons Comprehensive Review.	Continue to implement through Management Council Playing and Practice Seasons Subcommittee a comprehensive review of the football playing and practice seasons.	Overhead
360 Proof.	Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource for NCAA Division III and NASPA small college member campuses to reduce consequences of alcohol use.	\$115,000
360 Proof Implementation Workshop	Develop in FY 21 a program to enhance the implementation of 360 Proof on campus.	\$85,000
Continually monitor Division III membership size and related access to championship and other services.	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead

Athletics Direct Report (ADR) Institute.	Conduct an annual ADR Institute in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.	\$90,000
Financial Aid Reporting Process.	All institutions will participate in the data-driven reporting process. Greater availability of historical data shall enable increased emphasis on institutional accountability (i.e., enforcement and penalties).	Overhead
Faculty Athletics Representative (FAR) Fellows Institute.	Conduct an FAR Fellows institute to offer professional development training to and provide FARs with tools to communicate the Division III story to their campus peers and enhance the level of engagement of FARs across the division. Re-engage FARs by maintaining a working group that will survey the membership and produce next steps.	\$85,000
Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.	Continue to provide assistance for conference offices to provide documentation of a third-party external review of grant fund usage to the national office annually.	\$16,800
Programming at the NCAA Convention.	Continue to create specific programming for delegates attending the annual Convention (e.g. educational sessions, Issues Forum, and technology to support all sessions) to help better engage and educate the membership.	\$30,000
LGBTQ Facilitator Program	Continue to train facilitators to provide the LGBTQ OneTeam Program on campuses and in conference offices in an effort to provide safe and inclusive environments.	\$100,000
Division III University.	Continue to enhance Division III University – an on-line learning management system. Modules include NCAA overview, student well-being and compliance	\$80,670
CoSIDA Division III Day	Support a day-long professional development program for the division’s athletics communication and sports information directors in conjunction with the annual CoSIDA Convention.	\$15,000

**ASSOCIATION-WIDE GOAL 4: Effective National Office Administration.
The National Office will be operated in an accountable, efficient manner.**

Objectives

- Increase partnership with the membership. Better define the national office's role.
- Increase flexibility, responsiveness and efficiency of interpretations, enforcement and appeals processes.
- Increase the timeliness, clarity, conciseness and effectiveness of membership communication.
- Increase use of technology to improve the effectiveness and efficiencies of Association processes.

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

ASSOCIATION-WIDE GOAL 5: Perceptions of the Association and Intercollegiate Athletics.
The public will gain a greater understanding of and confidence in the integrity of intercollegiate athletics and will more readily support its values.

Objectives

- Increase awareness of and advocacy for the positive values of intercollegiate athletics among the media and the public and within the membership.
- Increase the public's confidence in the Association as a whole.

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.	Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.	\$324,885
Division III Identity Initiative.	Clarify and promote the unique Division III philosophy as articulated in the Division's Strategic Positioning Platform. Enable conferences and institutions to better tell the Division III story to a variety of target audiences. Support the following identity activation initiatives: Division III week, and mobile web site for coaches, national and customizable videos. Re-introduce a recognition award for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story.	\$300,000
Special Olympics Partnership.	Continue to grow the strategic partnership with Special Olympics. Maintain Special Olympics events as a signature element of the Division III championships program and continue to encourage campus and conference engagement with local Special Olympics chapters.	\$35,000
Academic All-America Partnership with CoSIDA.	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).	Continue to identify new ways to support the growth of SIDs as strategic communicators, advance the messages of the Division III platform, and communicate the story of Division III at the local level. Offer professional development support through the Conference Grant Program, and position support through the Strategic Alliance Matching Grant and Internship Program.	\$46,200

Appendix B

Division III Budget Justification

Projected NCAA Division III 2019-20 Budget Breakdown			Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs	
Revenue:			<i>Division III Institutions....</i>	
Division III 3.18% Revenue	\$33,169,370			
Allocation (ESTIMATE)				
Membership Dues	\$519,000			
Expenses:				
Total Championships Expense (excluding overhead)	\$26,145,164		Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities. (Division III Philosophy Statement – section r))	
Strategic Initiative Conference Grant Program	\$3,194,730		Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs; (Bylaw 20.11-(b))	
NAD3AA Partnership	\$75,000		The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)	
Conference Commissioners/SID Meeting	\$20,000		The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)	
Conference Rules Seminar		Association-wide	The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance. (Constitution 2.8.2)	
Women Leaders Enhancement Grants	\$30,000		Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))	
Division-wide Sportsmanship Initiative	\$225,000		Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))	
Strategic Alliance Matching Grant	\$708,600		Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))	
Women & Minority Intern Program	\$1,300,000		Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))	
Student-Athlete Leadership Forum	\$365,000		Seek to establish and maintain an environment in which student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and in which coaches play a significant role as educators. (Bylaw 20.11)	
Campus Based Student-Athlete Leadership Programming	\$100,000		The purpose is to provide DiSC behavioral assessments to student-athletes, coaches and administrators. The DiSC assessment aids participants with understanding their individual behavioral styles and preferences, a common language when addressing these topics and methods to better relate to others. It also provides additional strategies to build more effective relationships on teams and in the workplace.	
360 Proof	\$115,000		Intercollegiate athletics programs shall be conducted in a manner designed to protect and enhance the physical and educational well-being of student-athletes. (Constitution 2.2)	
FAR Fellows Institute/Orientation	\$85,000		Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience (preamble to philosophy statement)	
Division III Academic All-America (CoSIDA)	\$44,000		Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic program (preamble to philosophy statement).	
Other Working Groups/Task Forces	\$20,000		This initiative exists to provide opportunities for working groups/task forces in the future.	
CoSIDA D3 Day	\$15,000		This initiative supports 175-200 sports information directors to receive professional development.	

Projected NCAA Division III 2019-20 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Expenses, continued:		
Identity Initiatives	\$300,000	This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).
Special Olympics Partnership	\$35,000	Institutions seek to establish and maintain an environment in which student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience (preamble to philosophy statement).
Inclusion and Diversity Partnership	\$250,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(I))
Division III University	\$ 80,670	Funding to create new modules for Division III University and purchase additional user licenses.
LGBTQ Programming	\$100,000	Funding for a train the trainer and/or programming, and a recognition program. Partner with office of inclusion.
Coaching Enhancement Grant	\$100,000	New grant program for female and ethnic minority asst. coaches. The two-year matching grant provides \$7,500 in salary and benefits and \$1,500 annually in professional development. Partner with Leadership Development.
Division III Cancellation Insurance	\$41,000	Intercollegiate athletics programs shall be administered in keeping with prudent management and fiscal practices to assure the financial stability necessary for providing student-athletes with adequate opportunities for athletics competition as an integral part of a quality educational experience. (Constitution 2.16)
Convention Programming including specific student-athlete programs	\$70,000	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.
Athletics Direct Report (ADR) Institute	\$90,000	Conduct an inaugural ADR Institute in 2016 in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.
New Athletics Director Orientation	\$70,000	Create in-person, orientation programs for new athletics directors to assist with the knowledge, resources and philosophy of the division.
New Commissioner Orientation	\$15,000	Create in-person, orientation programs for new commissioners to assist with the knowledge, resources and philosophy of the division.
Additional SAAC in-person meeting	\$25,000	A planning meeting for the Division III national SAAC committee. At this meeting, SAAC provides an orientation for new members and sets its goals and objectives for the year.
SAAC Associate Members	\$65,000	Provide funds to pay expenses for conference partner liaison to attend NCAA Convention. Provide funds to pay expenses for partner conference liaison to attend the July national SAAC
NADIIIAA and D3CA leadership meeting	\$10,000	The executive leadership groups from NADIIIAA and D3CA come to Indianapolis in Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year.
NCAA staff professional development	\$7,000	Allows annual professional development for NCAA Division III staff.
Other Division III Initiatives	\$0	This includes contracting costs, as well as money earmarked to support future initiatives.
Overhead Allocation (including National Office staffing) **	\$1,529,000	Includes request for new AMA FTE and reclass of assistant director of governance to full-time.
Total Division III Expenses	\$35,855,164	

* The \$5 million event cancellation insurance protects the budget in case of a catastrophic event that would reduce or eliminate, for one year, the division's share of media rights revenue.

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

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

Appendix C

History of the

Division III Strategic Plan

History

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

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

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

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

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

	FY 2019 - 2020				FY 2018 - 2019			Actuals as of 2/28	
	Actual	Budget	\$ Variance	% of Budget to Date	Actual	Budget	\$ Variance	FY 2018-19	\$ Variance 19-20 to 18-19
Revenue									
DII/DIII Allocation-Based Revenue	\$9,481,718	\$33,147,323	(\$23,665,605)	28.6%	\$32,215,323	\$32,237,370	(\$22,047)	\$9,016,774	\$464,944
Additional Revenue from Membership Dues Increase	\$530,200	\$519,000	\$11,200	102.2%	\$519,000	\$519,000	\$0	\$530,200	\$0
Other Non-DII/DIII Revenue	\$0	\$0	\$0	N/A	\$13,200	\$0	\$13,200	\$0	\$0
Revenue Total	\$10,011,918	\$33,666,323	(\$23,654,405)	29.7%	\$32,747,523	\$32,756,370	(\$8,847)	\$9,546,974	\$464,944
Expenses									
Championship Expenses									
Men's Championships									
DIII Men's Baseball	\$8,859	\$2,514,092	\$2,505,233	0.4%	\$1,824,012	\$2,332,000	\$507,988	\$6,809	\$2,050
DIII Men's Basketball	\$37,361	\$1,466,966	\$1,429,605	2.5%	\$1,314,931	\$1,169,000	(\$145,931)	\$18,386	\$18,976
DIII Men's Cross Country	\$585,214	\$614,791	\$29,577	95.2%	\$610,617	\$592,350	(\$18,267)	\$599,438	(\$14,224)
DIII Men's Football	\$2,196,560	\$2,363,405	\$166,845	92.9%	\$1,825,191	\$2,036,500	\$211,309	\$1,803,455	\$393,104
DIII Men's Golf	\$15,548	\$647,835	\$632,287	2.4%	\$609,675	\$621,500	\$11,825	\$15,330	\$218
DIII Men's Ice Hockey	\$4,865	\$426,293	\$421,428	1.1%	\$377,793	\$376,000	(\$1,793)	\$1,837	\$3,028
DIII Men's Lacrosse	\$2,479	\$703,701	\$701,222	0.4%	\$633,508	\$634,000	\$492	(\$14,510)	\$16,989
DIII Men's Soccer	\$1,219,984	\$1,341,235	\$121,251	91.0%	\$1,106,540	\$1,244,400	\$137,860	\$1,099,378	\$120,606
DIII Men's Swimming and Diving	\$26,519	\$665,508	\$638,989	4.0%	\$587,216	\$629,000	\$41,784	\$16,225	\$10,294
DIII Men's Tennis	\$1,139	\$726,331	\$725,192	0.2%	\$666,410	\$698,000	\$31,590	(\$661)	\$1,800
DIII Men's Track Indoor	\$17,909	\$860,974	\$843,065	2.1%	\$707,000	\$836,850	\$129,850	\$33,883	(\$15,974)
DIII Men's Track Outdoor	\$1,471	\$946,924	\$945,453	0.2%	\$937,085	\$921,250	(\$15,835)	\$2,270	(\$799)
DIII Men's Volleyball	\$2,715	\$366,033	\$363,318	0.7%	\$261,586	\$315,000	\$53,414	\$1,752	\$963
DIII Men's Wrestling	\$7,158	\$463,975	\$456,817	1.5%	\$484,780	\$451,500	(\$33,280)	\$45,773	(\$38,614)
Total	\$4,127,782	\$14,108,063	\$9,980,281	29.3%	\$11,946,343	\$12,857,350	\$911,007	\$3,629,365	\$498,417
Women's Championships									
DIII Women's Basketball	\$11,769	\$1,313,026	\$1,301,257	0.9%	\$1,085,210	\$1,253,000	\$167,790	\$2,932	\$8,837
DIII Women's Cross Country	\$559,430	\$637,162	\$77,732	87.8%	\$623,825	\$614,150	(\$9,675)	\$615,636	(\$56,206)
DIII Women's Field Hockey	\$414,102	\$515,007	\$100,905	80.4%	\$451,497	\$504,000	\$52,503	\$451,389	(\$37,287)
DIII Women's Golf	\$11,443	\$468,659	\$457,216	2.4%	\$415,327	\$407,550	(\$7,777)	\$15,847	(\$4,404)
DIII Women's Ice Hockey	\$5,601	\$321,471	\$315,870	1.7%	\$255,906	\$314,000	\$58,094	\$2,345	\$3,256
DIII Women's Lacrosse	\$5,933	\$920,887	\$914,954	0.6%	\$1,002,591	\$851,000	(\$151,591)	\$1,590	\$4,343
DIII Women's Rowing	\$1,782	\$439,372	\$437,590	0.4%	\$354,854	\$427,000	\$72,146	\$598	\$1,184
DIII Women's Soccer	\$1,308,217	\$1,359,961	\$51,744	96.2%	\$1,250,641	\$1,327,000	\$76,359	\$1,235,252	\$72,965
DIII Women's Softball	\$1,752	\$1,661,268	\$1,659,516	0.1%	\$1,535,739	\$1,597,000	\$61,261	\$585	\$1,166
DIII Women's Swimming and Diving	\$17,206	\$693,537	\$676,331	2.5%	\$649,837	\$695,000	\$45,163	\$12,258	\$4,948
DIII Women's Tennis	\$1,483	\$759,270	\$757,787	0.2%	\$699,109	\$740,000	\$40,891	\$1,021	\$462
DIII Women's Track Indoor	\$9,513	\$789,890	\$780,377	1.2%	\$598,514	\$766,150	\$167,636	\$19,951	(\$10,438)
DIII Women's Track Outdoor	\$894	\$972,166	\$971,272	0.1%	\$960,065	\$945,750	(\$14,315)	\$2,136	(\$1,241)
DIII Women's Volleyball	\$1,071,904	\$1,185,413	\$113,509	90.4%	\$1,121,305	\$1,153,500	\$32,195	\$1,118,913	(\$47,009)
Total	\$3,421,028	\$12,037,089	\$8,616,061	28.4%	\$11,004,421	\$11,595,100	\$590,679	\$3,480,452	(\$59,425)
Championship Expenses Total	\$7,548,810	\$26,145,152	\$18,596,342	28.9%	\$22,950,764	\$24,452,450	\$1,501,686	\$7,109,817	\$438,993
Overhead Allocation	\$217,500	\$435,000	\$217,500	50.0%	\$422,000	\$422,000	\$0	\$211,000	\$6,500
Total Championship Expense	\$7,766,310	\$26,580,152	\$18,813,842	29.2%	\$23,372,764	\$24,874,450	\$1,501,686	\$7,320,817	\$445,493

	FY 2019 - 2020				FY 2018 - 2019			Actuals as of 2/28	
	Actual	Budget	\$ Variance	% of Budget to Date	Actual	Budget	\$ Variance	FY 2018-19	\$ Variance 19-20 to 18-19
Non-Championship Expenses									
Conference Grants	\$3,167,582	\$3,194,730	\$27,148	99.2%	\$3,042,605	\$3,042,600	(\$5)	\$3,042,605	\$124,977
Intern Program	\$1,089,842	\$1,300,000	\$210,158	83.8%	\$1,175,236	\$1,209,920	\$34,684	\$1,141,549	(\$51,707)
Strategic Alliance Matching Grant	\$617,088	\$708,600	\$91,512	87.1%	\$556,556	\$708,600	\$152,044	\$624,030	(\$6,943)
Leadership Conference	\$16,791	\$365,000	\$348,209	4.6%	\$414,356	\$365,000	(\$49,356)	\$42,249	(\$25,458)
Identity Initiative	\$126,890	\$300,000	\$173,110	42.3%	\$324,104	\$300,000	(\$24,104)	\$123,143	\$3,747
Diversity Initiatives	\$87,252	\$250,000	\$162,748	34.9%	\$250,728	\$250,000	(\$728)	\$84,864	\$2,388
Sportsmanship - GameDay the DIII Way	\$147,295	\$225,000	\$77,705	65.5%	\$210,547	\$250,000	\$39,453	\$75,616	\$71,679
360 Proof	\$60,361	\$115,000	\$54,639	52.5%	\$91,749	\$125,000	\$33,251	\$49,667	\$10,694
Administrative - Misc	\$8,790	\$112,404	\$103,614	7.8%	\$17,789	\$15,380	(\$2,409)	\$17,789	(\$8,999)
Coaches and Administrators Diversity	\$0	\$100,000	\$100,000	0.0%	\$90,000	\$100,000	\$10,000	\$0	\$0
Leadership Development Initiatives DiSC	\$68,217	\$100,000	\$31,783	68.2%	\$100,000	\$100,000	\$0	\$72,034	(\$3,817)
LGBTQ	\$67,582	\$100,000	\$32,418	67.6%	\$123,293	\$100,000	(\$23,293)	\$66,933	\$649
ADR Institute	\$27,696	\$90,000	\$62,304	30.8%	\$58,430	\$90,000	\$31,570	\$22,496	\$5,200
SAAC April and Associate Member Meetings	\$20,920	\$90,000	\$69,080	23.2%	\$77,791	\$90,000	\$12,209	\$15,446	\$5,474
AD and Commissioner Orientation	\$3,237	\$85,000	\$81,763	3.8%	\$103,759	\$85,000	(\$18,759)	\$6,938	(\$3,701)
FAR Orientation/Institute	\$43,523	\$85,000	\$41,477	51.2%	\$84,863	\$85,000	\$137	\$52,299	(\$8,776)
Membership Learning Management - DIII University	\$0	\$80,670	\$80,670	0.0%	\$20,107	\$55,000	\$34,893	\$9,875	(\$9,875)
Athletics Administrator Partnership (NADIIIAA)	\$0	\$75,000	\$75,000	0.0%	\$75,000	\$75,000	\$0	\$0	\$0
NCAA Annual Convention	\$11,294	\$70,000	\$58,706	16.1%	\$70,326	\$70,000	(\$326)	\$11,389	(\$95)
Academic All-America Program (Co-SIDA)	\$39,500	\$44,000	\$4,500	89.8%	\$39,500	\$44,000	\$4,500	\$39,500	\$0
Insurance	\$40,960	\$41,000	\$40	99.9%	\$40,960	\$41,000	\$40	\$40,960	\$0
Special Olympics	\$4,409	\$35,000	\$30,591	12.6%	\$35,970	\$35,000	(\$970)	\$1,956	\$2,454
Women Leaders in College Sports	\$0	\$30,000	\$30,000	0.0%	\$30,945	\$30,000	(\$945)	\$478	(\$478)
Conference Commissioner Meetings	\$4,340	\$20,000	\$15,660	21.7%	\$17,591	\$20,000	\$2,409	\$0	\$4,340
Working Groups	\$4,204	\$20,000	\$15,796	21.0%	\$22,831	\$20,000	(\$2,831)	\$11,040	(\$6,836)
CoSIDA DIII Day	\$0	\$15,000	\$15,000	0.0%	\$23,844	\$15,000	(\$8,844)	\$150	(\$150)
NADIIIAA and Commissioner Mtg	\$768	\$10,000	\$9,232	7.7%	\$4,128	\$10,000	\$5,872	\$1,769	(\$1,001)
Staff Professional Development	\$6,378	\$7,000	\$622	91.1%	\$6,375	\$7,000	\$625	\$5,853	\$525
Championships Festival	\$21	\$0	(\$21)	N/A	\$5	\$0	(\$5)	\$0	\$21
Exploratory/Provisional Membership	\$326	\$0	(\$326)	N/A	\$2,284	\$0	(\$2,284)	\$2,254	(\$1,928)
Injury Surveillance and Testing	\$0	\$0	\$0	N/A	\$0	\$74,500	\$74,500	\$0	\$0
Academic Reporting Honorarium	\$0	\$0	\$0	N/A	\$34,995	\$35,000	\$5	\$34,996	(\$34,996)
Non-Championship Expenses Total	\$5,665,266	\$7,668,404	\$2,003,138	73.9%	\$7,146,666	\$7,448,000	\$301,334	\$5,597,877	\$67,390
Overhead Allocation	\$547,000	\$1,094,000	\$547,000	50.0%	\$1,062,000	\$1,062,000	\$0	\$531,000	\$16,000
Total Non-Championship Expense	\$6,212,266	\$8,762,404	\$2,550,138	70.9%	\$8,208,666	\$8,510,000	\$301,334	\$6,128,877	\$83,390
Expenses Total	\$13,978,576	\$35,342,556	\$21,363,980	39.6%	\$31,581,430	\$33,384,450	\$1,803,020	\$13,449,694	\$528,882
Surplus (Deficit)	(\$3,966,658)	(\$1,676,233)			\$1,166,093	(\$628,080)			
Add: Prior Year Reserve Balance	\$30,347,383	\$28,553,209			\$29,181,289	\$29,181,289			
Estimated Reserve Balance	\$26,380,725	\$26,876,976			\$30,347,383	\$28,553,209			

DIII Future Projections

Assumptions:

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

1.00%	DIII Champs Assumption Analysis 16-17
0.00%	DIII Champs Assumption Analysis 16-17
3.94%	Presentation to CFO on Travel Models by division

The National Collegiate Athletic Association

Division III Budget Projections

	2018-19 Actual	2019-20 Budget	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection
Revenue:						
Division III 3.18% Revenue Allocation	\$ 32,249,015	\$ 33,147,323	\$ 33,924,323	\$ 34,607,323	\$ 34,752,323	\$ 34,803,323
Draw from DIII Reserve						
Additional Revenue from Membership Dues Increase	\$ 530,200	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000
Division III Other Revenue	57,500	-	-	-	-	-
Total Revenue	\$ 32,836,715	\$ 33,666,323	\$ 34,443,323	\$ 35,126,323	\$ 35,271,323	\$ 35,322,323
Projected Revenue Increase	2.6%	2.8%	2.3%	2.0%	0.4%	0.1%
Expenses:						
Championships Game Operations	4,696,723	4,493,439	4,566,503	4,612,168	4,693,290	4,704,873
Championships Committee	353,305	417,215	492,815	492,815	492,815	492,815
Championships Team Transportation	9,128,803	11,108,553	11,546,230	12,001,151	12,473,997	12,965,472
Championships Per Diem	6,844,931	7,540,945	8,202,045	8,202,045	8,202,045	8,202,045
Championships Overhead Allocation ⁴	422,000	435,000	448,000	461,000	475,000	489,000
<i>Total Championship Expenses</i>	21,445,763	23,995,152	25,255,593	25,769,180	26,337,147	26,854,205
Non-Championships Base Budget	6,616,467	7,149,404	7,354,000	7,491,000	7,492,000	7,469,000
Non-Championships Initiatives	-	-	-	-	-	-
Non-Championships Overhead Allocation ⁴	1,037,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000
<i>Total Non-Championship Expenses</i>	7,653,467	8,243,404	8,481,000	8,652,000	8,688,000	8,701,000
Total Division III Expenses (before supplemental spending)	\$ 29,099,230	\$ 32,238,556	\$ 33,736,593	\$ 34,421,180	\$ 35,025,147	\$ 35,555,205
Net Change in Fund Balance (before supplemental spending)	\$ 3,737,485	\$ 1,427,767	\$ 706,730	\$ 705,143	\$ 246,176	\$ (232,882)
Supplemental items:						
Local ground transportation for individual sports	575,000	603,000	627,000	652,000	678,000	705,000
Men's Joint Championship		250,000				
Women's Joint Championship					250,000	
Guarantee first round no conference match-ups		336,000	349,000		-	-
Local ground transportation for team sports	316,000	332,000	345,000	359,000	373,000	388,000
Increase in travel party size for team sports	1,036,000	1,064,000	1,112,000	1,137,000	1,163,000	1,190,000
Supplemental Championships Spending from reserve ²	1,927,000	2,585,000	2,433,000	2,148,000	2,464,000	2,283,000
Supplemental Non-Championships Spending from reserve	530,200	519,000	519,000	519,000	519,000	519,000
<i>Total Supplemental Spending</i>	2,457,200	3,104,000	2,952,000	2,667,000	2,983,000	2,802,000
Division III Membership Dues Credit	-	-	-	-	-	-
Total Division III Expenses (after supplemental spending)	\$ 31,556,430	\$ 35,342,556	\$ 36,688,593	\$ 37,088,180	\$ 38,008,147	\$ 38,357,205
Net Change in Fund Balance (after supplemental spending)	\$ 1,280,285	\$ (1,676,233)	\$ (2,245,270)	\$ (1,961,857)	\$ (2,736,824)	\$ (3,034,882)
Projected Expense Increase	-2.4%	12.0%	3.8%	1.1%	2.5%	0.9%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 29,181,289	\$ 30,461,574	\$ 28,785,341	\$ 26,540,071	\$ 24,578,214	\$ 21,841,390
Less:						
Net Change in Fund Balance	1,280,285	(1,676,233)	(2,245,270)	(1,961,857)	(2,736,824)	(3,034,882)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 30,461,574	\$ 28,785,341	\$ 26,540,071	\$ 24,578,214	\$ 21,841,390	\$ 18,806,508
Mandated Reserve ¹	(16,124,508)	(16,573,662)	(16,962,162)	(17,303,662)	(17,376,162)	(17,401,662)
Cash available in excess of reserve policy	\$ 14,337,067	\$ 12,211,680	\$ 9,577,910	\$ 7,274,553	\$ 4,465,229	\$ 1,404,847

Notes:

- ¹ Mandated reserve is 50% of the annual DIII revenue allocation in cash beginning in fiscal year 2017-18. The division also holds a separate event cancellation insurance policy with a \$5M limit.
- ² Supplemental championships spending is earmarked for individual/team local ground transportation and returning travel party sizes to 2013-14 levels. This supplemental spending would be evaluated first for elimination in the event of an 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 Actuals have not been finalized for supplemental items. Budget amounts are reflected for FY18-19.

Percentage DIII Spend - Championships	74%	74%	75%	75%	75%	76%
Percentage DIII Spend - Non-Championships	26%	26%	25%	25%	25%	24%

DIII Future Projections

Assumptions:

- A)

Goal is to have the lowest possible positive Cash Reserve Surplus and Net Change in Fund Balance.
- B)

Changes in "Policy" could be implemented for fiscal year 2014-2015, but the earliest Changes in "Program funding" could realistically occur is 2015-2016.
- Game Operations increases by X% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.
- Committee expenses increase by X% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.
- Team Transportation increases by X% each fiscal year based on cost per traveler analysis for FY2008-09 thru FY2016-17.
- Projection does not include any increase increase in bracket size due to sport sponsorship increases (access ratio) other than 2015-16 bracket expansion for women's lacrosse (2 teams) and 2017-18

1.00%	DIII Champs Assumption Analysis 16-17
0.00%	DIII Champs Assumption Analysis 16-17
3.94%	Presentation to CFO on Travel Models by division

The National Collegiate Athletic Association

Division III Budget Projections

	2018-19 Actual	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection
Revenue:						
Division III 3.18% Revenue Allocation	\$ 32,249,015	\$ 10,138,880	\$ 33,924,323	\$ 34,607,323	\$ 34,752,323	\$ 34,803,323
Draw from DIII Reserve						
Additional Revenue from Membership Dues Increase	\$ 530,200	\$ 530,200	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000
Division III Other Revenue	57,500	-	-	-	-	-
Total Revenue	\$ 32,836,715	\$ 10,669,080	\$ 34,443,323	\$ 35,126,323	\$ 35,271,323	\$ 35,322,323
Projected Revenue Increase	2.6%	-68.6%	234.6%	2.0%	0.4%	0.1%
Expenses:						
Championships Game Operations	4,696,723	2,340,305	4,566,503	4,612,168	4,693,290	4,704,873
Championships Committee	353,305	344,223	492,815	492,815	492,815	492,815
Championships Team Transportation	9,128,803	5,586,418	11,546,230	12,001,151	12,473,997	12,965,472
Championships Per Diem	6,844,931	2,731,497	8,202,045	8,202,045	8,202,045	8,202,045
Championships Overhead Allocation ⁴	422,000	435,000	448,000	461,000	475,000	489,000
Total Championship Expenses	21,445,763	11,437,443	25,255,593	25,769,180	26,337,147	26,854,205
Non-Championships Base Budget	6,616,467	5,697,889	7,354,000	7,491,000	7,492,000	7,469,000
Non-Championships Initiatives	-	-	-	-	-	-
Non-Championships Overhead Allocation ⁴	1,037,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000
Total Non-Championship Expenses	7,653,467	6,791,889	8,481,000	8,652,000	8,688,000	8,701,000
Total Division III Expenses (before supplemental spending)	\$ 29,099,230	\$ 18,229,332	\$ 33,736,593	\$ 34,421,180	\$ 35,025,147	\$ 35,555,205
Net Change in Fund Balance (before supplemental spending)	\$ 3,737,485	\$ (7,560,252)	\$ 706,730	\$ 705,143	\$ 246,176	\$ (232,882)
Supplemental items:						
Local ground transportation for individual sports	575,000	-	627,000	652,000	678,000	705,000
Men's Joint Championship		82,500				
Women's Joint Championship		-	349,000		250,000	
Guarantee first round no conference match-ups		-	345,000		-	-
Local ground transporation for team sports	316,000	-	345,000	359,000	373,000	388,000
Increase in travel party size for team sports	1,036,000	-	1,112,000	1,137,000	1,163,000	1,190,000
Supplemental Championships Spending from reserve ²	1,927,000	82,500	2,433,000	2,148,000	2,464,000	2,283,000
Supplemental Non-Championships Spending from reserve	530,200	-	519,000	519,000	519,000	519,000
Total Supplemental Spending	2,457,200	82,500	2,952,000	2,667,000	2,983,000	2,802,000
Division III Membership Dues Credit	-	-	-	-	-	-
Total Division III Expenses (after supplemental spending)	\$ 31,556,430	\$ 18,311,832	\$ 36,688,593	\$ 37,088,180	\$ 38,008,147	\$ 38,357,205
Net Change in Fund Balance (after supplemental spending)	\$ 1,280,285	\$ (7,642,752)	\$ (2,245,270)	\$ (1,961,857)	\$ (2,736,824)	\$ (3,034,882)
Projected Expense Increase	-2.4%	-42.0%	100.4%	1.1%	2.5%	0.9%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 29,181,289	\$ 30,461,574	\$ 22,818,822	\$ 20,573,552	\$ 18,611,695	\$ 15,874,871
Less:						
Net Change in Fund Balance	1,280,285	(7,642,752)	(2,245,270)	(1,961,857)	(2,736,824)	(3,034,882)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 30,461,574	\$ 22,818,822	\$ 20,573,552	\$ 18,611,695	\$ 15,874,871	\$ 12,839,989
Mandated Reserve ¹	(16,124,508)	(5,069,440)	(16,962,162)	(17,303,662)	(17,376,162)	(17,401,662)
Cash available in excess of reserve policy	\$ 14,337,067	\$ 17,749,382	\$ 3,611,391	\$ 1,308,034	\$ (1,501,291)	\$ (4,561,673)

- Notes:
- 1

Mandated reserve is 50% of the annual DIII revenue allocation in cash beginning in fiscal year 2017-18. The division also holds a separate event cancellation insurance policy with a \$5M limit.
- 2

Supplemental championships spending is earmarked for individual/team local ground transportation and returning travel party sizes to 2013-14 levels. This supplemental spending would be evaluated first for elimination in the event of an 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

Actuals have not been finalized for supplemental items. Budget amounts are reflected for FY18-19.

Percentage DIII Spend - Championships	74%	63%	75%	75%	76%	76%
Percentage DIII Spend - Non-Championships	26%	37%	25%	25%	24%	24%

DIII Future Projections

Assumptions:

- A) Goal is to have the lowest possible positive Cash Reserve Surplus and Net Change in Fund Balance.

B) Changes in "Policy" could be implemented for fiscal year 2014-2015, but the earliest Changes in "Program funding" could realistically occur is 2015-2016.
- Game Operations increases by X% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6% annually.

- Committee expenses increase by X% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1% annually.

- Team Transportation increases by X% each fiscal year based on cost per traveler analysis for FY2008-09 thru FY2016-17.

- Projection does not include any increase increase in bracket size due to sport sponsorship increases (access ratio) other than 2015-16 bracket expansion for women's lacrosse (2 teams) and 2017-18
- 1.00%
0.00%
3.94%

DIII Champs Assumption Analysis 16-17

DIII Champs Assumption Analysis 16-17

Presentation to CFO on Travel Models by division

The National Collegiate Athletic Association

Division III Budget Projections

	2018-19 Actual	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection
Revenue:						
Division III 3.18% Revenue Allocation	\$ 32,249,015	\$ 10,138,880	\$ 33,924,323	\$ 34,607,323	\$ 34,752,323	\$ 34,803,323
Draw from DIII Reserve						
Additional Revenue from Membership Dues Increase	\$ 530,200	\$ 530,200	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000
Division III Other Revenue	57,500	-	-	-	-	-
Total Revenue	\$ 32,836,715	\$ 10,669,080	\$ 34,443,323	\$ 35,126,323	\$ 35,271,323	\$ 35,322,323
Projected Revenue Increase	2.6%	-68.6%	234.6%	2.0%	0.4%	0.1%
Expenses:						
Championships Game Operations	4,696,723	2,340,305	4,566,503	4,612,168	4,693,290	4,704,873
Championships Committee	353,305	344,223	492,815	492,815	492,815	492,815
Championships Team Transportation	9,128,803	5,586,418	11,546,230	12,001,151	12,473,997	12,965,472
Championships Per Diem	6,844,931	2,731,497	8,202,045	8,202,045	8,202,045	8,202,045
Championships Overhead Allocation ⁴	422,000	435,000	448,000	461,000	475,000	489,000
Total Championship Expenses	21,445,763	11,437,443	25,255,593	25,769,180	26,337,147	26,854,205
Non-Championships Base Budget	6,616,467	5,697,889	7,354,000	7,491,000	7,492,000	7,469,000
Non-Championships Initiatives	-	-	-	-	-	-
Non-Championships Overhead Allocation ⁴	1,037,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000
Total Non-Championship Expenses	7,653,467	6,791,889	8,481,000	8,652,000	8,688,000	8,701,000
Total Division III Expenses (before supplemental spending)	\$ 29,099,230	\$ 18,229,332	\$ 33,736,593	\$ 34,421,180	\$ 35,025,147	\$ 35,555,205
Net Change in Fund Balance (before supplemental spending)	\$ 3,737,485	\$ (7,560,252)	\$ 706,730	\$ 705,143	\$ 246,176	\$ (232,882)
Supplemental items:						
Local ground transportation for individual sports	575,000	-	-	-	-	-
Men's Joint Championship		82,500	-	-	250,000	-
Women's Joint Championship		-	-	-	-	-
Guarantee first round no conference match-ups		-	-	-	-	-
Local ground transporation for team sports	316,000	-	-	-	-	-
Increase in travel party size for team sports	1,036,000	-	1,112,000	1,137,000	1,163,000	1,190,000
Supplemental Championships Spending from reserve ²	1,927,000	82,500	1,112,000	1,137,000	1,413,000	1,190,000
Supplemental Non-Championships Spending from reserve	530,200	-	-	-	-	-
Total Supplemental Spending	2,457,200	82,500	1,112,000	1,137,000	1,413,000	1,190,000
Division III Membership Dues Credit	-	-	-	-	-	-
Total Division III Expenses (after supplemental spending)	\$ 31,556,430	\$ 18,311,832	\$ 34,848,593	\$ 35,558,180	\$ 36,438,147	\$ 36,745,205
Net Change in Fund Balance (after supplemental spending)	\$ 1,280,285	\$ (7,642,752)	\$ (405,270)	\$ (431,857)	\$ (1,166,824)	\$ (1,422,882)
Projected Expense Increase	-2.4%	-42.0%	90.3%	2.0%	2.5%	0.8%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 29,181,289	\$ 30,461,574	\$ 22,818,822	\$ 22,413,552	\$ 21,981,695	\$ 20,814,871
Less:						
Net Change in Fund Balance	1,280,285	(7,642,752)	(405,270)	(431,857)	(1,166,824)	(1,422,882)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 30,461,574	\$ 22,818,822	\$ 22,413,552	\$ 21,981,695	\$ 20,814,871	\$ 19,391,989
Mandated Reserve ¹	(16,124,508)	(5,069,440)	(16,962,162)	(17,303,662)	(17,376,162)	(17,401,662)
Cash available in excess of reserve policy	\$ 14,337,067	\$ 17,749,382	\$ 5,451,391	\$ 4,678,034	\$ 3,438,710	\$ 1,990,328

- Notes:
- 1 Mandated reserve is 50% of the annual DIII revenue allocation in cash beginning in fiscal year 2017-18. The division also holds a separate event cancellation insurance policy with a \$5M limit.

2 Supplemental championships spending is earmarked for individual/team local ground transportation and returning travel party sizes to 2013-14 levels. This supplemental spending would be evaluated first for elimination in the event of an 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 Actuals have not been finalized for supplemental items. Budget amounts are reflected for FY18-19.

Percentage DIII Spend - Championships	74%	63%	76%	76%	76%	76%
Percentage DIII Spend - Non-Championships	26%	37%	24%	24%	24%	24%

SUPPLEMENT NO.

6b

WILL BE A

VERBAL UPDATE

2019-21 Division III Budget

	2019-20	2020-21
	Budget	Budget
Expenses (continued):		
Non-Championship Expenses		
Strategic Initiative Conference Grants	3,194,730	3,194,730
Other Division III Strategic Initiatives		
Women & Minority Intern Program	1,300,000	1,300,000
Strategic Alliance Matching Grant	708,600	708,600
Student-Athlete Leadership Conference	365,000	365,000
Division III Identity Program	300,000	300,000
DIII Diversity Initiatives	250,000	250,000
Division-wide Sportsmanship Initiative	225,000	225,000
360 Proof (formerly Drug Education and Research)	115,000	115,000
Campus-based Student-Athlete Leadership Programs	100,000	100,000
LGBTQ Inclusion Program	100,000	100,000
Institute for Coaching Advancement	100,000	100,000
Membership Learning Management System	80,670	94,000
ADR Institute	90,000	90,000
SAAC April Meeting and Associate Member Travel	90,000	90,000
FAR Institute	85,000	85,000
New AD and Commissioner Orientation	85,000	85,000
360 Membership Engagement Program		85,000
NAD3AA Partnership	75,000	75,000
Annual Convention	70,000	70,000
Miscellaneous Division III Initiatives	112,000	179,670
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	20,000
CoSIDA D3 Day (previously in other working groups)	15,000	15,000
Administrator and Commissioner Meeting (NADIII and D3CA)	10,000	10,000
Staff Professional Development	7,000	7,000
Non-Championships Expense	7,668,000	7,834,000
Overhead Allocation	1,206,000	1,242,180
Total Non-Championships Expenses	8,874,000	9,076,180



**REPORT OF THE
NCAA DIVISION III CHAMPIONSHIPS COMMITTEE
FEBRUARY 4-5, 2020, MEETING EXCERPT**

ACTION ITEMS.

1. Legislative items.

- **None.**

2. Nonlegislative items.

- **Bracket expansion in field hockey and men's lacrosse.**
 - a. Recommendation. That the Division III Strategic Planning and Finance Committee and the Division III Management Council consider expanding the field hockey bracket by two teams (from 24 to 26) and the men's lacrosse bracket by two teams (from 36 to 38).
 - b. Effective date. August 1, 2020.
 - c. Rationale. Based on 2019-20 sport sponsorship data, the brackets in field hockey and men's lacrosse merit consideration for expansion in 2020-21 to align with the division's prescribed access ratio. While the Championships Committee acknowledges that this comes during the middle of the current budget cycle, it is customary to make the Strategic Planning and Finance Committee aware of potential bracket increases to determine whether they warrant immediate funding or to be considered among allocations for the next cycle.
 - d. Estimated budget impact. \$36,820 for field hockey and \$75,561 for men's lacrosse. (See Attachment)
 - e. Student-athlete impact. Bracket expansion increases the opportunity for student-athletes to experience the benefits and rewards of postseason competition.

INFORMATIONAL ITEMS.

- **None.**

Committee Chair: Kiki Jacobs, Roger Williams University

MEN'S LACROSSE						
Add Two Teams to Bracket						
Using 2019 Data						
Current Format			Poposed			
Travel					Travel	Per Diem
Avg Bus	\$3,600		Team 1	1st Round	\$3,600	\$9,250
Avg Flt	\$43,000		Team 2	1st Round		\$1,480
			Team 3	1st Round	\$43,000	\$9,250
			Team 4	1st Round		\$1,480
					\$46,600	\$21,460
					Travel and Per Diem:	\$68,060
					Additional game expense:	\$7,456
					TOTAL:	\$75,516
Assumes \$100 per diem for traveling teams in 2020 does not increase for 2021.						
Assumes \$40 per diem for hosts does not increase for 2021.						
Assumes 1 traveling team is a flight.						
Additional Game Expense Detail						
Bracket increase by 2 teams from 36 to 38						
Results in 2 additional games						
Game Expenses			Teams	Games	Total Game Expense	Average Per Game
2018-19 actual amount			36	35	\$130,490	\$3,728
Projected game expense for addint 2 teams/2 games (based on average)			38	37	\$137,947	
					Projected Increase:	\$7,456
FIELD HOCKEY						
Add Two Teams to Bracket						
Using 2018 Data						
Current Format			Poposed			
Travel					Travel	Per Diem
Avg Bus	\$4,300		Team 1	1st Round	\$4,300	\$7,250
Avg Flt	--		Team 2	1st Round		\$1,160
			Team 3	1st Round	\$4,300	\$7,250
			Team 4	1st Round		\$1,160
					\$8,600	\$16,820
					Travel and Per Diem:	\$25,420
					Additional game expense:	\$11,400
					TOTAL:	\$36,820
Assumes \$100 per diem for traveling teams in 2020.						
Assumes \$40 per diem for hosts IN 2020.						
Assumes both traveling teams are drives.						
Additional Game Expense Detail						
Bracket increase by 2 teams from 24 to 26						
Results in 2 additional games						
Game Expenses			Teams	Games	Total Game Expense	Average Per Game
2018-19 actual amount			24	23	131,108.00	5,700.35
Projected game expense for addint 2 teams/2 games (based on average)			26	25	142,508.70	

**ATTACHMENT
Supplement No. 08**

					Projected Increase:	11,400.70
--	--	--	--	--	----------------------------	------------------

2019-2021 Championships Budget

 Division III Championships
 FINAL 2019-21 Budget Priorities

SUPPLEMENT NO. 09
DIII Strategic Planning and Finance 03/2020

Request Type	Sport	Item	2019-20	2020-21	2021-22	2022-23
Bracket expansion supported by legislation	Baseball	Increase bracket from 58 to 60^	\$ 112,000	\$ 2,000		
	Men's Soccer	Increase bracket from 62 to 64^	\$ 67,000	\$ 1,000		
	Men's Volleyball	Increase bracket from 14 to 16^	\$ 43,000	\$ 1,000		
	Women's Lacrosse	Increase bracket from 42 to 44^	\$ 42,000	\$ 1,000		
	Men's Golf	Increase field from 42 to 43^	\$ 12,100	\$ 200		
	Women's Golf	Increase field from 25 to 29^	\$ 52,400	\$ 700		
	Men's Tennis	Increase bracket from 43 to 44^	\$ 10,400	\$ 200		
Committee Composition	Various - 24 positions	Increase sport committee composition to coincide with regional realignment proposal (note: MLAX and WLAX in year one of budget cycle; remainder of sports in year two); refer to tab "Committee"	\$ 10,800	\$ 75,600		
Officiating	All	Increase officiating fees - by 5% over two years	\$ 31,300			
Sport-specific requests	Men's Basketball	Increase in stipend for national coordinator from \$5,000 to 10,000, and increase travel/per-diem expenses to \$5,000 + \$1,000 Technology Fee	\$ 11,000			
	Men's Basketball	Officials' evaluators at preliminary-round sites	\$ 4,800			
	Women's Basketball	Television broadcast coverage of championship final in conjunction with 2023 joint championship (one-time expense)				\$ 35,000
	Women's Basketball	Increase in stipend for national coordinator from \$5,000 to 10,000, and increase travel/per-diem expenses to \$5,000 + \$1,000 Technology Fee	\$ 8,650			
	Football	Increase in stipend for national coordinator from \$5,000 to 10,000, and fund travel/per-diem expenses up to \$5,000	\$ 10,000			
	Baseball	Increase in stipend for national coordinator from \$5,000 to 10,000, and fund travel/per-diem expenses up to \$5,000	\$ 10,000			
	Men's and Women's XC	Regional trophies	\$ 10,096			
	Men's Lacrosse	Bracket format change	\$ 53,000			
	M & W Ice Hockey	Separate opponents if third consecutive year the teams are playing one another		\$ 56,400		
Per Diem	Team Sports	Per diem for hosts of nonpredetermined preliminary round (increase by \$10 to \$40)		\$ 127,000		
Per Diem	All	Increase per diem to \$100		\$ 367,000		
Game Operations	All	Reinstate host honorarium for non-predetermind preliminary round hosts		\$ 161,000		
Game Operations	Individual Sports	National champion award watch for individual event champions		\$ 28,130		
Total			\$ 488,546	\$ 821,230	\$ -	\$ 35,000
Bracketing Sport-specific Sport-specific Sport-specific	All Team Sports	Guarantee conference opponents do not meet in first round	\$ 336,000	\$ 336,000		
	Men's Basketball	Joint championship	\$ 250,000			
	Men's Basketball	Preliminary round format adjustment for joint championships	\$ 48,000			
	Women's Basketball	Joint championship				\$ 250,000
Supplemental Funding			\$ 634,000	\$ 336,000	\$ -	\$ 250,000
Overall Total			\$ 1,122,546	\$ 1,157,230	\$ -	\$ 285,000

Dear Commissioner,

I am pleased to share that the NCAA has engaged The PICTOR Group to lead a comprehensive review of the state of collegiate officiating for 15 NCAA sports across Divisions I, II and III. This is in response to strong interest and concern across all divisions of the NCAA membership.

This national review of officiating is underway and will involve a significant amount of data collection. The information will be gathered from industry data and supplemented by information gleaned from focus groups and interviews with various stakeholders. This data gathering will help to inform a series of recommendations related to the recruitment, education, training, evaluation and retention of collegiate officials. It is anticipated that a final report will be submitted to the NCAA in August 2020.

To help guide the process, an Officiating Review Steering Committee has been created consisting of commissioners from all three NCAA divisions (Steering Committee Roster Attached). The members of the steering committee were recommended by their respective divisional commissioner groups. Their role will be to help guide the data gathering process, assist with outreach, and provide guidance during the preparation of a report with recommendations. In the next week or so, you will receive a brief survey from The PICTOR Group requesting officiating contact information for your Conference.

Attached is a one-page overview of the National Review of Collegiate Officiating. We ask that you to share it with your conference membership and officiating personnel and encourage them to participate through surveys, interviews, sharing of information, etc. if requested. Feel free to reach out to [Anthony Holman](#), Managing Director, or [Sandy Hatfield Clubb](#) at The PICTOR Group with questions or suggestions. We look forward to their report and recommendations later this year.

Joni



Joni Comstock

Senior Vice President of Championships

w: 317-917-6488 | **c:** 317-370-0344 | ncaa.org

P.O. Box 6222, Indianapolis, IN 46206-6222

NATIONAL REVIEW OF COLLEGIATE OFFICIATING

The NCAA has engaged *The PICTOR Group* to lead a national review of the state of collegiate officiating across 15 sports. An Officiating Review Steering Committee comprised of commissioners from all three NCAA divisions will guide the information and data gathering process, assist with outreach, and provide guidance during data analysis, report preparation and final recommendations.

The over-arching goal is to identify general as well as divisional issues that are affecting NCAA sports as a result of the decline in the officiating pool and to present strategic recommendations to meet the officiating needs of the membership.

The officiating review includes the sports listed below across Divisions I, II and III. Information will be gathered from available industry data and supplemented through surveying as well as focus groups and interviews with various stakeholders. Input and perspectives will be sought from officiating and sport-specific stakeholders.

- **Targeted Sports (Men's and Women's):** Basketball, Gymnastics, Ice Hockey, Lacrosse, Soccer, Swimming & Diving, Tennis, Track and Field, Volleyball, and Water Polo.
- **Targeted Single Gender Sports:** Baseball, Field Hockey, Football, Softball, and Wrestling.

The officiating project will include all three divisions. The specific objectives of the National Review of Collegiate Officiating are to:

- Conduct a detailed analytical review of fees, number of officials, demographics of officials, regional challenges, typical path to collegiate officiating, average tenure, and coordinator of official's structure;
- Develop a clearer understanding of the recruiting, education, evaluation, retention and training of collegiate officials;
- Identify sports that are in crisis based upon the number of officials available to work collegiate games; and,
- Determine the effect of sportsmanship on collegiate officiating and how to address fan behavior.

Estimated Timeline: Data collection has been initiated and a final report to the NCAA is anticipated in August 2020.

The PICTOR Group Project Leaders

Sandy Hatfield Clubb, Senior Partner; shclubb@thepictorgroup.com

Carolyn Schlie Femovich, Senior Partner; csfemovich@thepictorgroup.com

Mary Struckhoff, Associate; mstruckhoff33@gmail.com

NCAA Contact

Anthony Holman, NCAA, Managing Director of Championships & Alliances aholman@ncaa.org



Officiating Review Steering Committee

DIV	FIRST	LAST	TITLE	CONFERENCE
3	Katie	Boldvich	Commissioner	Landmark Conference
2	Kris	Dunbar	Commissioner	Great Lakes Intercollegiate Athletic Conference
1	Keith	Gill	Commissioner	Sun Belt Conference
1	Ted	Gumbart	Commissioner	Atlantic Sun Conference
2	David	Haglund	Commissioner	Great Northwest Athletic Conference
1	Jennifer	Heppel	Commissioner	Patriot League
3	Keri	Luchowski	Executive Director	North Coast Athletic Conference
3	Dan	McKane	Commissioner	Minnesota Intercollegiate Athletic Conference
2	Jim	Naumovich	Commissioner	Great Lakes Valley Conference
2	Will	Prewitt	Commissioner	Great American Conference
3	Patrick	Summers	Executive Director	New England Women's & Men's Athletic Conference
3	Kim	Wenger	Commissioner	Northwest Conference
1	Tom	Wistrill	Commissioner	Big Sky Conference



Strategic Analysis of the State of Collegiate Officiating

Presented by:



January 23, 2020

DIIICA Officiating Steering Committee

Ken Andrews, Middle Atlantic Conference

Katie Boldvich, Landmark Conference**

Kelly Higgins, American Collegiate Athletic Association

Jessica Huntley, Atlantic East Conference

Jeff Ligney, Capital Athletic Conference

Keri Luchowski, North Coast Conference**

Adrienne Mullikin, Colonial States Athletic Conference

Dan McKane, MIAC**

Patrick B. Summers (Chair), NEWMAC**

Kim Wenger, Northwest Conference**

**Representing DIII on the NCAA Officiating Steering Committee



The PICTOR Group Project Team

Project Co-Leads:

Carolyn Schlie Femovich, Senior Partner
Sandy Hatfield Clubb, Senior Partner

Officiating Expert:

Mary Struckhoff, Associate

Research Expert:

In negotiation

Project Coordinator:

Dee Abrahamson, Associate





A STRATEGIC ANALYSIS OF THE STATE OF COLLEGIATE OFFICIATING

The Division III Commissioner's Association (DIII CA) through the support of the NCAA Division III Conference Grant Program has selected the PICTOR Group to conduct a national review of the state of officiating in Division III. The review will lead to the development of a five-year strategic plan that will address recruiting, educating, training, and retaining officials as well as a comprehensive overview of the existing structure(s) that support the assignment and evaluation of officials.

Goals & Objectives

- A detailed analytical review of DIII Sports including fees, number of officials (demographic breakdown), regional challenges, typical path to collegiate officiating, average tenure, and coordinator of official's structure
- Greater awareness, involvement, and engagement by Division's I, II, and III leadership
- Guidance and assistance from NCAA Office to bring appropriate constituency groups together for a larger conversation regarding officiating.
- Develop a national recruiting plan and strategy to attract new officials
- Increase and coordinate efforts regarding national education, evaluation, retention, and training of officials
- Identify sports that are in crisis based on the number of officials available to work collegiate games and prioritize resources
- Determine the effect of sportsmanship on officiating as a profession; Determine next steps on how to address fan behavior

DIIICA Estimated Timeline & Deliverables

Action/Deliverable	Estimated Timeline
<u>PHASE 1:</u> Initiate Review	August 2019
Data Review and Collection	September 2019 – April 2020
1 st Draft DIIICA Report	May 2020
Final DIIICA Report	June 2020
<u>PHASE 2:</u> Initiate Strategic Planning	May/June 2020
1 st Draft for Stakeholder Review	September 2020
Final Draft to Committee	November 2020
2021-26 DII Officiating Strategic Plan	January 2021 NCAA Convention

Overview of DIIICA Work to Date



DIII Commissioners' General Concerns

Available pool of officials	34
Loss or lack of quality officials	17
Lack of consistent “best practices”	10
Lack of training and education	9
Cost/fees	9
Sportsmanship/treatment of officials	8
Lack of NCAA oversight	5



DIICA Conference Data

PLEASE update the GOOGLE DRIVE.



DIICA Officiating Survey Committee

Brad Bankston, ODAC

Jennifer Dubow, SCIAC

Dan McKane, MIAC

Andrea Savage, NESCAC

Patrick B. Summers, NEWMAC

Chuck Yrigoyen, American Rivers



Initial Stakeholder Engagement

- NCAA Administrative Staff
- Division II Commissioners
- National Association of Sports Officials (NASO)
- ArbiterSports
- National Federation of High Schools (NFHS)



Project Expansion: Cross Divisional Review

- NCAA National Review of Collegiate Officiating
- NCAA Steering Committee
- Timeline and Deliverables



Project Enhancements

- Regional Focus with National Scope
- NCAA Research Department
- NCAA Staff Support
 - Sport Administrators
 - National Coordinators
 - Access to Data
 - Central Hub Posting





NEWS AND ANNOUNCEMENTS



1/8/2020 **NCAA Officiating Review Project**

The NCAA has engaged The PICTOR Group to lead a comprehensive review of the state of collegiate officiating for 15 NCAA sports across all three divisions. A national review is underway and involves significant data collection, with commissioners representing Divisions I, II, and III comprising an *Officiating Review Steering Committee*. The final report will be submitted to the NCAA in August 2020.

Please click the following link for an overview of the [NCAA Officiating Review Project](#).

1/2/2020 **National Coordinator Notes - Test and Clinic Information**

Hello Umpires,

Happy New Year! Now let's get ready for some NCAA softball!

RULES QUESTION? ASK VICKIE

[Rules Question? Ask Vickie Van Kleeck](#)

[2018-19 Vickie's Responses to Submitted Rules Questions](#)

NCAA RULES INFORMATION

[2020 and 2021 NCAA Softball Official Rules Interpretations, Clarifications and Situations \(10/21/2019\)](#)

[2020 and 2021 NCAA Softball Official Rules Interpretations, Clarifications and Situations \(9/11/2019\)](#)

[Softball Rules Changes and Experimental Rule Approved](#)

[2020 and 2021 Major Rules Changes](#)

[2018 and 2019 NCAA Softball Official](#)

NATIONAL COORDINATOR NOTES

[National Coordinator Notes - September 4, 2019](#)

[Welcome to the 2018-19 Softball Season](#)

[Week Six](#)

[Week Five](#)

[Week Four](#)

[Week Three](#)

[More »](#)

TESTING

[2018 Test and Quizzes](#)

Data Collection

- DI & DII Conference Commissioners' Survey
- ArbiterSports Data Share
- Conference Coordinators/Assignors' Survey
- Officials' Survey
- National Coordinators' Focus Groups
- Industry Data & Literary/Media Review
- Ongoing Stakeholder Engagement



QUESTIONS & OPEN DISCUSSION



Upcoming

- NACDA Engagement – June 7-10
- Phase 1 Presentation – June DIIICA Meeting
- Contact us at anytime.



2019 Faculty Athletics Representative (FAR) Institute Budget

Request	Individuals	Budget per individual	Budget	Actual	Notes
Travel for participants	23	\$ 500	\$ 11,500	\$ 11,104	23 participants
Travel for speakers	6	\$ 500	\$ 3,000	\$ 2,285	
Participant and speaker honorarium	23	\$ 150	\$ 3,450	\$ 3,450	For parking, ground, meals in transit, etc
Participant and speaker lodging for 2 nights	29	\$ 400	\$ 8,280	\$ 14,394	\$178 + \$20 in taxes = \$198, actual is for all (participants, staff and speakers)
Consultant - Lynn Kaplan			\$ 7,500	\$ 5,460	
Meals - Thursday planning dinner			\$ 1,000	\$ 552	
Meals - Friday breakfast, lunch, reception	35	\$ 100	\$ 3,500	\$ 2,419	30 participants, 2 event staff, 5 other DIII staff or FARA leadership
Meals - Saturday breakfast, lunch	35	\$ 80	\$ 2,800	\$ 1,764	
Meals - Saturday dinner	35	\$ 100	\$ 3,500	\$ 2,139	
Meals - Sunday breakfast, lunch	35	\$ 90	\$ 3,150	\$ 885	
Gifts - participants and speakers	35	\$ 40	\$ 1,400	\$ 1,104	jackets
Gifts - participants and speakers	35	\$ 40	\$ 1,000	\$ 892	bags
Materials printing	35	\$ 10	\$ 350	\$ 340	
AV			\$ 5,000	\$ -	
Miscellaneous			\$ 2,070	\$ -	
TOTAL			\$ 57,500	\$ 46,788	



2020 Evaluation Results

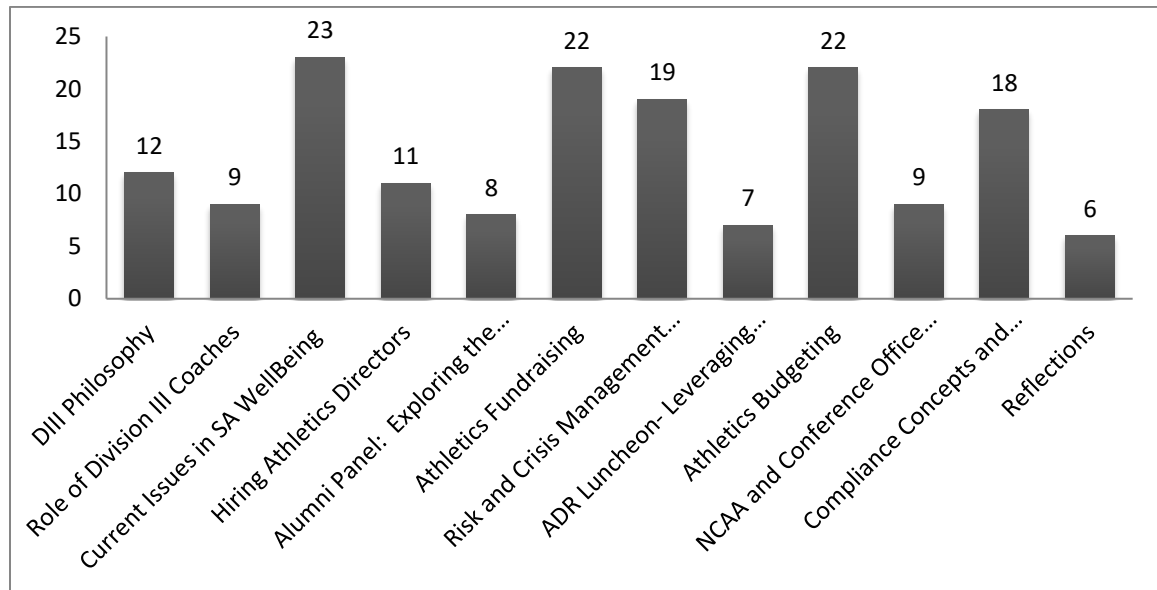
1. Please evaluate the overall institute experience

Well worth my time: 26

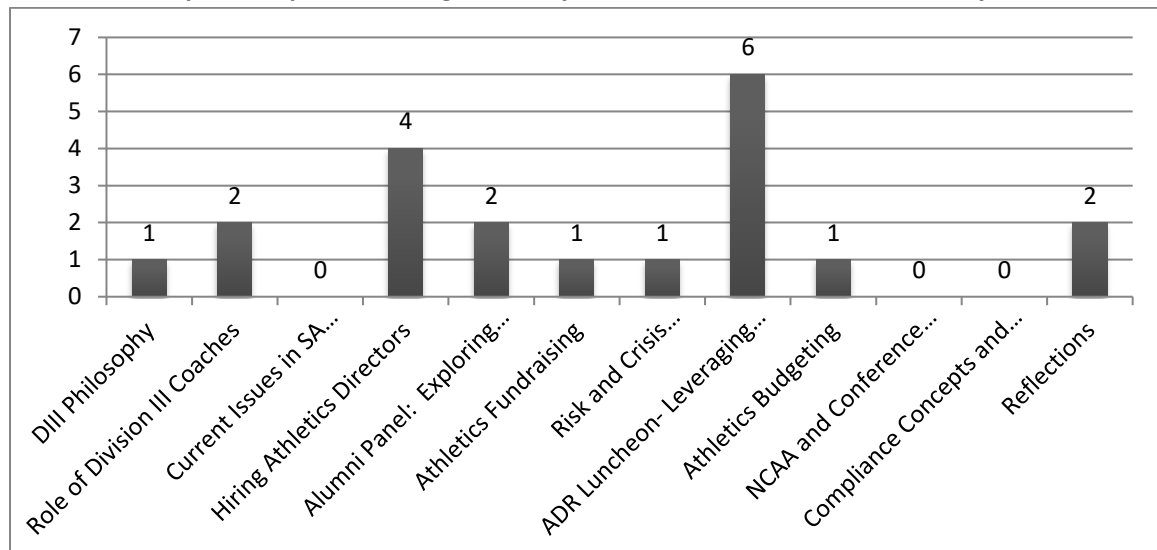
Just Acceptable: 0

Wish I would have stayed home: 0

2. What content piece or part of the agenda do you think will be most valuable to you as an ADR? (check all that apply)



3. What content piece or part of the agenda do you think will be least valuable to you as an ADR?



4. What other topics should be included in future institutes?

- Educating presidents
- How to work with part time coaches
- How to handle a protest at an athletics event
- I would recommend a part 2 which focuses on what happened when ADRs implemented some of what was discussed.

Please indicate your level of agreement with the following statements:

Strongly Disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly Agree (5)

Objective	Score
5. My experience at the ADR Institute has empowered me with an understanding of best practices to oversee and manage athletics departments.	4.65
6. I am leaving with specific ideas about how to create a triad of communication between athletics directors, presidents and ADRs as well as Faculty Athletics Representatives (FARs).	4.35
7. My experience at the ADR Institute has positioned me to become a key institutional liaison to the athletics department and the student-athlete.	4.65
8. My experience at the ADR Institute has inspired me to get more involved in conference business.	4.04
9. I am leaving with specific ideas that I can implement this year to more effectively support my president in his or her responsibility to maintain final authority over the conduct of intercollegiate athletics.	4.65
10. My experience at the Institute has empowered me to build strong faculty and staff advocacy on behalf of the student-athlete and the Division III model of intercollegiate athletics.	4.23
11. I am leaving with an awareness of NCAA postgraduate scholarships, funded programs and student-athlete well being resources.	4.12
12. Networking with other ADRs has enhanced my understanding of the role.	4.46
13. My experience at the ADR Institute has inspired me to seek involvement in the NCAA governance structure.	3.73
14. My experience at the ADR Institute has inspired me to attend future NCAA Conventions.	4.31

15. How would you describe your experience at the Institute?

- Amazing
- Very Useful
- Good overall. There was not enough time to network. The schedule was too compact and no time for transition between sessions. Do not schedule people over breaks.
- Extremely helpful. I would be interested in getting more involved.
- Positive, rewarding, enjoyable to be with others performing similar roles at the institution
- This was awesome. The diversity of topics covered was phenomenal
- Fantastic opportunity. Thank you so much. I learned a great deal and look forward to being more involved.

- The institute was very helpful to me as an ADR. I would recommend it to tohers.
- Excellent. Leaving with concrete ideas.
- I felt everything was well organized and informational.
- This experience energized me to return to my campus as a stronger leader for my athletics community.
- Good
- Excellent- informative, inspiring, explicit, helpful, relevant
- Excellent (3)
- Fantastic- everything felt worthwhile and was informative
- Excellent. I loved everything about it.
- Excellent on al fronts.
- Excellent, informative and very intentional/thoughtful
- Great use of time and well worth it.

16. Other comments?

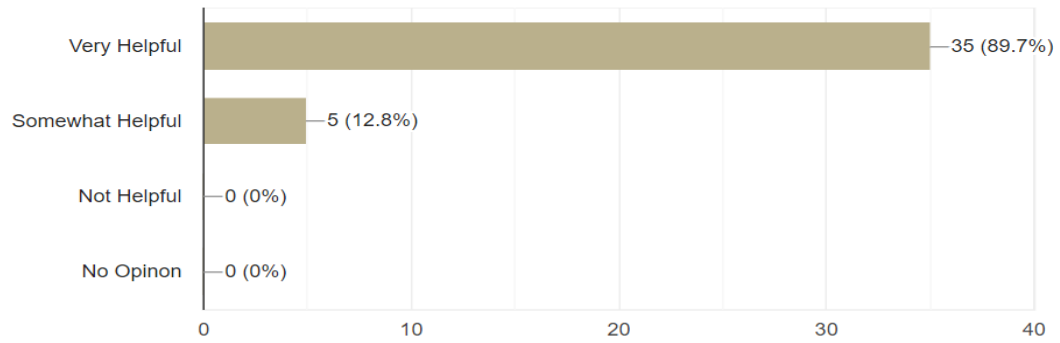
- Marvelous
- Great work! Leah, Eva and Shana were awesome.
- Awesome work. Thanks so much!
- Thank you for an exceptional experience
- Thank you (4)
- Thank you for all your hard work
- I would have liked to hear from more ADRs. There was some repetition between sessions.
- Thanks for making this possible.
- Do 40-50 minute sessions with a 10 minute break between

SUPPLEMENT NO. 13a
DIII Strategic Planning and Finance 03/2020

2020 Student Immersion Survey: Participant Results

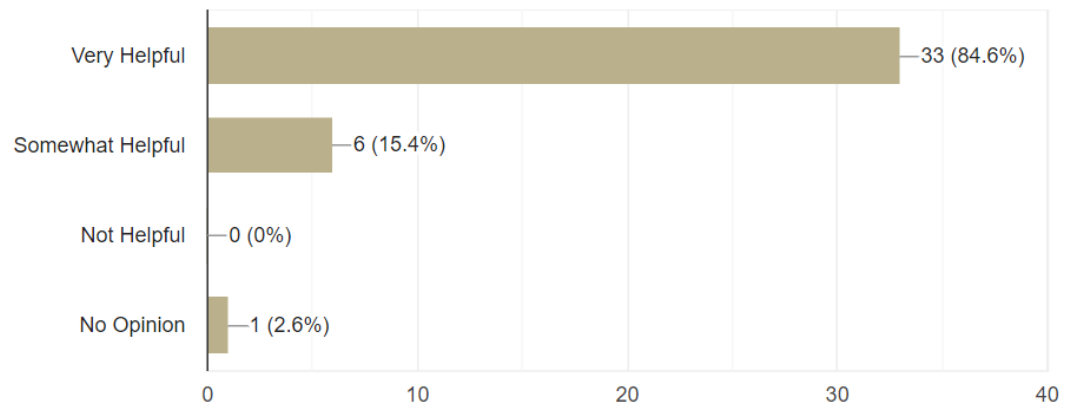
How informative did you find the content of the welcome binder materials?

39 responses



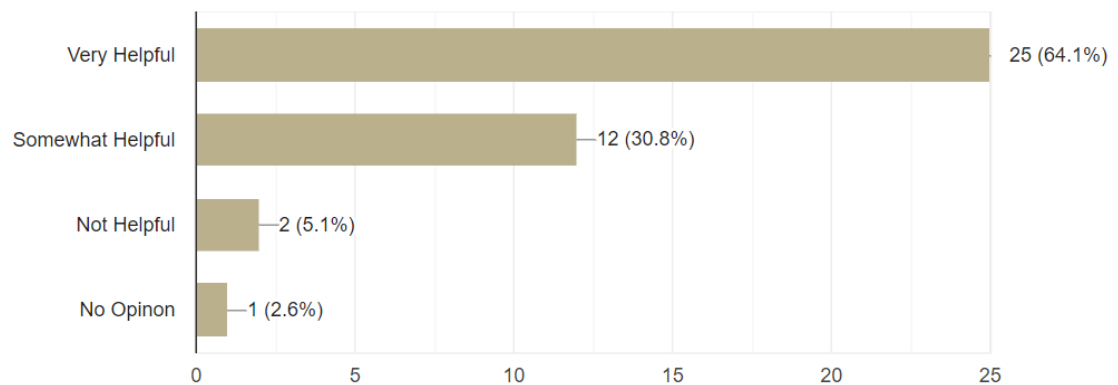
How helpful was the NCAA DIII Student Immersion Program welcome session?

39 responses



How informative and/or helpful did you find the mentor breakfast?

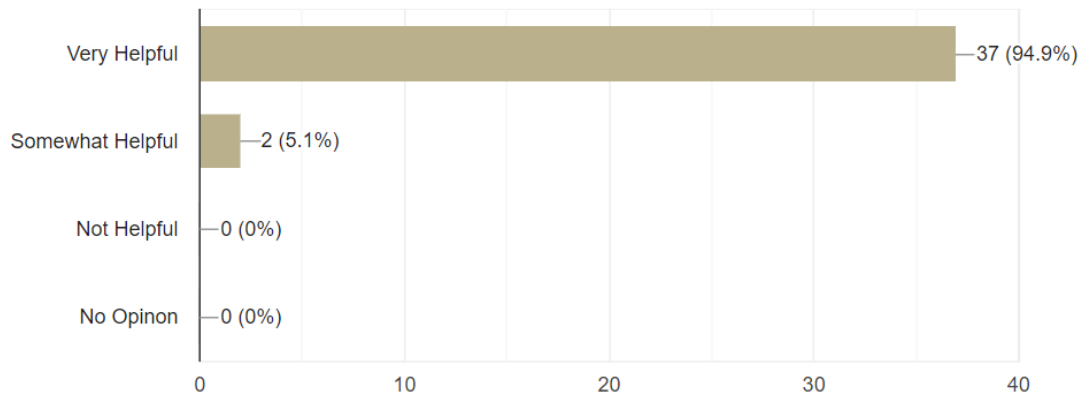
39 responses



2020 Student Immersion Survey: Participant Results

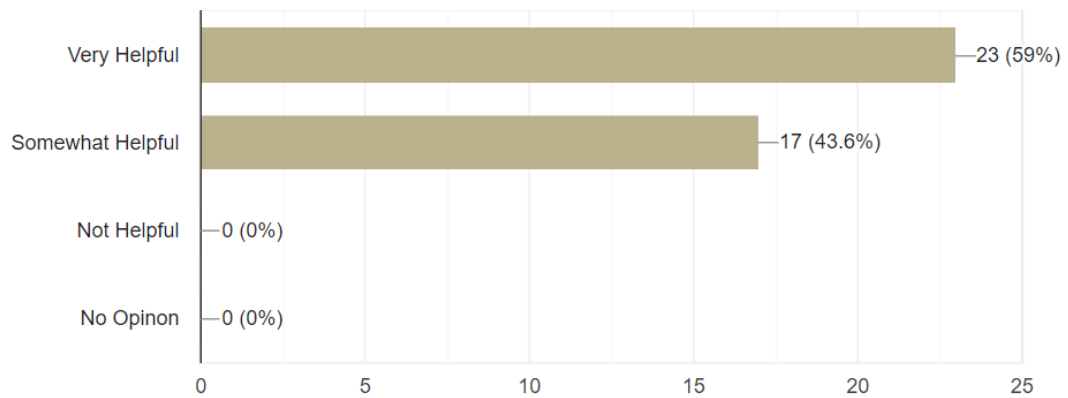
How informative and/or helpful did you find the breakfast speaker Will Baggett?

39 responses



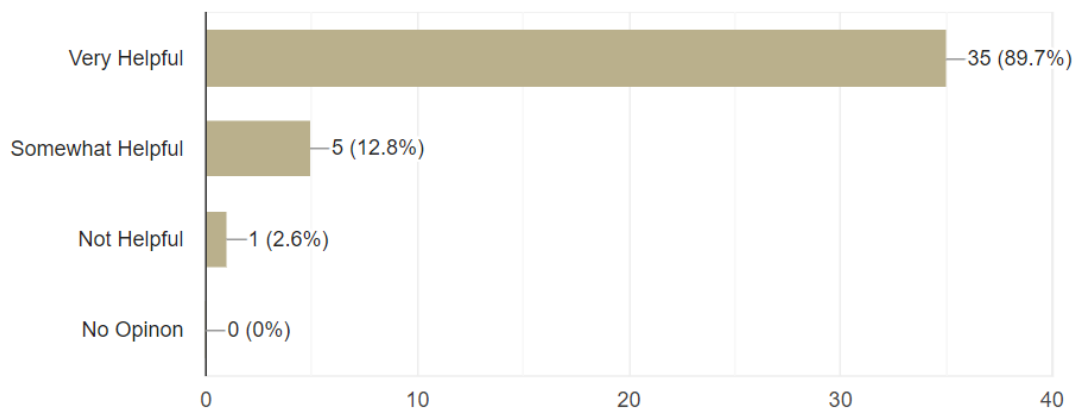
How informative and/or helpful did you find the Pathways- Candid Career Conversations Session?

39 responses



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

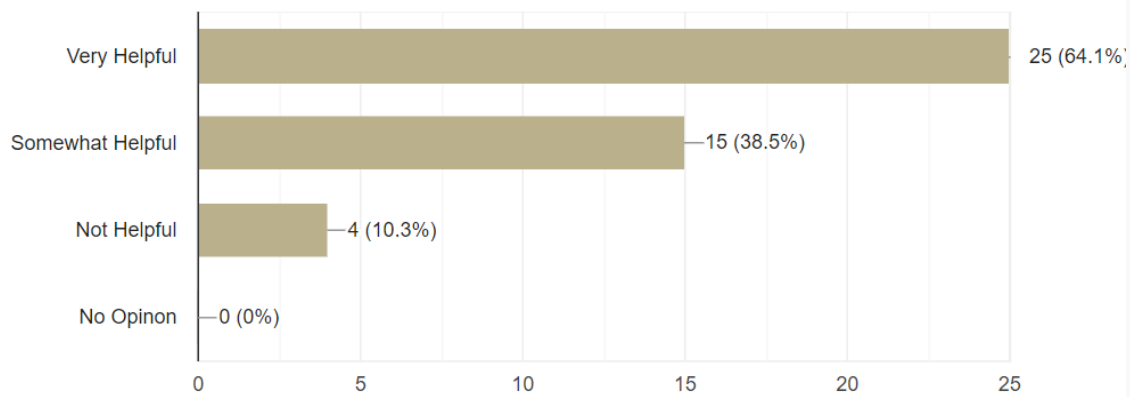
39 responses



2020 Student Immersion Survey: Participant Results

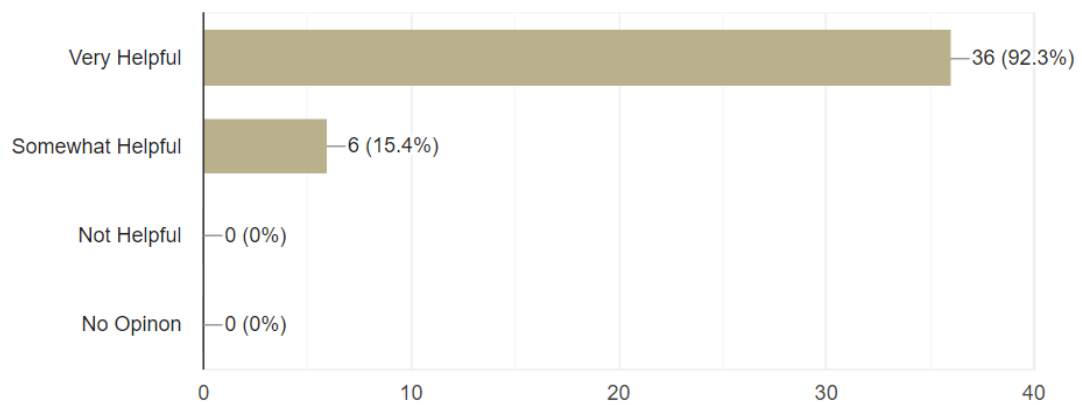
How helpful was it to have an assigned mentor?

39 responses



How helpful was the program in building your confidence to pursue a career in athletics administration or coaching?

39 responses



2020 Student Immersion Survey: Participant Results

Briefly, identify and expectations met or not met with your assigned mentor.

I came in planning to learn through both programming and just networking. My mentor was in my ear at several points the whole day on Thursday. This was helpful to hear his personal opinions on what he learned about said meetings. To also have the ability to connect after the program is going to be very influential.
Expectations were met and earned about their everyday responsibilities. <i>(4 participants)</i>
She was very informative and excited to help me explore options and who I could reach out to.
I wish my mentor introduced me to more people. <i>(3 participants)</i>
Wish we would have had more structured time to get to speak with them. <i>(6 participants)</i>
She was able to answer all the questions that I had which was very helpful. She also offered very good tips on how I could accomplish some of my goals.
Mostly general information on behavior, not specifically constructed towards the actions taken for a career path.
My Mentor was very helpful and made sure that I was comfortable and that everything was okay. I love the fact that they tried to make sure I was involved and making connections with everyone.
It was great meeting my mentor, I really didn't know what to expect from my assigned mentor. We had a great conversation discussing what to expect from the immersion program and how hard one has to work in order to be an Athletic Director.
The expectations of getting out of my comfort zone was met through communicating with my peers and connecting with professionals.
We had multiple conversations about career path opportunities. My mentor, Dino, was awesome in giving guidance and being candid about the positives and negatives of the NCAA
I Don't think my mentor was quite as helpful as I was hoping she'd be. She was nice to talk with, but I don't think the relationship formed
Christyn was very helpful in giving guidance about what D3 could offer and the opportunities you could have to make an impact.
Sharief has guided me and set me up with the proper channels to be a successful coach and future administrator.
I felt like I didn't have a lot of time to connect with my mentor. As such, I found that I wasn't able to really ask her questions etc.
Mentor is very sweet. Kiki introduced me to as many people as she knew at the conference and engaged me in great conversation. She was awesome and I plan on keeping up with her.
My mentor and I didn't have the best communication. I didn't receive an e-mail back from her, and we only talked at the mentor breakfast.

2020 Student Immersion Survey: Participant Results

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

All expectations were met/ exceeded <i>(6 participants)</i>
the immersion program really blew me away. Having the opportunity to meet professionals in and outside of the programming was very influential. The immersion program set it up for us to be more than taken care of networking wise. Even compared to SAAC we were able to get more out of this than them.
This has given me a new outlook on my future goals and helped building my leadership qualities. <i>(2 participants)</i>
The expectation of being involved in a positive environment was met.
Less networking than I thought there would be after the first day.
I think that most expectations were met. I think that the one expectation that was not met was that we did not speak enough to the people running our program.
I wanted to learn a lot and talk to many people with different experiences, and career paths and I feel like I exceeded that. <i>(4 participants)</i>
This has been an amazing opportunity to network with administrators, NCAA Staff, as well as fellow student athletes <i>(5 participants)</i>
It was amazing getting to know the people in my cohort. I feel like it was truly a bonding experience. Also, it was a very engaging program with lots opportunities.
Everything that I could've imagined was met this week. The program allowed me to meet great people from all over the world. As well as great mentors. Thank you for the great opportunity!
Learned so much and appreciate every second of it
I learned a lot about Division III athletics, and the NCAA as an organization. <i>(4 participants)</i>
The expectations that were met was that I learned more than what I expected to learn at this convention.
I do wish we talked more about the different job options that are available.
Coming in, I wasn't sure what to expect at all but I definitely learned a lot about the different careers, met a lot of great people, and it has definitely exceeded my expectations.
Not enough time with career path mentors
My expectations were more than met, I came here wanting to learn more on what the NCAA was doing about mental health issues within student athletes and I learned that there's actually a lot going on about the issue

2020 Student Immersion Survey: Participant Results

Recommendations for future Student Immersion Programs.

Continue with filling the room with energetic professionals that bring out the best in every student.
More time with the mentors to establish relationships, and cohesion <i>(4 participants)</i>
More networking, mingling opportunities with mentors, and SIP cohort <i>(4 participants)</i>
Talk about making a living early on in the program.
Make it longer. Three days is SO short and not enough time to take it all in.
The first day is a lot for us because of travel and different time zones. I would recommend that first day is a little bit better planned so that we get to bed and eat closer to our time zones. We lost 2 and 3 hours. <i>(3 participants)</i>
I believed almost of the sessions were so helpful and allowed us to learn and grow from them. The issues forum was the only session that wasn't as useful for me.
Potentially flying the group in a day before so the flight delays won't hinder anyone's process of the full experience.
Show them the different job options.
I would recommend more unscheduled time to explore the convention and sit in on sessions.
No suggestions, well done, "keep it banging" <i>(7 participants)</i>

Was the information presented in a useful format?

Yes <i>(11 participants)</i>
Yes- especially the keynote speaker. Thursday was bang bang bang knockout and the best day.
Yes, less speeches would be helpful though
Maybe cut down on paper usage send everything electronically

2020 Student Immersion Survey: Participant Results

Do you feel more prepared to start a career in Division III athletics?

Yes (10 participants)
Yes this program was more beneficial than 4 years on the football team.
Absolutely the tools you provided me with were very helpful and I know what to do when I get back to campus.
Yes! I feel more confident in my abilities to network and make connections.
Yes I do. It was awesome to talk to all the different administrators, directors etc. to get their perspectives and what they do on their jobs. In addition, it was informative knowing how my particular conference runs and the different policies that go about in D3. I came in with not really having any information at all - just a feeling of wanting to go in athletics. Overall, it was awesome.
No

General comments.

I hope one day I can come back to be one of the professionals of the group. I think having a mixer with all minorities would be a cool option for the minority professionals and help the students practice networking for those who were intimidated by the big one. But I do see how the big one was helpful and I really saw myself grow and get much better with networking and striking up conversations.
You all are so helpful. And I genuinely felt like I belonged :)
Thank you for this opportunity, I believe this is a very important program for student athletes!
Next year, could there be a dietary restriction option.
Great idea and execution. This was a phenomenal experience and I'm grateful for the opportunity.
I've learned things that have made me a more well rounded person, hopefully a more well rounded leader
This was such An amazing experience. Being able to meet so many people and connect and network was so helpful and knowledgeable.
Thank you again for this wonderful opportunity. This is the greatest thing that I've encountered at this point of my life. I'm greatly appreciative and I want to thank you again for everything. I'm truly blessed
This was a great opportunity and I will be eternally grateful for having been selected for this program. Thank you so much. Kiana Verdugo dis a great job managing over 30+ people. Honestly the whole staff was amazing. Thank you.
Thank you for everything. The experience itself for me was very eye opening and now I feel that I have more of an idea of what I want to do and it has solidified that I do in fact want to try and pursue a career in athletics. In addition, I found all the speakers to be very inspiring especially Will Baggette. The DISC workshop was also very informative as I was able to get to know a lot more of myself and my style and other people's style and how to work with others.
"The program was great" "Thank you for the opportunity" (11 participants)

2020 Student Immersion Survey: Participant Results

Recommendations for Future Participants.

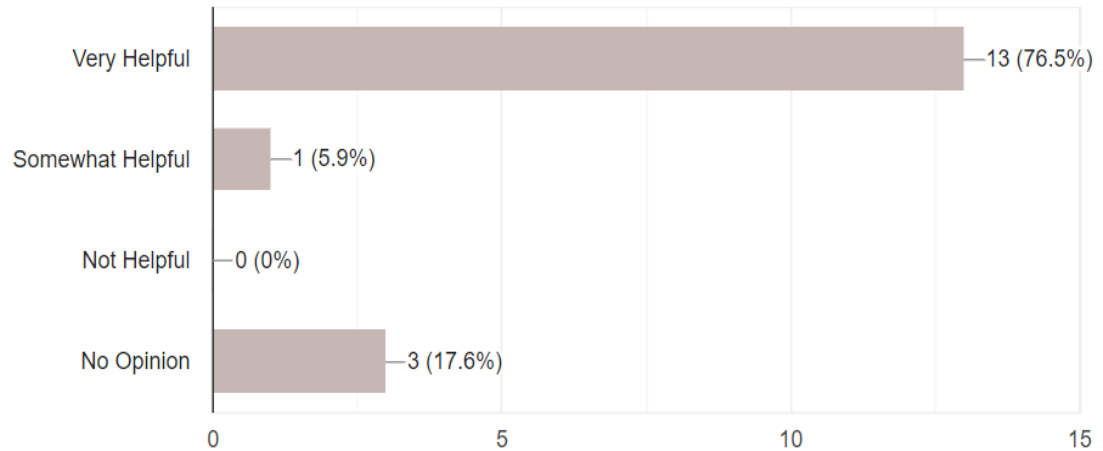
Soak in all of the information it's very helpful
Be here ready to learn and have fun
Be prepared to be out of your comfort zone
Take advantage of every opportunity OUTSIDE the sessions as well
Check the location of breakfast every morning because it changes.
Take advantage of every opportunity presented!
Make sure you pay attention or you will miss out on good information.
Enjoy the process

SUPPLEMENT NO. 13b
DIII Strategic Planning and Finance 03/2020

2020 Student Immersion Survey: Mentor Results

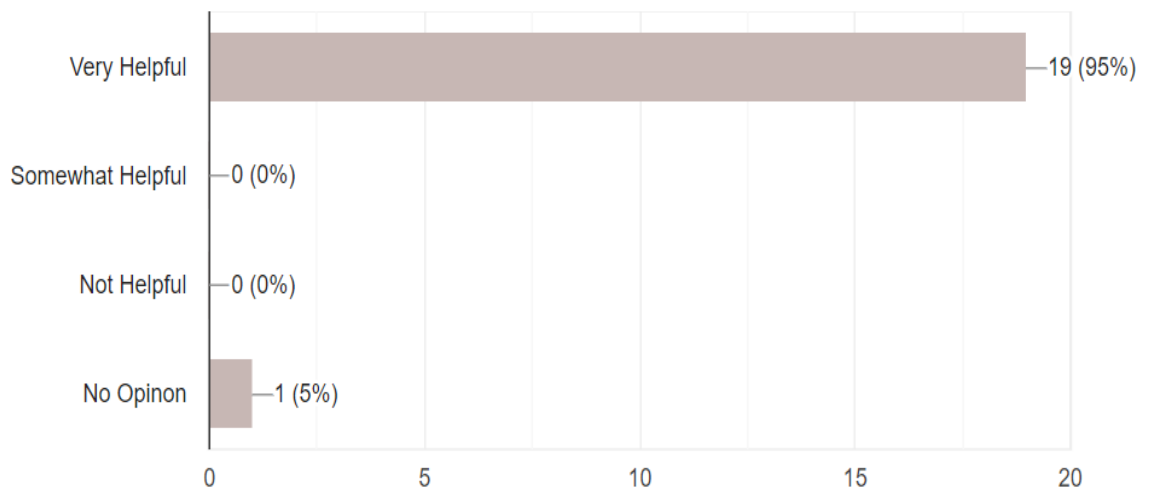
How helpful was the initial meet and greet with the NCAA DIII Student Immersion Program participants on Wednesday? (admin. mentors only)

17 responses



How informative and/or helpful did you find the mentor breakfast speaker Will Baggett?

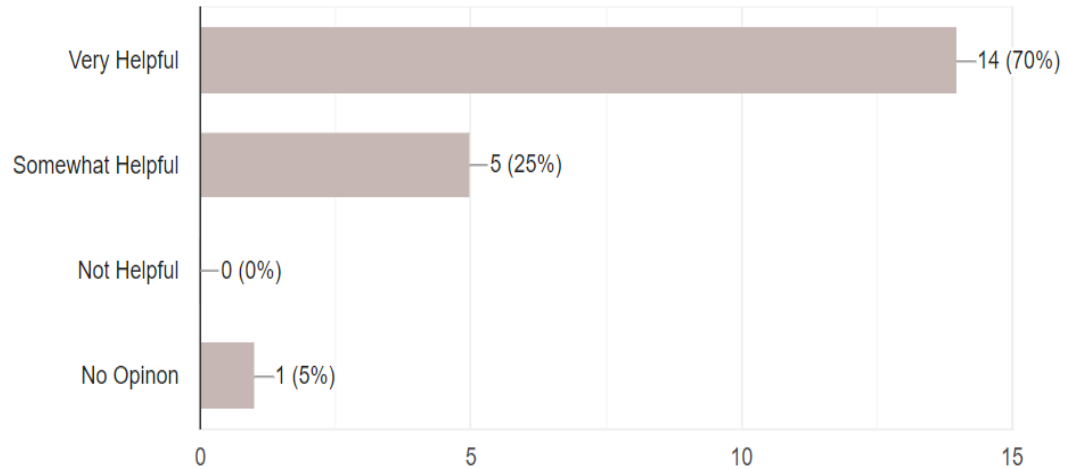
20 responses



2020 Student Immersion Survey: Mentor Results

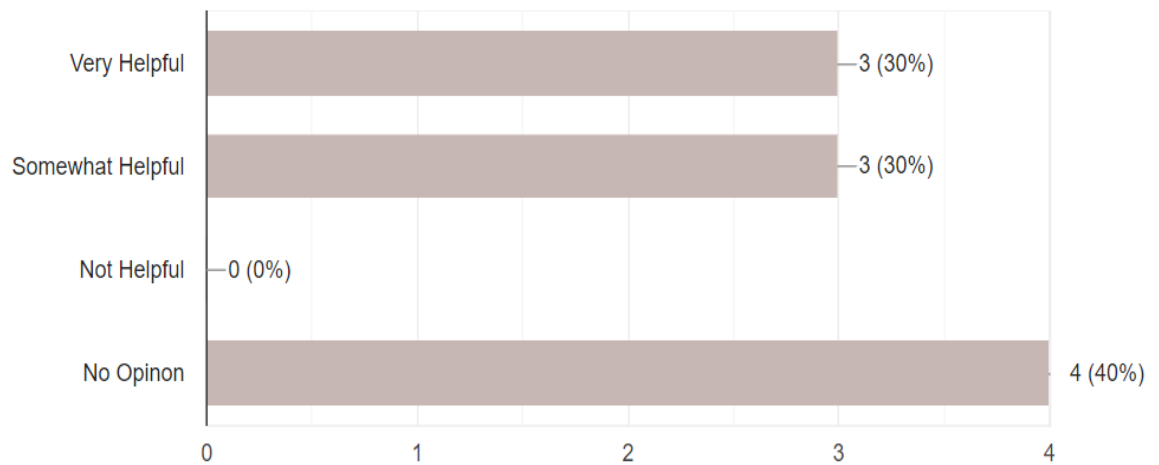
How informative and/or helpful did you find the mentor breakfast on Thursday?

20 responses



How informative and/or helpful did you find the Pathways - Candid Career Path Conversations Session Thursday? (career path mentors only)

10 responses



2020 Student Immersion Survey: Mentor Results

Briefly, identify any expectations met or not met with your assigned mentees.

Gabby and Nicole were terrific. They were two very different personalities, so early on I knew it was going to be important to work with them a little differently. Throughout Convention they were really tuned in, focused, and appreciated the opportunity. This year, I tried not to spend too much time outside of our programming obligations with my mentees and thought that went well. I can be a bit much sometimes and wanted to make sure that they had sufficient time to decompress and just wind down in the evenings rather than deal with me.
I really liked attending a session with my mentees. It provided an opportunity for us to engage and I was able to introduce them to other DIII colleagues. I often left the Immersion program feeling like I was only able to connect on a surface level. The programming hit the spot this time around!
I would have liked to have one-on-one conversations with my mentees. We didn't really have time to get to know our specific mentees because we ran out of time. <i>(2 mentors)</i>
Every participant I met with was engaged, professional, and passionate. I enjoyed the chance to meet a greater number of participants in the opening mixer.
I thought I would get a little more time with them. I also didn't meet them in the Wednesday evening session. We were in and out and I never met them during the activity. One or two of the students I did meet continued to have conversations with me during the course of convention. It was nice to get to meet more than just two student-athletes in the program.
I am glad we had the phone call before the meeting. Helped break the ice and get us off to a good start. I have been helping with this program since its inception. The speaker at breakfast was excellent and well received. It was much better than years past.
Career Path Mentors did not find out who their assigned mentees were until after the Candid Career Path Conversations Session so it was nearly impossible for us to set expectations with them.
I enjoyed the time and freedom we had during the candid career conversations segment. I appreciated the intimate nature of them and it allowed us to really connect with the participants. Only thing I will say is that it would've been helpful to know who our mentees were as soon as walked in for breakfast. We did not find out till after the candid career conversations segment was complete. If we knew who our mentees were around breakfast time, we could've been more intentional on connecting with them.
My assigned mentees exceeded expectations from the very beginning. They reached out to me prior to Convention with prepared questions and it helped our in-person meeting tremendously.
The program was run well and felt the time spent with the mentees was valuable. I would have enjoyed spending more time with them as they were a great group.
I did not know what to expect going into this as a mentor, however, the format exceeded my expectations. the students in the program genuinely wanted to be there to learn and grow.
I should have built in some time to meet with my mentees individually later in the week. We did touch base in passing a few times but in retrospect I think I could have met them for coffee or lunch (1 on 1 conversation) away from the immersion group. I think we had great conversations by phone prior to arriving in Anaheim.
Celine was great. We had a lot of contact prior to the convention. She asked very good questions and I feel like she was prepared for the event. We have already touched base since the Convention as well. Dori and I had zero contact prior to the event. I had reached out to her with no response. She told me when we met that she did receive my emails but did not respond.
I really enjoyed getting to know multiple mentees during the networking session on Wednesday. I thought that was a great time to collaborate with multiple students and have them meet a wide variety of mentors.
Expectations were met. <i>(3 mentors)</i>

2020 Student Immersion Survey: Mentor Results

Recommendations for future Student Immersion Programs.

Will's program was one of the best I've seen maybe ever. I talked him into joining the Presidents' Athletic Conference (PAC) for our Careers in Sports Forum in March that day. His message was terrific, and his passion for helping others was really great. Keep him involved at all costs!
In the future I think that there should be a wide range of questions asked for our round table conversations other than the three that were given.
I would enjoy adding a little time to the first event to meet only with my mentees. I really enjoyed the mixer, and would keep that, but add some time for an introduction with the mentors/mentees.
1. It would be nice to have time to sit with your two assigned student-athletes on the that Wednesday evening, just for a bit, to learn more about questions, expectations, etc. I did have the pre-convention phone calls, which were helpful, and I would have liked some face time. 2. Time to sit and debrief the session we went to together at some point Thursday. I offered to skip the second session and to sit and talk about what they just learned. To process and figure out how to apply it to their campuses. I think they felt pressured to attend every session. Based on all busy schedules, we never got a chance to sit down and re-connect without being rushed.
Encourage/Require the pre-participation phone call.
Designate a half hour to hour long session for mentors to meet the mentees in a comfortable setting to establish goals and expectations.
If possible, it could maybe be a cool idea to have some type of programming for the career path mentors and administrative mentors to network in an intimate way - kind of like the candid career conversations.
I would have enjoyed a simultaneous sit down conversation with both mentees as I feel they could have learned from each other's questions and general conversation.
Please give the career path mentors the list of their mentees before the candid conversations session. We did not receive them until we left. I personally wish I got the list beforehand so I could have been more intentional with talking to my mentees and be able to put a face to the name instead of trying to remember them from the whole group. <i>(3 mentors)</i>
I think the mentees had a great chance to understand what the mentors all do, but I just wish there was more time at the end to get to know them more.
Maybe have an open Q &A between mentors and mentees on one of the convention days so that they can ask questions of us and vice versa. I think it would be helpful to all to have some more perspective on what their interests and needs are.
It might be nice to schedule a one on one with the mentors and mentees in person on the first day. The phone, email, and text contact prior to the event is nice but it would be great to connect with them outside of the group setting.
I thought the speaker was great on Thursday morning. The only thing that would have been nice is if there were a little more interaction with the students during that session. I know it is hard to find a balance of worthwhile programming that also facilitates engagement among the participants (students and mentors), but I think that could have added to the experience. A speaker who facilitates more participant engagement and collaboration in the future would be great.
Bring back will <i>(4 mentors)</i>

2020 Student Immersion Survey: Mentor Results

General comments.

Another great annual event that I'm THRILLED to be a part of. Really enjoyed the initial meet and greet on Wednesday, was a blast getting to talk to so many participants -- and they were great jumping into conversations! Really good eye contact.
Connecting prior to Convention over the phone really created an excitement to meet in person. The networking session and breakfast sessions were great.
I really enjoyed getting to know the group this year. From a mentor perspective, this was the best yet!
It seemed like the Career Path Mentors were an afterthought as we did not get a chance to meet our mentees in a designated timeframe.
I appreciated the overall model of the program. It allows us as career path mentors to gain valuable mentoring experience while also having access to network with administrators around the country.
It is a great honor to participate in the Student Immersion Program as a mentor. The student-athletes are more than impressive and I'm thankful to the NCAA DI staff for the exposure that it offers.
Awesome program! I am glad I was a part of it. The students were very engaging and certainly felt like they wanted to be there and learn as much as they could.
Great program and thanks for the honor of being assigned a mentor to two great young men and future athletics professionals!
I thought Will did a phenomenal job at the breakfast session. He was engaging and presented a powerful message.
I loved the Wednesday networking session and thing some great strides were made in the format this year. The only suggestion I have for the future is more engagement with the speaker on Thursday morning. Thanks for letting me be part of this program for another year!
I really enjoyed the opportunity to meet not only my mentees but also the other students.
"Great Job" "thank you for inviting me" "I hope to help in the future" (5 mentors)

2020 International Ice Hockey Amateur Certification Program Survey

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

Here's a summary of the process:

To enhance the pilot and better inform the membership of the benefits and drawbacks of certification through the Eligibility Center, the Management Council determined that certification should align more closely with the current Eligibility Center review for international student-athletes in Divisions I and II. Therefore the 2019-20 pilot included several important changes, incorporating feedback from the first year of the pilot and reflecting more closely the actual experience of working with the Eligibility Center for amateurism certifications. Specifically, the Eligibility Center conducted the second year of the pilot through the Eligibility Center membership portal that is used for amateurism certifications in Divisions I and II. In addition, prospective student-athletes paid half the cost of Eligibility Center certification and Division III refunded the other half of the registration fee.

Fifty-one institutions, representing 156 student-athletes participated in this year's pilot compared to last year's pilot that had 61 institutions representing 217 student-athletes. The review time in 2019-20 was an average of two days compared to five days last year.

Background Information

Q1 Do you sponsor men's ice hockey?

☐ Yes

☐ No

Q2 Do you sponsor women's ice hockey?

☐ Yes

☐ No

Q3 How many names did you submit to the EC for an amateurism certification?



Men's ice hockey:	▼ 0 ... 20
Women's ice hockey:	▼ 0 ... 20

Q4 In a typical year, how many international amateurism certifications do you normally conduct?

Men's ice hockey:	▼ 0 ... 20
Women's ice hockey:	▼ 0 ... 20

Now that the pilot program is complete...

Q5 Drag the slider to indicate your satisfaction with the communication efforts during the pilot program.
[1= Inadequate Communication, 5= Excellent Communication]

	Inadequate Communication		Excellent Communication		
	1	2	3	4	5
Communication effort prior to submission of names to the EC for the pilot program.					
Communication during the review process.					

Q6 What was your level of understanding of the pilot parameters prior to submitting your roster of names to the EC?

- ☐ Complete understanding
- ☐ Some understanding
- ☐ No understanding

Q7 Drag the slider to indicate your satisfaction with the EC Portal (to activate IRLs, monitor accounts, see all documents and research, etc) [1=highly dissatisfied, 5=highly satisfied]

	Highly Dissatisfied				Highly Satisfied
	1	2	3	4	5
1					

Q8 Drag the slider to indicate your satisfaction with the review summary decision document [1=highly dissatisfied, 5=highly satisfied]

	Highly Dissatisfied				Highly Satisfied
	1	2	3	4	5
1					

Display This Question:

If How many names did you submit to the EC for an amateurism certification? [1] (Count) >= 1

Q9 To what degree did the pilot program reduce your burden associated with conducting amateurism certifications?

- ☐ Increased my burden.
- ☐ It had no impact.
- ☐ It reduced my burden.

Display This Question:

If To what degree did the pilot program reduce your burden associated with conducting amateurism cer... = Increased my burden.

Q10 Please explain how your burden was increased.

Q11 Which of the following do you see as a benefit of the EC conducting amateurism certifications for international men's and women's ice hockey student-athletes? [check all that apply]

- ☐ Assurance of the consistent application of Bylaw 12 (Amateurism)
- ☐ Establishes a "level playing field"
- ☐ Confidence in the final decision
- ☐ Reduces the timeline for certification
- ☐ Reduces the compliance administrative burden

Q12 Drag the slider to indicate the level of burden on your student-athletes having to pay for the EC certification review? [1=extremely burdensome, 5=not burdensome at all]

Extremely Burdensome Not Burdensome At All

1 2 3 4 5



Q13 Did you participate in both years of the pilot?

- ☐ Yes
- ☐ No

Display This Question:

If Did you participate in both years of the pilot? = No

Q14 Which years did you participate?

☐ Year 1

☐ Year 2

Display This Question:

If Did you participate in both years of the pilot? = No

Q15 Please provide further information.

Potential Next Steps

Your input will determine what this program looks like moving forward. There are several directions Division III could pursue with several considerations, including funding, legislation and EC logistics. Putting these considerations aside, please consider the following questions.

Q16 Are there particular sports in addition to men's and women's ice hockey that should be considered for international amateurism certifications? If so, which sports?

☐ Yes

☐ No

Display This Question:

If Are there particular sports in addition to men's and women's ice hockey that should be considered... =
Yes

Q17 Check all of the sports that apply.

- ☐ All Sports
- ☐ Baseball
- ☐ Men's Basketball
- ☐ Men's Cross Country
- ☐ Football
- ☐ Men's Fencing
- ☐ Men's Golf
- ☐ Men's Ice Hockey
- ☐ Men's Lacrosse
- ☐ Men's Rifle
- ☐ Men's Skiing
- ☐ Men's Soccer
- ☐ Men's Swimming and Diving
- ☐ Men's Tennis
- ☐ Men's Volleyball
- ☐ Men's Water Polo
- ☐ Men's Track and Field

- ☐ Men's Wrestling
- ☐ Women's Basketball
- ☐ Women's Bowling
- ☐ Women's Cross Country
- ☐ Women's Fencing
- ☐ Field Hockey
- ☐ Women's Golf
- ☐ Women's Gymnastics
- ☐ Women's Ice Hockey
- ☐ Women's Lacrosse
- ☐ Women's Rifle
- ☐ Women's Rowing
- ☐ Women's Sand Volleyball
- ☐ Women's Skiing
- ☐ Women's Softball
- ☐ Women's Soccer
- ☐ Women's Swimming and Diving
- ☐ Women's Tennis
- ☐ Women's Track and Field

☐

Women's Volleyball

☐

Women's Water Polo

Q18 Should the EC conduct amateurism certifications for all Division III international student-athletes?

- ☐ Yes, all international including Canada
- ☐ Yes, all international except Canada
- ☐ No

Q19 Are you comfortable with student-athletes paying the registration fee should the EC conduct amateurism certifications for Division III student-athletes in the future?

- ☐ Yes
- ☐ No

Q20 Please provide a brief rationale for your responses to the preceding questions concerning potential next steps.

Tell us what you think

Q21 Use this space to tell us about any challenging amateurism certification cases you've had, your experience with the pilot program and where you'd like to see this go in the future.

Gameday the DIII Way Implementation Timeline



THE COMMON PURPOSE FOR DIVISION III ATHLETICS EVENTS IS:

“We create a respectful and engaging educational environment through athletics, for everyone.”

OUR SERVICE STANDARDS:

SAFETY – RESPONSIVENESS – DIGNITY – EXPERIENCE

August 2019 – Created PSA script for use during 2019-20 championships. Gameday the DIII Way module available on DIII University. The Gameday module is 60 minutes long. Past Gameday facilitators, Division III SAAC and Division III championship managers have all been assigned the module.

2019-2020 - Request Sport Committees and Regional Advisory Committees watch the Gameday module. These individuals often are chosen as site representatives. Module could be part of committee on-boarding or training.

December 2019 – Fifty-six (56) Division III members participated in a Gameday Ambassador day-long facilitator training with the Disney Institute in Philadelphia.

June 2020 – Will hold a Gameday Ambassador facilitator training program for a day and a half for 50 individuals in Anaheim, California.

2021-2022 Manuals – In summer 2020, provide Gameday language to be used in championship manuals (Host Operations, Participant, Pre-Championship, Site Representative and Sport Committee). Request predetermined hosts event management staff watch the Gameday module.

Find more information here: <http://www.ncaa.org/division-iii-sportsmanship>



Dear colleagues:

The NCAA Division III governance staff is excited to announce the inaugural [Division III LGBTQ OneTeam Awards](#). These newly created awards will annually recognize an honoree in three categories: (1) LGBTQ Student-Athlete of the Year; (2) LGBTQ Administrator/Coach/Staff of the Year; and (3) the OneTeam Athletics Department/Conference of the Year.

The goal is to recognize, honor and celebrate the academic achievements, athletics excellence, service and leadership of LGBTQ student-athletes; the service, leadership and promotion of LGBTQ inclusion by an LGBTQ athletics administrator, coach or staff; and an athletics department or conference that has demonstrated proactive efforts to create and sustain an LGBTQ-inclusive culture.

The application process for all three awards is available on [NCAA Program Hub](#) until June 1 at 5 p.m. (EST). The top three honorees within each category will receive an NCAA Division III certificate and will be recognized on [ncaa.org](#). Additionally, award recipients will be announced at a recognition event at the 2021 NCAA Convention. The NCAA will provide travel and lodging to the honorees.

Please note that institution/conference office may self-nominate for the institution/conference award. However, the LGBTQ student-athlete and coach/staff/administrator awards require a nomination. Institutions and conferences are urged to submit two nominations if at least one of the nominees is a student-athlete/coach/administrator/staff who is international or an individual of color.

Eligible nominators include commissioners, campus chief diversity officers, athletics directors, senior woman administrators and head coaches. Nominators should complete the following steps:

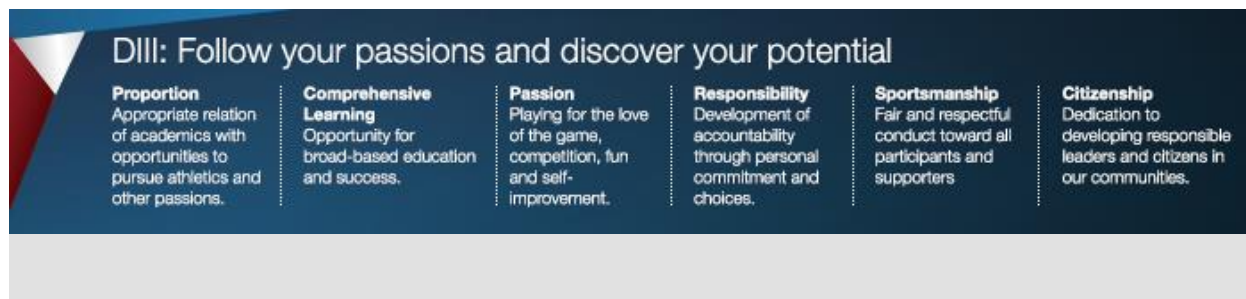
1. First-time nominators will need to set up a new account; returning nominators may select either the Program Hub User or SSO (if designated) under the “Returning User?” section. The email address used to log-into Program Hub must be the exact same email as listed in the NCAA Membership Directory in order for the system to recognize the ability to nominate.
2. Once logged-in, the “**Nominator**” tab can be accessed at the top of the page. Nominators will need to select the recognition award and submit the nominee’s name and email address.
3. After the nominee information is saved, an email will automatically be sent to the nominee with instructions.
 - Nominators can track the submission status of the nominee’s application on the Nominator tab. The status will change from *Unsubmitted* to *Submitted* when the application is completed.

The nominee will receive an email to create an [NCAA Program Hub](#) account by completing the following steps:

1. In the “Returning User?” section, select the “Program Hub User Log-in” option.
2. Enter the exact email address that was used to nominate and click the “Password Unknown” link. Follow the instructions to reset the password.
3. Once the password is reset, the nominee may set up their profile and verify the email address.
4. Finally, the application can be accessed in the “Application” tab at the top.

The deadline to nominate and submit all application materials is **5 p.m. EST on Monday, June 1, 2020**. If you have any questions, please contact Shay Wallach (swallach@ncaa.org).

This email was sent to NCAA Division III chief diversity officers, directors of athletics, senior woman administrators, head coaches and commissioners based on contact information in the [NCAA Directory](#).



360 Proof Implementation Workshop
Draft Format- February 25, 2020

Division III has committed to funding a 360 Proof Implementation Workshop in 2020-21. A program planning session is scheduled to occur April 17, 2020 in Denver, CO, to include Division III contractors and NASPA staff. Current draft details are presented below.

Purpose: Prepare implementation teams (a student affairs and athletics administrator) to engage in comprehensive, best practice prevention efforts while strengthening relationships between athletics and student affairs.

Participants: Up to twenty 360 Proof-eligible institutions, represented by a two-person teams.

Timing and location: January 12-13, 2021 in conjunction with the NASPA Strategies Conference in Boston.

Length: One-and-a half day program: January 12 PM, January 13 full day. Participants will be encouraged to stay for the NASPA Strategies Conference occurring immediately after this workshop.

Budget:

	Participants and/or Facilitators	Per Person Budget	Total
Travel [participants (40) and facilitators (5)]	45	\$500	\$22,500
Lodging for 2 nights at \$250/night	45	\$500	\$22,500
4 Meals	45	\$300	\$13,500
Gifts	45	\$30	\$1,350
Consultant fees	NA	NA	\$20,000
NASPA Strategies fee discount/waiver	40	\$125	\$5,000
Miscellaneous			\$150
Overall			\$85,000

Application process: Any 360 Proof-eligible institution may apply to attend. The application must be jointly signed by the director of athletics and the Chief Student Affairs Officer. Each institution shall send a pair of participants, including one representative from athletics and one from student affairs. Applicants must submit a statement of commitment cosigned between athletics and student affairs to support future collaboration on topics beyond alcohol, in support of campus integration.

Programming content: Pre work sessions will include reading the 360 Proof Game Plan Book, watching the training module series, completing a first draft of 360 Proof “Build a Team” worksheet and gathering select data requested in the 360 Proof Self Study.

Sessions may address the following topics: Best practices in comprehensive prevention, identifying and overcoming barriers to effective prevention, program evaluation, writing effective goals and objectives, best practices for meeting facilitation, relationship building between athletics and student affairs, and highlights from prevention research.

Facilitators: NCAA staff/contractors, NASPA staff, 360 Proof content experts, 360 Proof users.

A G E N D A

National Collegiate Athletic Association
Division III New Commissioners Orientation

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

Sunday, February 9, 6:30 p.m. (EST)

Dinner at Yard House, 15 W Maryland St.

Monday, February 10

NCAA National Office, Charlotte West Room

- | | | |
|---------------------|----|--|
| [8 to 8:30 a.m.] | 1. | Welcome and overview of Division III. (Dan Dutcher) |
| [8:30 to 9:30 a.m.] | 2. | Online tools, databases and engaging your members. (Louise McCleary and Lori Thomas) |
| [9:30 to 9:45 a.m.] | | BREAK |
| [9:45 to 11 a.m.] | 3. | Division III Conference Grant Program. (McCleary) |
| [11 a.m. to noon] | 4. | Academic and Membership Affairs processes and resources. (Jeff Myers) |
| [12 to 12:30 p.m.] | | LUNCH with Division III staff. |
| [12:30 to 1 p.m.] | 5. | Committee nomination process. (Jen Roe) |
| [1 to 2:15 p.m.] | 6. | Championships resources and information. (Liz Suscha and Laura Peterson) <ul style="list-style-type: none">• RAC, sport committees and selections. |
| [2:15 to 2:30 p.m.] | | BREAK |
| [2:30 to 3:15 p.m.] | 7. | Division III communications. (Kiana Verdugo) |
| [3:15 to 4 p.m.] | 8. | Q&A. (McCleary) |

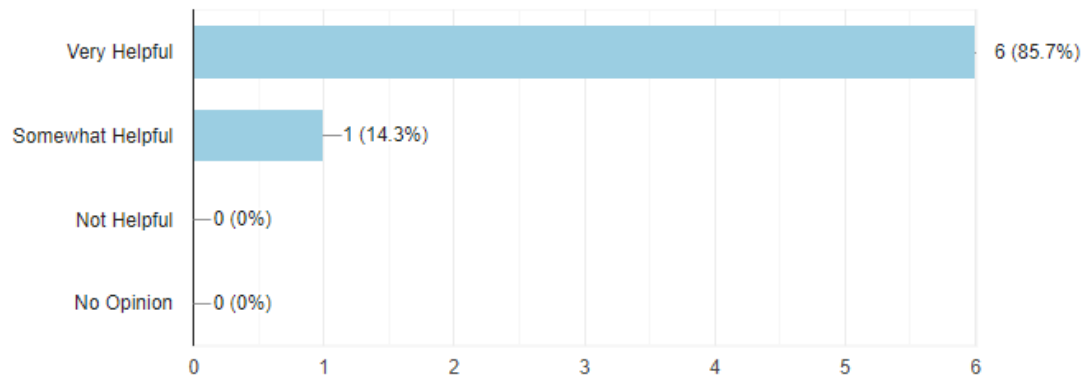
SUPPLEMENT NO. 18b
DIII Strategic Planning and Finance 03/2020

2020 New Commissioner Feedback

How helpful was the NCAA Division III New Commissioner Orientation?



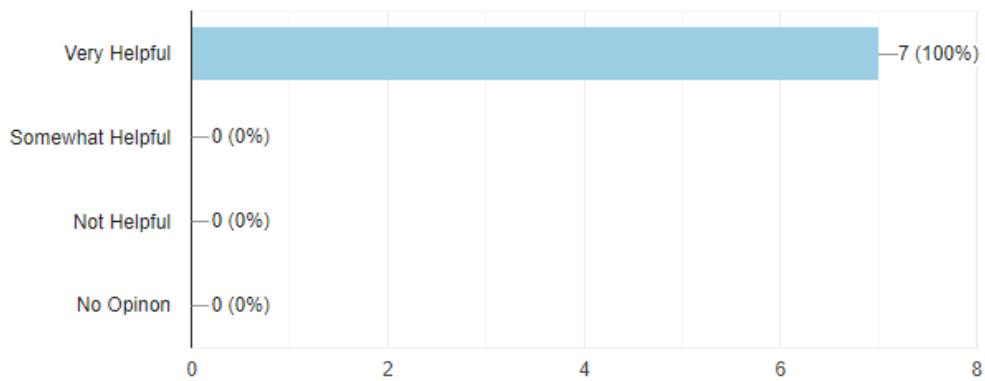
7 responses



How informative did you find the content of the New Commissioner workbook?



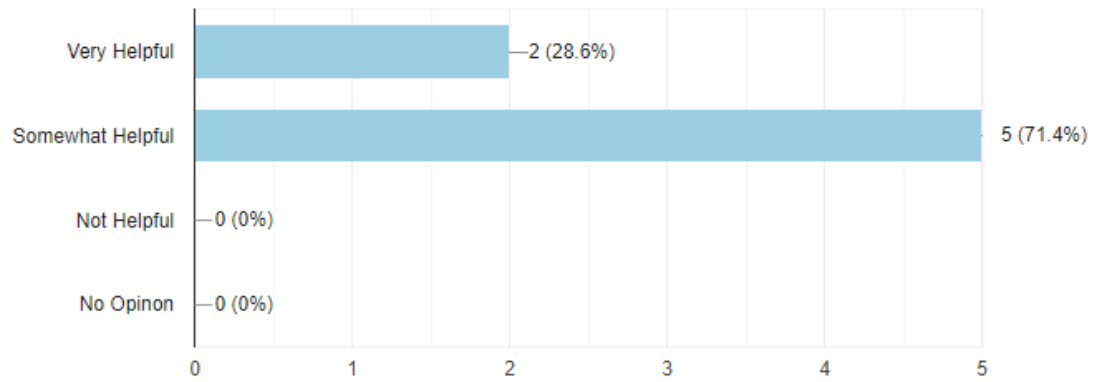
7 responses



2020 New Commissioner Feedback

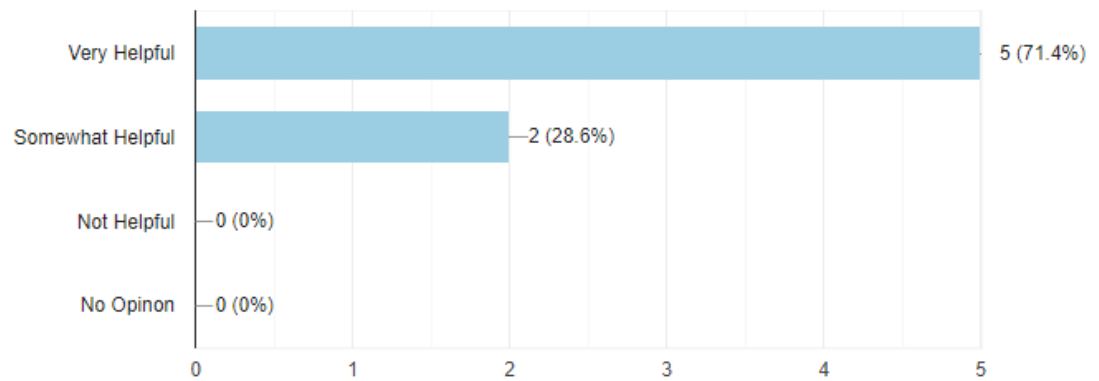
How informative and/or helpful did you find the presenters?

7 responses



How helpful was the Online Tools and Program Hub session?

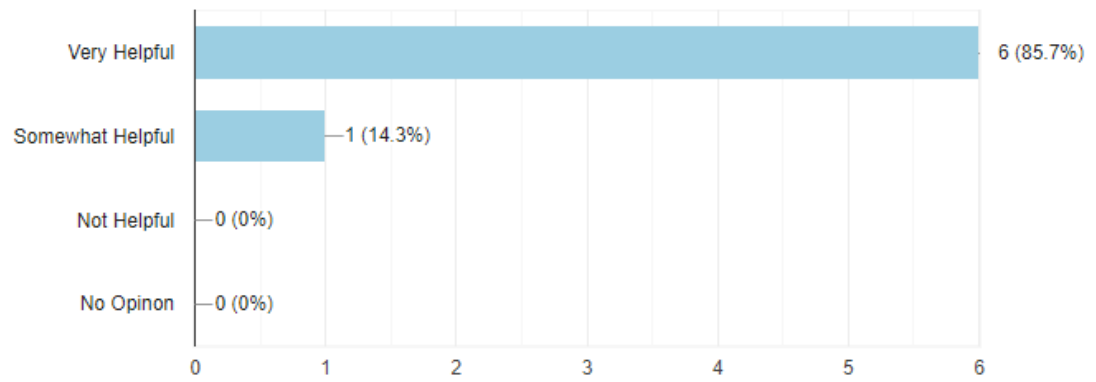
7 responses



2020 New Commissioner Feedback

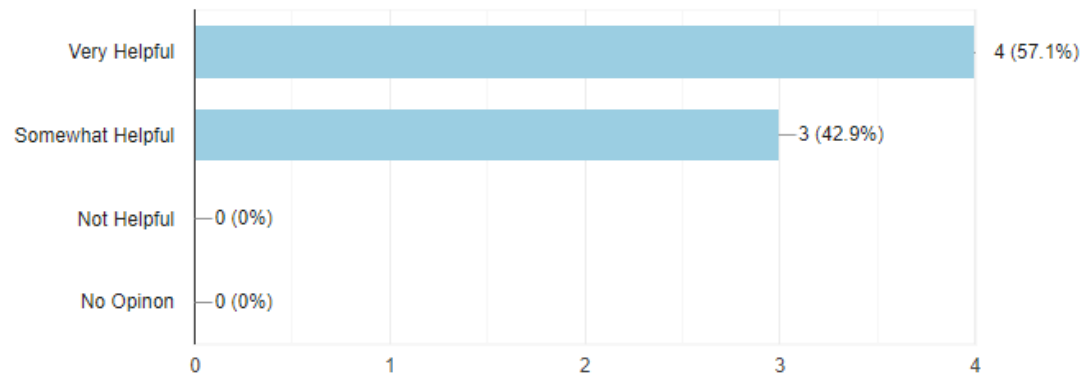
How helpful was the Conference Grant Program session?

7 responses



How helpful was the AMA session?

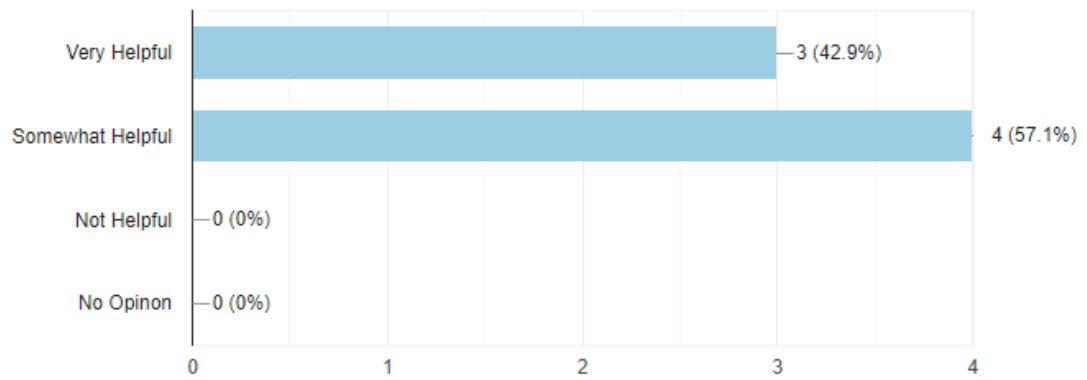
7 responses



2020 New Commissioner Feedback

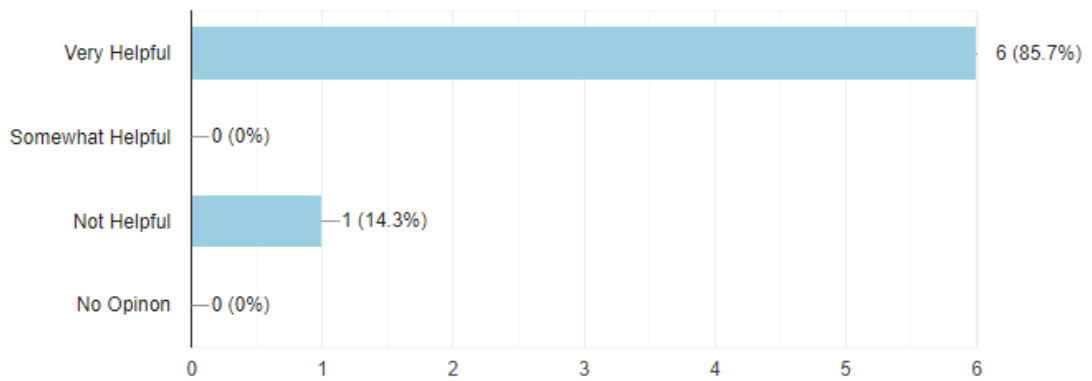
How helpful was the Committee Nomination session?

7 responses



How helpful was the Championship session?

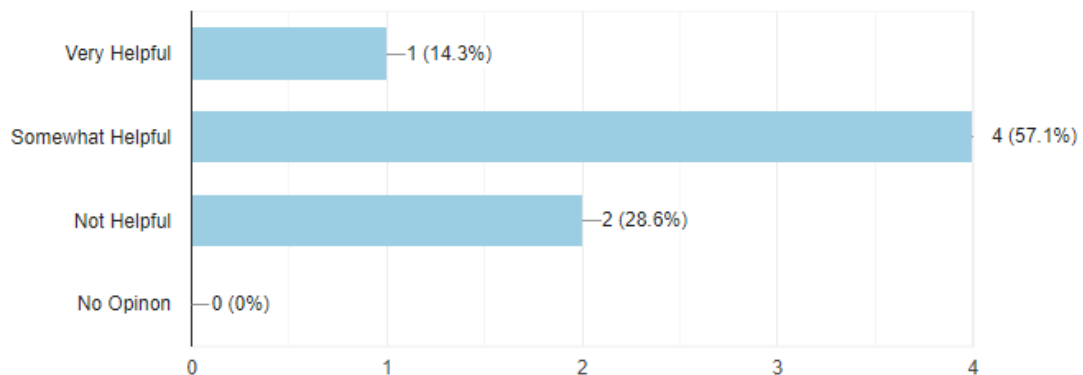
7 responses



2020 New Commissioner Feedback

How helpful was the Communication session?

7 responses



Briefly, identify any expectations met or not met during the New Commissioner Orientation.

- I know we got sidetracked at times with "best practices" amongst ourselves but that time was just as valuable. Build in time for this.
- The program was very comprehensive in nature, and I appreciated the multitude of important topics covered. I would have given a bit more time to championships and background pieces and cut back on the communications piece. Since communications is primarily handled by asst/assoc. commish, the information seemed redundant for us.
- There was a lot of information to try and absorb in a short amount of time... a lot of it had to do with technology use and I'm one of those that will get it eventually if I can be sort of walked through it,, but the speed that all the presenters were going, I'm just hoping that I remember a little bit.
- Addressed some issues on the tech side (program hub/committee nominations & members/SSO) that I didn't even know were any issue for me. Expectations were also met during the grant session to give me more confidence to administer that program.
- The orientation actually exceeded my expectations. While I appreciate the presentations, I really like the Commissioner Workbook that I will have as a resource beyond our time in Indy.
- Solid programming. Met or exceeded all expectations.
- The handbook is awesome, and I am really glad to have it. Overall, I think it was well worth the time and appreciate all the effort that went into putting it all together for our group.

Recommendations for future Division III New Commissioner Orientations.

- Plan like you do for new AD Orientation: Build in idea sharing time. Have one or two current commissioners come to share their experience. Conduct at NADIII AA.
- Maybe review the timing of the event. February is tough with winter championships and on the heels of convention. Maybe hold in conjunction with summer commissioner meetings or NACDA.
- I would stretch it out to a day and a half and slow down the tech presentations so that a person could actually learn how to find some of the stuff the presenters discussed. Might be helpful if we

2020 New Commissioner Feedback

got the commissioners book ahead of time so we could become familiar with the contents and information so it all wasn't so new and the 'flip to this' requests didn't cause so much panic.

- I would evaluate the need for the communications session. A handful of our group were previous Asst. Commissioner - from that side, much of that information was familiar to me or info that my current asst. is receiving regularly. I'm maybe even suggest a time for an open forum that the group has some scheduled time to discuss amongst themselves. Some of our sidebar conversations provided some really valuable information as well.
- You might consider having a commissioner that has been in the position for approximately 5 years to address potential pitfalls/challenges for new commissioners. That individual would have good experience, but still be recent enough to recall his/her first year or two.
- No changes. This is good programming. There are a lot of veteran commissioners that could benefit from it also.
- I'd get them the handbook ASAP.

Was the information presented in a useful format?

- Yes. (6 responses)
- Lots of stuff on the NCAA webpage and others that I did not know was available for use. It was useful, just too condensed to absorb, especially with the presenters flipping through web pages so quickly/. I just gave up trying to do and just watched, hoping I'd retain something.
- Yes. Small room was even good in making info & presenters seem very accessible. Liked the relaxed setting where sessions felt very open to questions and conversation.

Do you feel more prepared for your role as a commissioner?

Yes. (7 responses)

Did you like the session topics? What else should be on the Orientation agenda?

- Yes, maybe the person who helped with the Insurance best practices a few years ago, someone from SAR to talk about hardship waivers, maybe someone from legal.
- I cannot think of any other additions to the agenda, but it is always great to have time for information sharing with colleagues.
- Session topics were fine... just too much crammed into a short period.
- I don't know if this fits - but I know I could still use guidance on insurance. It's the one area I feel very overwhelmed in but not sure if that can be provided in this orientation.
- If you included an experienced commissioner in the orientation, you could add in "navigating the relationships at the AD and President levels" and "managing both the business and athletic aspects of the commissioner role." I could see this as more of a discussion-based session as opposed to the presentation model. Experiences could be shared that might be helpful to all.
- How to better engage with Management Council rep. and expectations of commissioners for that.
- I thought the variance was good - would have liked some more time for general discussion with the other new commissioners.

2020 New Commissioner Feedback

General Comments.

- Great program, enjoyed the content.
- It's worthwhile, it would probably be much more beneficial if I'd received the information and training over a year and half ago.
- Really enjoyed this meeting to just connect and build upon my resources. Appreciative of dinner with the small group and NCAA staff. Very helpful and wish I would have had this workbook when I started in August.
- Good job with the orientation. It was worth the time and travel!
- Thank you! Much appreciated.

A G E N D A

Division III New Athletics Directors Orientation

Mandalay Bay Resort
Las Vegas, Nevada

June 6-7, 2020

Saturday, June 6

Meeting Room: South Pacific G

4 p.m. 1. Welcome and introductions. (Ali Spungen)

4:15 p.m. 2. Purpose of the orientation program and ice breaker. (Spungen)

4:30 p.m. 3. Welcome to the Big Chair. (Stuart Robinson)

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

5:45 p.m. **BREAK**

6 p.m. 4. What Counts in Effective Communication. (Louise McCleary)

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

7:30 p.m. **DINNER**

Sunday, June 7

Meeting Room: South Pacific G

8 a.m. **BREAKFAST**

9 a.m. 5. The Athletics Budget is a Unicorn. (Stevie Baker Watson)

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

10:15 a.m. **BREAK**

10:30 a.m. 6. An AD's Other Favorite F-Word...Fundraising – Engaging Key Stakeholders and Inspiring Philanthropy. (Natalie Winklefoos)

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

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

1 p.m. 7. Coaching Coaches.... It's all about people! (Marcus Manning)

It is important to create a “winning” culture through people, in particular how to hire, retain, support, and professionally develop your staff. This session will focus on creating a culture and best practices with your staff. It also will discuss how to have an honest conversation about hard decisions, work with tough personalities, and one of the most rewarding aspects of being in the AD chair - staff development.

2:15 p.m. **BREAK**

2:30 p.m. 8. Creating an Atmosphere of Compliance for Your Campus. (TBA)

A conversation where participants will learn strategies and share ideas on ways to create an atmosphere of compliance on their campus. With an awareness that each campus presents unique opportunities and challenges, participants will collaborate to identify the key partners, priorities and strategies needed to build a compliance program on their campus.

3:45 p.m. **BREAK**

4 p.m. 9. The Handbook – A Jewel in your Book Series. (Tracey Ranieri)

The handbook is a long-established part of doing business in athletics and most other vocations. While it can provide a wealth of valuable resources, handbooks are often overlooked, ignored and sit, unchanged, sometimes for years on end. This discussion will be two-fold: 1. It will focus on the types of things that go in handbooks; and 2. On structuring the handbook so that it encourages our targeted audience to read and understand it. We will show examples of current handbooks used within athletics departments and take some time to determine what might be effective in yours.

5:15 p.m. **BREAK**

5:30 p.m. 10. Concluding remarks and adjournment. (Spungen)

Monday, June 8

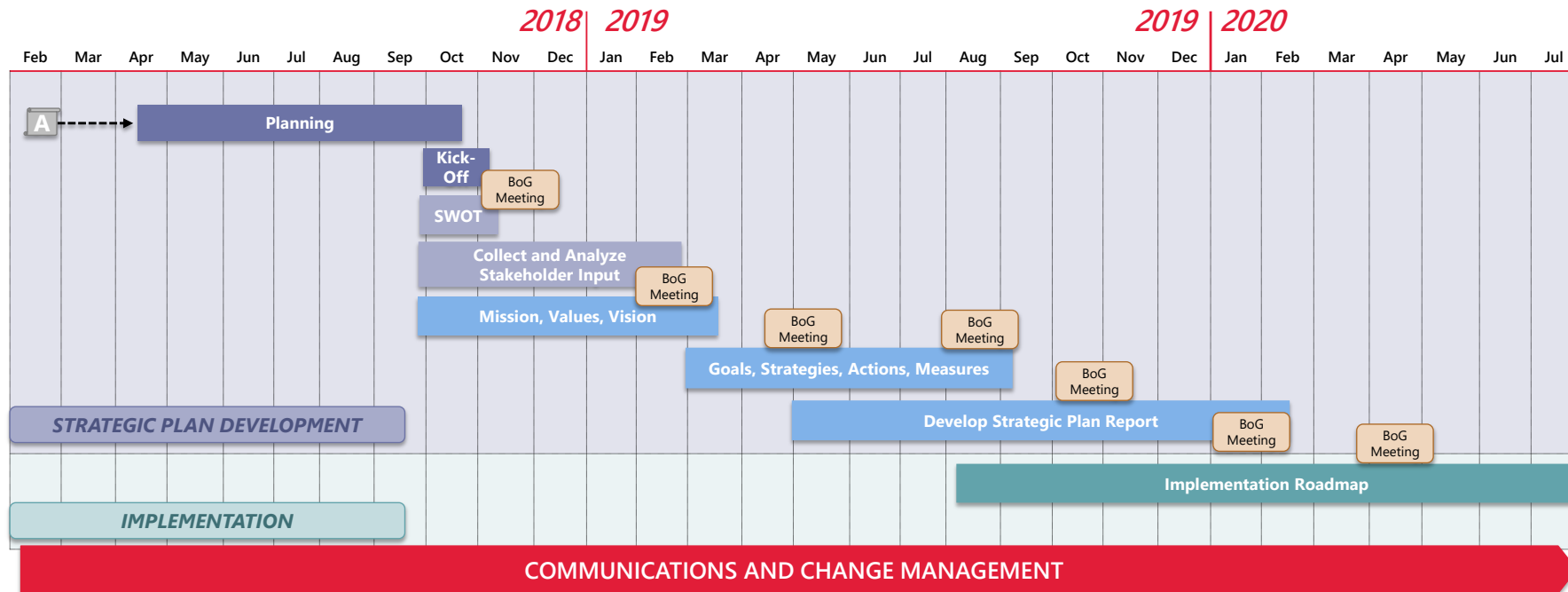
7 a.m. to 4 p.m. NADIII AA Summer Forum.

6 p.m. **RECEPTION** with NADIII AA Summer Forum and CoSIDA Division III Day participants. (South Pacific A-B)

Tuesday, June 9

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

NCAA Strategic Plan Timeline



NCAA Mission

What the brand wants to accomplish

To govern competition in a fair, safe, equitable and sportsmanlike manner, and to integrate intercollegiate athletics into higher education so that the educational experience of the student-athlete is paramount.

DIII Positioning Statement

Who we are

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, this happens most importantly in the classroom and through earning an academic degree. The Division III experience provides for passionate participation in a competitive athletics 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.

DIII Attributes

What we stand for	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.
NCAA Brand Attributes	Balance	Learning	Spirit	Character	Fair Play	Community

Audiences


Who we are addressing	Student-Athletes / Parents	DIII Internal Constituencies	General Public / Media
-----------------------	----------------------------	------------------------------	------------------------

Audience Benefits

Key benefits of the DIII experience	<ul style="list-style-type: none">- Continue to compete in a highly competitive athletics program and retain the full spectrum of college life.- Focus on academic achievement while graduating with a comprehensive education that builds skills beyond the classroom.- Access financial aid for college without the obligations of an athletics scholarship.- Opportunities to play more than one sport.- Be responsible for your own path, discover potential through opportunities to pursue many interests.	<ul style="list-style-type: none">- Academics are the primary focus for student-athletes. Shorter practice and playing seasons, no red-shirting and regional competition minimize time away from their academic studies and keep student-athletes on a path to graduation.- Student-athletes are integrated on campus and treated like all other members of the general student-body, keeping them focused on being a student first.- Participation in athletics provides valuable “life lessons” for student-athletes (teamwork, discipline, perseverance, leadership, etc) which often translate into becoming a better student and more responsible citizen.	<ul style="list-style-type: none">- Division III institutions develop student-athlete potential through a comprehensive educational approach.- Division III institutions offer athletics for the educational value and benefit to the student-athlete, not for the purposes of revenue generation or entertainment.- Participation in athletics provides valuable “life lessons” for student-athletes (teamwork, discipline, perseverance, leadership, etc) which often translate into becoming a better student and more responsible citizen.- Student-athletes compete in a highly competitive athletics program and retain the full spectrum of college life.- Student-athletes do not receive monetary incentive to play sports but rather participate for the love of the game.
-------------------------------------	--	---	--

Reasons to Believe

Supporting features of DIII	<div><div><div>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.</div><div>2. Integrated campus environment. 26% 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:<ul style="list-style-type: none">- Student-athletes are subject to admission and academic performance standards consistent with the general student body;- Student-athletes are not provided any special housing, services or support from their institution different from other students or student groups;- Athletics departments are regulated and managed through the same general procedures and practices as other departments of the institution.This integration of athletics allows the student-athletes to take full advantage of the many opportunities of campus life and their entire collegiate experience.</div><div>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. The division minimizes the conflicts between athletics and academics through shorter playing and practicing seasons, the number of contests, no red-shirting or out-of-season organized activities and a focus on regional in-season and conference play.</div></div><div><div>4. Available financial aid. 75% of all student-athletes in Division III receive some form of grant or non-athletics 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.<ul style="list-style-type: none">- Division III does not award athletics scholarships. Without the obligation of an athletics scholarship, student-athletes can emphasize academics, athletics and other opportunities of college life appropriate to the necessary commitment and their own passions.</div><div>5. Competitive athletics 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.</div><div>6. National championship opportunities. Division III has over 190,000 student-athletes competing annually in 37 different national championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletics potential.</div><div>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 athletics opportunities on average than any other division in the NCAA, emphasizing both competitive men’s and women’s sports.</div></div></div>
-----------------------------	--





Division III

DISCOVER | DEVELOP | DEDICATE

Strategic Initiatives
Conference Grant Program
POLICIES AND PROCEDURES

2018–22 Funding Cycle
(Revised November 2019)

All grant related resources are available at the
[Division III Strategic Initiatives Grant Program homepage](#)

Table of Contents

Goals of the Grant Program	3
General Overview of Tiers	4
Overall Grant Program Policies and Procedures	6
Appropriate Usage of Funds Within Each Tier	10
Appropriate Usage of Tier One Funds	10
Appropriate Usage of Tier Two Funds	16
Appropriate Usage of Tier Three Funds	22
Appropriate Usage of the Administrative Stipend	26

Note: Highlighted items indicated language that has been added or amended since the previous policy update (June 2019).

The NCAA Division III Strategic Initiatives Conference Grant Program allocates funds to all NCAA Division III voting conferences and the Association of Division III Independents to encourage collaboration, involvement and accountability among all Division III constituent groups in support of the priorities detailed in the Division III Strategic Plan. The program offers Division III conferences and the Association of Independents the opportunity to advance Division III priorities in ways most meaningful at the local level. Presidential oversight and accountability with the process and budget allocations, consistent with the legislated leadership role of presidents within conference governance, is paramount.

Goals of the Grant Program:

1. Make efficient use of national resources to serve local needs and realize Division III strategic priorities.
2. Encourage broad-based strategic initiative participation and collaboration between conference constituents.

General Overview of Tiers:

The funding for this grant program consists of three primary tiers and an administrative stipend. A summary of the three primary tiers is provided here, with specific funding usage instructions for each tier provided in a later portion of this policies and procedures guide.

Tier One – Professional Development, Education and Communication. Conferences are provided funding to support the attendance of designated constituents at specific professional development events. There is a list of preapproved constituents and events for this tier. This list is not exhaustive and approval can be given for other uses. The focus of Tier One is to support administrative advancement for the following constituent groups or events: student-athlete advisory committee (SAAC), compliance and rules seminar education, faculty athletics representative (FAR) enhancement, senior woman administrator (SWA) enhancement, sports information director (SID) enhancement, athletics direct report (ADR) enhancement, athletic trainers enhancement, ethnic minority/diversity enhancement and conference office travel. Conferences are expected to support most of these constituent groups on an annual basis; exceptions are described in the Tier One policy section of this guide. Conferences may request approval to send designated constituents to events beyond the preapproved list by making such request to the grant administrator at the NCAA national office; and, while Tier One does not cover coaching related events, coaching related professional development may be funded using Tier Three. Tier One policies allow conference offices to spend up to 25 percent of Tier One annual funding within the category of conference office travel.

Tier Two – Social Responsibility and Integration. Tier Two operates on a four-year cycle and includes four core values or initiatives:

1. Student-Athlete Well-Being/Community Service;
2. Sportsmanship;
3. Equity and Inclusion; and
4. Identity and Integration Activities (optional).

A conference must demonstrate financial support of each of initiatives one through three in the above list over the course of a four-year period, though this financial support may come from a source other than the Strategic Initiatives Conference Grant Program. In satisfying Tier Two, funds may be used for conference-wide programming or provided directly to institutions. The Identity and Integration Activity is not a required initiative (though that initiative remains a permissible use of Tier Two funds).

Tier Three – Quality of the Participation Experience. Tier Three includes a series of optional strategic enhancements (technology, officiating improvement, athletics training/sports medicine and nutrition, promotions and marketing/Division III Identity, championships enhancements and professional development). Conferences also may use Tier Three funds on permissible Tier One or Tier Two initiatives, or any other initiative that can be justified by the Division III Strategic Plan. In addition, coaching related professional development may be funded using Tier Three.

Administrative Stipend (“Tier Four”). Conferences are provided with an administrative stipend to offset the costs of grant program administration including coordination of the annual required third-party review. Conferences may choose to contract out the grant administration or manage the program with existing staff. This administrative stipend is listed under “Tier Four” within the grant reporting system; however, reporting on how the administrative stipend was used is not required. Sample grant administrator duties may be accessed on the [Division III Strategic Initiatives Grant Program homepage](#).

Overall Grant Program Policies and Procedures:

1. This program was formally approved by the governance structure and endorsed by the Division III Commissioner's Association in 2005 and launched in 2006-07. Grant allocations and policies are reviewed annually by the NCAA Division III Strategic Planning and Finance Committee, which includes representation from the Division III Commissioner's Association.
2. Currently, conferences are allocated between \$45,000 to \$90,000 annually based on the number of active conference members.
3. To receive funding, conferences must complete the following annual forms:
 - a. **Impact Form Report – due August 1** (following the academic year in which funds were used). The impact form report describes fund use and its impact on the conference (including self-certification), which affirms with the commissioner's signature that the conference office will submit a third-party external review by October 15 each year. The annual impact form report is completed through the online conference grant program and can be accessed on the [Division III Strategic Initiatives Grant Program homepage](#). The homepage also contains a detailed online grant program users guide.
 - b. **Requisition Form – due July 15** (in advance of the academic year in which funds will be provided). The Requisition Form affirms that the conference office will accept funds and use them in an appropriate manner. The form also provides verification from the conference office on the number of member institutions the conference will have in the year of grant funding. The annual requisition form is completed through the online conference grant program and can be accessed on the [Division III Strategic Initiatives Grant Program homepage](#). The homepage also contains a detailed online grant program users guide.
 - c. **Third-Party Review Form – due October 15** (following the academic year in which funds were used). The third-party review form provides documentation of a third-party external review of grant fund usage. The current third-party review form may always be accessed on the [Division III Strategic Initiatives Grant Program homepage](#).
4. Conferences should initiate broad-based, conference-wide dialogue to establish the policies governing the distribution of funds and the selection of grant recipients. To acknowledge this broad-based dialogue, upon submission the conference office will be checking a box that indicates that the grant usage has been shared and reviewed by an AD, SWA, FAR and a conference SAAC member. These four individuals also will receive an email copy of the final report and will be given two weeks to express any concerns related to that report to the grant administrator at the NCAA national office. This step is taken to ensure that the conference has used a broad-based and inclusive approach in determining grant usage and distribution of funds.
5. In August, the NCAA staff will conduct its standard review of each conference's impact form submitted to the national office, as well as confirm receipt of the conference's requisition form. Following the NCAA staff review, the Conference Grant Review Subcommittee of the

Strategic Planning and Finance Committee will conduct a review of the conference impact forms. At this point, the Subcommittee may deem that a Level Two review is necessary. This assessment may be part of the national office's program to monitor grant funding or may be for cause. If a Level Two assessment is deemed necessary, it would entail the NCAA collecting some of the conference's receipts and other grant related documents for examination and validation. Issues that may trigger a Level Two (for cause) assessment include:

- a. Not submitting the third party external review by the October 15 deadline;
- b. Inconsistencies between accounting and narrative sections of the Impact Form;
- c. Lack of detail provided in the narrative section of the Impact Form; and
- d. Failure to abide by grant program policy with reported spending.

This list is only a sample and not an exhaustive list.

- 6. Following the Level Two assessment, a report will be presented to the Conference Grant Review Subcommittee to outline any findings and outstanding questions that may have resulted from the assessment.
- 7. If a conference allocates, or an institution uses, funds in a manner inconsistent with grant program policy, the Strategic Planning and Finance Committee will take one of four actions, depending on the nature of the fund use:
 - a. Issue a warning to the commissioner, conference athletics director and conference president/chancellor that such fund use shall not be permitted in the future;
 - b. Deduct the funds that were used in a manner inconsistent with grant program policies from the conference's next annual grant allocation;
 - c. Require the conference to reimburse the NCAA in an amount equal to the funds that were used in a manner inconsistent with grant program policies. The conference is responsible for this reimbursement; however, it may require the institution to submit funds to the conference; or
 - d. Audit fund use and take other steps as deemed necessary by the staff or committee.
- 8. The deadline for completion of the Requisition Form is July 15 and the Impact Form (including required signatures) is **August 1**. The online Impact Form may be accessed on the [Division III Strategic Initiatives Grant Program homepage](#). The homepage also contains a detailed online grant program users guide. The deadline for the annual third party review form is October 15 each year.
- 9. Conferences will be provided a two-day grace period for submitting the online Impact Form before being penalized a late fee of \$500 per week. The fine will be removed from the coming year's administrative portion of the grant.

10. Funds are typically distributed in September each year.
11. If a conference has a question about application of grant program policy or permissible use of funds, those questions may be forwarded to Ali Teopas Spungen (aspungen@ncaa.org), the grant program administrator, who will apply program precedent in granting approval or submit the question to the Division III Commissioner's Association Conference Grant Subcommittee or to the Division III Strategic Planning and Finance Committee representatives for review.
12. Business Practice Expectations.
 - a. For every check that is distributed, a receipt or document will be kept in the conference office.
 - b. Conference offices will complete and submit a Requisition Form with the annual Impact Form. The Requisition Form affirms that the conference office will accept funds for the coming year and use them in an appropriate manner.
 - c. Conferences must submit an annual third-party external review form not later than October 15. Third-party external reviewers will be independent of the conference's daily operations, accounting and approval processes. Examples of appropriate third-party reviewers are a member institution's business office (that does not handle conference finances directly); chair of the conference's presidential oversight body (e.g., institutional president); the conference's bank; or an outside accounting firm; etc. The current third-party review form may always be accessed on the [Division III Strategic Initiatives Grant Program homepage](#).
 - d. Beginning in 2012, additional Tier Four grant funding has been incrementally added to offset the cost of the annual third-party external review.
13. Resource Allocations.
 - a. Provisional members are not taken into account in the determination of the allocation of funds to each conference; however, conferences that have provisional members may choose to share grant resources with those member institutions.
 - b. Conferences with members in two conferences will receive allocations for "half-members" (.5). With the adoption of NCAA Division III Proposal No. 2012-2, there shall not be any new conferences entering into such an arrangement, but relationships existing on or before August 1, 2012, will continue to be honored.
 - c. The Association of Division III Independents will support its current members; as well as independent institutions that are not members of that Association.
 - d. Tier One and Tier Two allocations are based on the number of active member institutions in a conference. Tier Three allocations include an equal-base allocation for all conferences, plus an additional allocation per member institution. All

conferences shall receive an equal allocation to support the administrative expense of managing this program including the annual third party external review.

- e. Because Tier Three is the flex tier, those funds may be spent as described in the Tier Three policies, which includes any initiative permissible under Tiers One or Two, since these tiers are based on the Division III Strategic Plan. Use of Tier One and Tier Two funds are limited to the specific parameters described for those tiers.
 - f. Allocations will vary each year based on fluctuating membership numbers and overall grant program budget adjustments.
13. Unused funds must be returned to the NCAA with two exceptions:
- a. Exception One: If the conference has a remaining unused amount of funds amounting to \$300 or less within a particular tier, those dollars will not ‘carry over’ for required usage in the following year. In addition, the conference will not be required to provide a plan for future usage of those dollars, nor will the system flag those dollars for an explanation. Any tier with a carryover of \$301 or more will continue to require an explanation and plan for future usage. A conference may retain any unused funds totaling \$1,000 or less (across all three tiers combined), provided that the conference submits its justification and plans for the future use of the excess funds in the conference’s impact form. This does not require committee approval.
 - b. Exception Two: A conference may retain unused funds in excess of \$1,000 (beyond \$301 in any single tier) provided that the conference submits a detailed plan regarding how the excess funds will be used and the Strategic Planning and Finance Committee approves the plan. Any funds beyond \$1,000 unspent at the end of the subsequent year will need to be returned to the NCAA.

Conferences may pre-emptively request authorization to pool funds across years of the grant program, as long as the funds are to be allocated within the four-year grant cycle (e.g., 2019-22).

Appropriate Usage of Funds Within Each Tier

Tier One – Professional Development, Education and Communication: Specific Spending Requirements and Preapproved Uses

Tier One funds are meant to support administrative professional development. While coaches are eligible for Tier One funds in some cases, these funds may not be used to support coaching specific events. Coaching specific events may only be funded using Tier Three funds. There is a Tier One infographic available on the [Division III Strategic Initiatives Grant Program homepage](#)

Exception: If prior written notification of nonattendance, by a planned Tier One professional development grant recipient in a required area of Tier One, is provided to the conference grant administrator, the Conference Grant Review Subcommittee will allow a one-year rollover of those unused funds without punitive action. The notification of nonattendance must include a plan for usage of the funds for the subsequent year within the same constituency area.

<p>Student-Athlete Advisory Committee (SAAC).</p> <p>Annual spending is required.</p> <p>Conferences shall spend at least \$200 per member institution in support of the conference SAAC.</p>	<p>Preapproved uses of SAAC funds include:</p> <ol style="list-style-type: none"> 1. Conference SAAC meeting and communication expenses (e.g., travel and meals for student-athletes and advisors). 2. Guest speakers for conference SAAC meetings. 3. Conference SAAC t-shirts. 4. Conference SAAC leadership banquet or retreat. 5. Expenses related to conference SAAC directed community service projects. 6. Conference SAAC website creation and maintenance (including blogs and polling devices). 7. Promotions of conference SAAC initiatives (e.g., sportsmanship giveaways, posters, marketing of National Student-Athlete Day). 8. Conference SAAC logo development. 9. Increasing committee size. 10. Conference SAAC Scholar-Athlete of the Month program. 11. Student or SAAC led initiatives to raise awareness of equity or inclusion issues. 12. Expenses for sending student-athlete to NCAA Convention. <p>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</p>
---	--

<p>Compliance and Rules Seminar Education.</p> <p>Annual spending is required.</p> <p>There is no set minimum dollar amount that is required to be spent.</p>	<p>Preapproved uses of Compliance and Rules Seminar Education funds include:</p> <ol style="list-style-type: none"> 1. NCAA Regional Rules Seminars. 2. Up to \$1,500 to support the overall costs of a regional-based Conference Rules Seminar event. (Only permissible in the year which a conference is hosting a Conference Rules Seminar). 3. Travel expenses for Conference Rules Seminar event attendees. <p>Exception: A conference is not required to report any spending under ‘compliance and rules seminar education’ if all three of the following items are true:</p> <ol style="list-style-type: none"> a. The conference was one of the conferences hosting a Conference Rules Seminar in the previous academic year; b. No conference school has hired a new primary compliance administrator; and c. All the primary compliance administrators within the conference attended the Conference Rules Seminar. <p>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</p>
<p>Faculty Athletics Representative (FAR)*</p> <p>Annual spending is required.</p> <p>There is no set minimum dollar amount that is required to be spent.</p>	<p>Preapproved uses of FAR funds include:</p> <ol style="list-style-type: none"> 1. FARA Annual Meeting. 2. NCAA Convention. 3. NCAA Inclusion Forum. 4. NCAA Regional Rules Seminar. 5. General administrative professional development opportunities offered by the affiliate groups of the BCA, MOAA, NACDA, NADIII AA, Women’s Leaders in College Sports. <p>If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.</p> <p>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</p>

<p>Campus Senior Woman Administrators (SWA)*</p> <p>Annual spending is required.</p> <p>There is no set minimum dollar amount that is required to be spent.</p>	<p>Preapproved uses of SWA funds include:</p> <ol style="list-style-type: none"> 1. NCAA Convention. 2. Women’s Leaders in College Sports Convention. 3. NCAA Inclusion Forum. 4. NCAA Women's Leadership Symposium. 5. Women’s Leaders in College Sports Institutes (Administrative Advancement, Leadership Enhancement and Executive). 6. Title IX seminars, generally. 7. NCAA Regional Rules Seminar. 8. NACDA <p>If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.</p> <p>SWA funds may <u>not</u> be used to fund professional development for a female director of athletics, including attendance at the NCAA Convention.</p> <p>SWA funds may be used to support attendance at the list of preapproved events for SWAs and individuals aspiring to hold the designation of SWA.</p> <p>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</p>
<p>Campus Sports Information Directors (SID)</p> <p>Annual spending is required.</p> <p>At least \$1,000 is required to be spent in this category in support of member institution’s SIDs.</p>	<p>Preapproved uses of member institution SIDs funds include:</p> <ol style="list-style-type: none"> 1. The annual CoSIDA meeting. 2. The annual ECAC SIDA meeting. <p>If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.</p> <p>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</p>

<p>Athletic Direct Reports (ADR - Vice Presidents OR Presidents to whom athletics directly reports)</p> <p>Annual spending is strongly encouraged, but optional.</p>	<p>Preapproved uses of ADR funds include:</p> <ol style="list-style-type: none"> 1. NCAA Convention. 2. NCAA Inclusion Forum. 3. NCAA Regional Rules Seminar. 4. General administrative professional development opportunities offered by the affiliate groups of the BCA, MOAA, NACDA, NADIIAA, Women's Leaders in College Sports. <p>Funding for these preapproved uses can be provided for a president if they serve as the ADR.</p> <p>If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.</p> <p>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</p>
<p>Conference Office Staff (including Commissioners, Assistant Commissioners and conference Sports Information Directors)</p> <p>Annual spending is required.</p> <p>No more than 25 percent of the Tier One total amount can be spent within this category.</p>	<p>Preapproved uses of Conference Office staff funds include:</p> <ol style="list-style-type: none"> 1. Attendance at D3CA summer meeting; 2. CoSIDA and/or ECAC SIDA meetings; 3. NCAA Convention; 4. NCAA Regional Rules Seminars; 5. Women's Leaders in College Sports Convention; 6. NCAA Inclusion Forum; 7. NCAA Women's Leadership Symposium; 8. Women's Leaders in College Sports Institutes (Administrative Advancement, Leadership Enhancement and Executive); and 9. Title IX seminars, generally. <p>In respect of a previous increase in funding to this initiative, the conference office must use some Tier 1 dollars to provide the conference SID with professional development programming at least every other year.</p> <p>No more than 25 percent of the Tier One total amount, excluding rollover funds from the previous year, can be spent within the Conference Office Staff category.</p>

<p>Ethnic Minorities</p> <p>Biennial spending is required (e.g., at a minimum there must be some funding provided within this category every other year)</p> <p>There is no set minimum dollar amount that is required to be spent.</p>	<p>Preapproved uses of Ethnic Minority funds include:</p> <ol style="list-style-type: none"> 1. General administrative professional development opportunities offered by the affiliate groups of the BCA, MOAA, NACDA, NADIIIAA, Women’s Leaders in College Sports; 2. NCAA Convention; 3. NCAA Inclusion Forum (see exception two below for attendance by non-ethnic minority); 4. NCAA Regional Rules Seminar; and 5. Professional membership dues to specific organizations geared toward ethnic/minority athletics administrators. (In order to receive the funding under this usage, the recipient must show proof of attending or participating in an educational/professional development program with the organization.) <p>Exception one: If a conference does not have a racial or ethnic minority administrator available to attend one of the preapproved events, they also may send an ethnic minority coach to an event other than a coaching convention or send an ethnic minority student-athlete to the NCAA Convention. In the latter case, the student-athlete must have an interest in pursuing a career in athletics, and the conference must commit to making the Convention a meaningful experience for the student-athlete.</p> <p>Exception two: If all options for racial or ethnic minority candidates have been exhausted, conferences may provide funding for any administrator to attend an event specifically designed to increase campus or conference diversity or to help campuses or conferences develop strategies to generate diverse candidate pools. An example of such an event would be the NCAA Inclusion Forum.</p> <p>If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.</p> <p>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</p>
--	--

<p>Athletic Trainers</p> <p>Annual spending is required.</p> <p>At least \$1,000 is required to be spent in this category in support of member institution athletic trainers.</p>	<p>Preapproved uses of Athletic Trainers funds include:</p> <ol style="list-style-type: none"> 1. NATA Annual Clinical Symposia & AT Expo. 2. College Athletic Trainers' Society (CATS) Annual Meeting. 3. Any expenses Related to Certification-Based Clinics or Training Sessions (e.g., Local, Regional or State Clinics). <p>If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.</p> <p>NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.</p>
--	---

*If a conference does not satisfy the requirement to support an FAR and/or SWA's professional development for two consecutive years, it shall be penalized \$500 from its administrative grant. To avoid being subject to this penalty, a conference may opt out of a required category. A conference that opts out of a required category will lose funding for that category, but will not be subject to additional penalty. Forfeited funds will be redistributed to conferences that have historically satisfied all required categories and have unmet needs in Tier One.

**Tier Two – Social Responsibility and Integration: Specific Spending Requirements
and Preapproved Uses**

The conference must support each of the following areas within the four-year grant cycle (2019-22):

1. Student-Athlete Well-Being/Community Service.
2. Equity and Inclusion.
3. Sportsmanship.

Identity and Integration Activities is an optional initiative during the four-year cycle. Tier Two dollars may be used to support Identity and Integration Activities, but that usage is not required.

Conferences may spend the entire Tier Two allotment in one area in a given year, or may divide it between areas. A conference must demonstrate financial support of each of the three required Tier Two areas over a four-year period; though this financial support may come from sources other than the Strategic Planning and Finance Committee.

Preapproved uses of Student-Athlete Well-Being/Community Service funds include the following:

1. Academic banquet and awards.
2. Adversity training.
3. Alcohol abuse prevention programs or speakers.
4. Anger management programs.
5. Career planning seminars for student-athletes*.
6. Community outreach.
7. Division III week activities.
8. Etiquette training*.
9. Social media education.
10. Gambling education.
11. Hazing education.
12. Healthy relationships/sexual health and abuse education or programming.

13. Concussions education (e.g., Impact Program).
14. Leadership development speakers or materials*.
15. Life planning programming*.
16. Life skills programming*.
17. Media training for student-athletes.
18. Mental discipline/performance psychology training*.
19. Motivational speaker for student-athletes*.
20. Nutritional/diet information (handbook, access to nutritionist).
21. Purchase of AEDs.
22. Rest/recovery education.
23. Safe competition techniques.
24. Special Olympics initiatives (See the Division III Special Olympics partnership website for programming ideas).
25. Sports massage and relaxation techniques.
26. Student-athlete attendance at NCAA Convention.
27. Time management skills training*.
28. Training for student-athlete mentors (SAM program).
29. Treatments by sports psychologist to address issues including stress management, anxiety, burnout and life balance.
30. Sports Wagering Prevention (this is a subtopic of student-athlete well-being). The NCAA's Sports Wagering webpage offers further information.
 - a. Funding for awareness around National Problem-Gambling Awareness week. This can be a campus-wide event with a sport wagering focus. Awareness week is strategically placed in March soon after Super Bowl and before March Madness.
 - b. Giveaways for students during National Problem-Gambling Awareness week for participation in organized prevention events.

- c. Advertising about Awareness week or other gambling prevention on campus (television scrolls, campus newspaper; local newspaper, mass emails).
- d. Posters/postcards to promote prevention events or to disseminate information about gambling (i.e., sports betting/office pools).
- e. Campus speaker about gambling.
- f. Distribution of problem-gambling brochure to student-athletes and parents.
- g. Employ the StepUP program, a pro-social behavior/bystander-intervention program.
- h. Annual letters to local media.
- i. Gambling websites blocked in computer labs.
- j. Conduct a Wellness Assessment Survey.
- k. Props for tabling events to attract students (green felt, card shuffler, display board).
- l. Funding for a campus task force lead by athletics using the National Center for Responsible Gaming (NCRG) report to help guide policy and prevention (See ncrg.org website for report and recommendations).

*Per NCAA Division III extra benefit regulations, similar programming must be open to the general student-body for these services to be provided to student-athletes (see NCAA Division III Bylaw 16.3.2). Please contact your NCAA academic and membership affairs conference contact if you have interpretive questions regarding the extra benefit regulations.

Impermissible fund use includes the following:

- Televisions or entertainment equipment for locker rooms or other common spaces.

Preapproved uses of Equity and Inclusion funds include the following:

1. Attendance by student-athletes, coaches or administrators at equity or inclusion focused education or professional development events.
2. Campus or community equity or inclusion workshops.
3. Creative presentations to raise awareness of equity or inclusion issues (e.g., plays, spoken word performance, art exhibits or other artistic expressions).
4. Cultural Competency Coaching.

5. Recruitment and retention of ethnic minority student-athletes.
6. Recruitment and retention of women and ethnic minority staff.
7. Events to encourage women and ethnic minorities to pursue careers in athletics (e.g., Winning Careers in Athletics, women's coaching symposiums, student-athlete attendance at the NCAA Convention).
8. Guest speakers on equity or inclusion topics.
9. Panel discussions on equity or inclusion topics.
10. Service or mentoring activities with a focus on equity or inclusion awareness.
11. Sponsor an internship program for female or ethnic minority junior or senior students with an interest in pursuing a career in athletics. The duties and responsibilities for the internship will vary and the overall goal is to provide administrative duties, including sports information, and professional networking in order to give a quality career experience in college athletics. Since the internship is meant for current students, there would be no coaching responsibilities assigned.
12. Student or SAAC-led initiatives to raise awareness of equity or inclusion issues.
13. Student-Athlete Retreat focusing on equity and inclusion issues.

The Commissioners Association Diversity and Well-Being Subcommittee constructed an inventory of equity and inclusion programs that have enhanced the educational experiences of student-athletes on Division III campuses, and created opportunities for increasing understanding and appreciation for diversity by all campus constituents. That list can be accessed on the Division III Strategic Initiatives Grant Program homepage. The list includes program titles, descriptions and costs, where possible and is updated annually.

Preapproved uses of Sportsmanship funds include the following:

1. All-Conference sportsmanship teams or other conference-based awards.
2. Banners and signage.
3. Banquet.
4. Community clinics.

5. Division III Week activities.
6. Educational materials, including, but not limited to, mailings to parents and program inserts.
7. Establishment of good sportsmanship student-body pep group or pep rally.
8. Guest speakers.
9. Halftime events.
10. In-game announcements.
11. Newspaper ads promoting sportsmanship.
12. Partnering with SAAC for workshops and seminars.
13. Play with Respect ... Live Respectfully – Program includes five seminars on positive sports behavior, appropriate decision making and core life values for student-athletes, coaches and athletics staff.
14. Positive spectator engagement.
15. Promotional items including, but not limited to, awareness bracelets and t-shirts.
16. Sportsmanship day.
17. Sportsmanship summit including supervisor of officials, student-athletes, coaches and directors of athletics.

For additional information, please refer to The NCAA Sportsmanship and Ethical Conduct Committee webpage.

Identity and Integration Activities

The Identity and Integration Activity is no longer a required initiative; however, it remains permissible to use Tier Two funds in this way. Activities and symposiums should emphasize the Division III identity and the integration of intercollegiate athletics in the campus and conference context. Conference Identity and Integration Symposiums and Activities are intended to bring key conference constituents together in an effort to discuss ways in which each school (and the conference as a group) might best support the integration concept, consistent with Division III's unique philosophy, identity and Strategic Positioning Platform. To assist in the planning and conduct of an Identity and Integration symposiums, please see the Sample Identity and Integration Symposium and Activity Guide on the Division III Strategic Initiatives Grant Program homepage.

Other permissible identity and integration activities that may include key conference constituents or campus only key constituents include the following:

1. Support of faculty mentor programs designed to promote a better understanding of the student-athlete experience.
2. Campus-based identity/integration discussions: Provide various campus constituencies (e.g., faculty, academic staff, administration) with the opportunity to learn about the role of athletics, the Division III philosophy, how athletics is integrated within the university as a whole and how athletics contributes to the overall mission of the institution and conference.
3. Celebration of Division III Week incorporating various campus departments.
4. Host a faculty forum on intercollegiate athletics.
5. Recognize National Student-Athlete Day, incorporating various campus departments.
6. Collaborate with admissions office to conduct an annual recruiting seminar.
7. Partner with development office and devise a specific fundraising project that would aid both athletics and development.
8. SAAC-led identity and integration presentations to institutional constituents, such as boards of trustees, faculty, and alumni, and facilitate other campus discussions.
9. Student-athlete integration discussions: engage student-athletes in discussions about the Division III philosophy, how athletics is integrated within the university as a whole, and how athletics contributes to the overall mission of the institution.
10. Programs focused on establishing and assisting students in achieving essential learning outcomes through the identification and integration of learning outcomes taught both on and off-the-field.
11. Conferences may use Tier Two funds on promotional materials (including video) supporting the Division III Identity.

Tier Three – Quality of the Participation Experience: Specific Spending Requirements and Preapproved Uses

Tier Three funds may be used on any permissible Tier One or Tier Two initiative or any other initiative justified by the Division III Strategic Plan.

Impermissible Tier Three fund use includes the following and will be denied:

1. Salary or benefits for campus or conference full-time employees.
2. Standard operating expenses beyond technology expenses.
3. Property plant and equipment that cannot be linked directly to enhancing the participation experiences (e.g., replacing standard athletics equipment or facility maintenance).

Preapproved uses of Technology funds include the following:

1. Color printing equipment and supplies.
2. Communication hardware and software.
3. Computers: desktops, laptops and tablets.
4. Conference webmaster (contract work).
5. Game film exchange.
6. Internet and cellular service.
7. Wind gauge (automatically feeds wind speeds into track results program).
8. Statistical software packages and updates.
9. Webcasting (web production and equipment).
10. Web enhancements, including a conference scoreboard.

Preapproved uses of Officiating Funds include the following:

1. Assignment software (e.g., Arbiter Sports).
2. Funding pre-season officiating meetings.
3. Hiring officials' observers, who evaluate, educate and recruit officials.

4. Officials' enhancement education, including attendance at the annual July National Association of Sports Officials (NASO) Annual Sports Officiating Summit.
5. Officials training (could include subsidizing registration with Arbiter Sports).
6. Officiating crew manuals.

Note: Per the Strategic Planning and Finance Committee, there is an annual requirement to spend a \$3,500 minimum for officiating enhancements for 2019-20 and beyond.

Preapproved uses of Athletic Training/Medicine/Nutrition funds include the following:

1. Athletics training equipment.
2. Creation of a conference-wide athletics training standards manual.
3. Eating to Win program.
4. Funding for planning team to implement heat protocol (including communication initiatives and educational materials).
5. Health and safety posters.
6. Lightning detectors.
7. Nutrition lectures.
8. Portable AED units.
9. Professional development session for certified athletic trainers.
10. Renew site licenses for IMPACT Concussion Management software.
11. Session for staff or student-athletes: identify signs or symptoms of depression.
12. Sports Medicine Educational Symposium (review new trends in sports medicine).

Preapproved uses of Promotions/Marketing/Identity (Division III identity activation) funds include the following:

1. Conference banners.
2. Conference directory.
3. Logo development.
4. Schedule cards.
5. Traveling conference trophies.

Preapproved uses of Championships Enhancement funds include the following:

1. Championship t-shirts for participants.
2. Conference awards (participant, MVP, other).
3. Conference-wide championships program.
4. Employment of a professional timing company for swimming, indoor and outdoor track and field and/or cross country championships.
5. Increased signage.
6. Reimbursing expenses for sportsmanship chaperones.

Preapproved uses of Professional Development, Administration/Coaching Education Enhancement funds include the following:

1. Professional development activities for coaches, other campus athletics staff, conference interns or any of the constituents included in Tier One. Events include the preapproved list from Tier One or other events the conference determines to be effective professional development programming. While Tier One does not cover coaching related events, coaching related professional development may be funded using Tier Three.
2. Conference SAAC leadership retreat.
3. Host a professional development day for entire conference.
4. Host session on professional ethics in coaching.
5. Host speaker on catastrophe management.

6. Attendance at Intercollegiate Athletics Forum.
7. New coach's seminar (compliance review, general).
8. Support attendance at the NCAA Coaches Academy.

Administrative Stipend (“Tier Four”)

Conferences are provided with an administrative stipend to offset the costs of grant program administration including coordination of the third-party review. Conferences may choose to contract out the grant administration or manage the program with existing staff. This administrative stipend is listed under “Tier Four” within the grant reporting system; however, reporting on how the administrative stipend was used is not required. Sample grant administrator duties may be accessed on the [Division III Strategic Initiatives Grant Program homepage](#).

SUPPLEMENT NO. 23
DIII Strategic Planning and Finance 03/2020

2020 NCAA CONVENTION VOTING GRID – NCAA DIVISION III
(Saturday, January 25, Business Session)

PROPOSAL NUMBER	BUSINESS SESSION	RESULT	COUNT
2020-1	III	Adopted	467-8-0
2020-2	III	Adopted	454-24-2
2020-3	III	Adopted	448-31-1
2020-4	III	Adopted	433-44-1
*2020-5	III	Motion to Divide Adopted	366-90-18
*2020-5A	III	Adopted	387-59-31
*2020-5B	III	Adopted	218-196-66
2020-6	III	Adopted	293-180-4
2020-7	III	Defeated	174-195-109
2020-8	III	Adopted	367-28-74
2020-9	III	Adopted	419-11-45
2020-10	III	Adopted	423-36-6
*2020-11	III	Adopted	423-21-32
R2020-12	III	Adopted	334-114-23

*Effective immediately

**REPORT OF THE NCAA DIVISION III ADMINISTRATIVE COMMITTEE
NOVEMBER 7, 2019, ELECTRONIC MAIL**

ACTION ITEM.

1. Legislative Item.

- **None.**

2. Nonlegislative Items.

- **Proposed Division III Oversight Group to Implement Board of Governors (BOG) Charge Related to Recommendations of Federal and State Working Group.**
 - (1) Recommendation. That the Division III Management and Presidents Councils ratify the Administrative Committee's action to appoint a Division III Oversight Group consisting of the 2020 chairs of committees that will be most involved in this process [Presidents Council, Management Council, Interpretations and Legislative Committee (ILC), Student-Athlete Advisory Committee (SAAC), Student-Athlete Reinstatement (SAR) and Subcommittee for Legislative Relief (SLR)], as well as the three Division III representatives currently serving on the BOG Federal and State Working Group – Mary-Beth Cooper, president, Springfield College; Jackson Erdmann, student-athlete, St. John's University; and Darryl Sims, athletics director, University of Wisconsin-Oshkosh.
 - (2) Effective Date. Immediately.
 - (3) Rationale. The Board of Governors has charged each division with reviewing and responding to the recommendations forwarded by the Federal and State Legislation Working Group. The working group and related recommendations describe the current and potential future ability of student-athletes to promote their name, image and likeness (NIL) for endorsement and/or financial gain.

This Oversight Group will oversee the consideration of the Working Group concepts within the Division III governance structure. It will ensure that all the Working Group recommendations are forwarded to relevant Division III committees and establish the timetable for committee review and response. The Oversight Group will not conduct the initial review of the Working Group recommendations. However, because it will include the three Division III representative serving on the Working Group, the Oversight Group will ensure that the committee review process is appropriately focused and that it benefits from the Working Group's prior discussions as much as possible. The Oversight Group also will coordinate and oversee the specific committee responses and identify any conflicts or "gaps" that require further consideration. Finally, the Oversight Group will help oversee the communication plan to inform the Division III membership regarding this endeavor, as well as solicit membership feedback regarding Division III-specific recommendations. That will include the discussion session planned for the Division III Issues Forum in January, as well as subsequent feedback opportunities like regional rules seminars, conference meetings, and the like.

The “hands on” review of the specific Working Group recommendations will be done by the relevant standing committees within the Division III governance structure: ILC, SAAC, SLR and SAR. These committees (and related staff liaisons) have the greatest expertise regarding the concepts identified by the working group for further review, and how those concepts would affect Division III. The committees, in turn, will forward their recommendations to the Management Council and Presidents Council, following normal reporting lines. However, the Oversight Group will ensure that each committee has fulfilled its charge and identify any additional work that needs to occur to meet the overall charge from the BOG.

- (4) Estimated Budget Impact. None.
- (5) Student-Athlete Impact. Two student-athletes will serve on the Oversight Group, and SAAC will play a key role in the policy process.

INFORMATIONAL ITEM.

- **None.**

Committee Chair: Sue Henderson, New Jersey City University, New Jersey Athletic Conference

Staff Liaisons: Dan Dutcher, Division III Governance
Debbie Kresge, Division III Governance
Louise McCleary, Division III Governance
Jeff Myers, Academic and Membership Affairs
Ali Spungen, Division III Governance

NCAA Division III Administrative Committee
November 7, 2019, Electronic Mail
Attendees:
Stevie Baker-Watson, DePauw University.
Heather Benning, Midwest Conference.
Sue Henderson, New Jersey City University.
Tori Murden McClure, Spalding University.
Dennis Shields, University of Wisconsin, Platteville.



**REPORT OF THE NCAA DIVISION III OVERSIGHT
GROUP TO IMPLEMENT RECOMMENDATIONS OF FEDERAL AND STATE
LEGISLATIVE WORKING GROUP (NAME, IMAGE AND LIKENESS)
DECEMBER 10, 2019, TELECONFERENCE**

ACTION ITEM.

- **None.**

INFORMATIONAL ITEM.

1. **Welcome.** The staff welcomed the working group to the teleconference and reviewed the roster.
2. **Charge and Background Information.** The Oversight Group reviewed its charge and composition, as established by the Division III Administrative Committee.
3. **Federal and State Legislative Working Group Report to the NCAA Board of Governors.** Cari Van Senus summarized the work to date, and future agenda of the Board of Governors' Federal and State Legislative Working Group. This included the current federal and state legislative landscape. President Cooper and Darryl Sims, who serve on the working group, added their perspectives.
4. **Current Division III Name, Image and Likeness (NIL) Legislation.** Jeff Myers reviewed the current application of NIL-related legislation in Division III, noting that most issues have been addressed through the interpretative process, rather than waivers.
5. **Potential Models of Name, Image and Likeness.** Staff reviewed a template that summarized key issues and potential topics for NIL legislative revision. They noted that the template could assist relevant committees in their review of NIL. A similar, more "user friendly" version of the document will be available to facilitate membership discussions during the Division III Issues Forum at the 2020 NCAA Convention.
6. **Future Meeting Schedule.** The group reviewed a timetable for committee review and membership feedback. The Student-Athlete Advisory Committee (January 21) and the Interpretations and Legislation Committee (February 20-21) will focus on substantive changes to the NIL bylaws and related interpretations. In March, the Management Council's Subcommittee on Legislative Relief (SLR) and in May Committee on Student-Athlete Reinstatement (SAR) will consider related waiver and eligibility-reinstatement

standards. All committees will report recommendations to the Management Council, which subsequently will forward recommendations to the Presidents Council. Preliminary Council review will occur in April, with final review in July/August.

Notable membership feedback opportunities include the January Issues Forum, regional and conference rules seminars (May and June), and NADIIIAA SUMMER FORUM (June) and DIIICA (June).

7. Adjournment. The call was adjourned at 3:52 p.m.

Committee Chair: Tori Murden McClure, Spalding University

Staff Liaisons: Dan Dutcher, Division III Governance

Louise McCleary, Division III Governance

Jeff Myers, Academic and Membership Affairs

NCAA Division III Oversight Working Group on NIL December 10, 2019, Teleconference	
Attendees:	
Heather Benning, Midwest Conference	
Mary Beth Cooper, Springfield College	
Jason Fein, Bates College	
Brady Keller, Nebraska Wesleyan University, SAAC	
Angela Marin, University of Texas at Dallas	
Angie Morenz, Blackburn College	
Tori Murden McClure, Spalding University	
Daryl Sims, University of Wisconsin-Oshkosh	
Absentees:	
Jackson Erdmann, Saint John's University, student-athlete	
NCAA Staff Support in Attendance:	
Dan Dutcher, Louise McCleary and Jeff Myers	

2020 NCAA Convention – Division III Issues Forum
Name, Image, Likeness Feedback Executive Summary
January 24, 2020

Introduction and Purpose.

The executive summary's purpose is to report information collected at the 2020 Division III Issues Forum related to the October 2019 recommendations of the Board of Governors and its Federal and State Working Group related to student-athlete Name, Image and Likeness (NIL). The feedback and analysis include, but is not limited to, the three proposed NIL concepts [Attachment A], the related Division III philosophy, including the prohibition on institutional athletics aid, and implementation and monitoring considerations.

Reference Information.

The executive summary includes feedback from 77 tables representing approximately 750 Division III convention delegates. The summary is divided into three sections of impact: philosophy, financial aid, and implementation.

- Each table was given the following tenants of the Division III philosophy to reference during the discussion:
 - A student-athlete's athletics activity should be conducted as an integral part of their educational experience,
 - Athletics participants should not be treated differently from other members of the student body,
 - Student-athletes should be supported in their efforts to meaningfully participate in nonathletic pursuits to enhance their overall educational experience.
 - Providing equitable athletics opportunities for males and females and giving equal emphasis to men's and women's sports.
- Each table was asked to answer the following questions to help guide the discussions:
 - How would each proposed concept advance or distract from those goals?
 - Division III does not permit the awarding of institutional financial aid to any student based on athletics leadership, ability, participation or performance. How would the proposed concepts advance or conflict with that goal?
 - What would be the most important practical challenges related to the implementation of each concept? How would those challenges best be addressed at the institutional, conference or national levels?

Overall Feedback Analysis.

1. Three-quarters of tables noted that concept A was the closest to the current model and Division III philosophy.
2. Regarding concept B, less than half of the tables were concerned about possible negative outcomes with little to no institutional control.
3. Feedback by half of the tables noted that Concept C did not seem feasible for the average Division III staff, as it would increase monitoring of both student-athlete activities and institutional logo usage.

4. There was a strong desire, from all tables, to find solutions that will make the student-athlete experience similar to that of a general student.
5. There was an over-arching concern for the disparity in institutional and conference resources regarding the ability to recruit prospective student-athletes (PSAs) and promote current student-athletes activities related to NIL.
6. Institutions believe that the collegiate model is centered around the best interest of the student-athletes. Less than half of tables expressed concern that without institutional involvement, student-athletes will unknowingly enter poor business deals, or represent harmful products (e.g., weapons, illegal substances, philosophical concerns).
7. Three-quarters of the tables identified equity concerns, for all three concepts, regarding gender, race, and sport.

Division III Philosophy Impact

1. Concept A.

- A third of the tables expressed that this concept expands the opportunities for student-athletes to engage in nonathletic pursuits consistent with the general student body experience.
- Only 12% of tables felt this concept allows for and promotes student-athletes' individual success.
- Half of the tables noted this concept is the most consistent with the Division III philosophy.
- "Overall we just want our student-athletes to be an everyday person, and to be able to be an entrepreneur if they choose."
- "Student-athletes own the right to identify themselves as an athlete when matriculating to a college/university. Does the student lose that 'right' on the day of matriculation?"

2. Concept B.

- Less than half of the tables noted this concept would positively impact the student-athlete experience by preventing institutional control, resulting in more opportunities, like the general student body.
- Further, half of the tables expressed a concern that this model has the potential to shift the focus from educational opportunities to business and profit opportunities.
- Over-regulation of name, image, and likeness could hinder student-athletes' postgraduate educational and vocational opportunities by limiting the ability for student-athletes to build their personal brand which includes their student-athlete status during college.

3. Concept C.

- There was concern by half of the tables that too much institutional involvement, can negatively impact the student-athlete experience by overregulating nonathletic pursuits, especially when institutional staff does not support those nonathletic pursuits.

Financial Aid Impact

1. Concept A.

- More than half of tables noted that since this concept is similar to existing rules, there would be minimal financial aid impact.
- "Core policies surrounding institutional financial aid do not necessarily have to change in order to accommodate potential monetary awards."

2. Concept B.

- Less than half of the tables noted that when student-athletes are responsible for monitoring their own usage of NIL, there needs to be additional resources available on how that income can affect their federal financial aid package.

3. Concept C.

- Less than half felt that the more the institution is involved, the more it must ensure that there is an equitable amount of opportunities for student-athletes to access institutional resources.

Implementation and Monitoring Impact

1. Concept A.

- Seventeen (17) percent noted it is difficult and unpractical to separate the student-athlete identity from entrepreneurial opportunities.
- Thirteen (13) percent expressed concern regarding the involvement of third-party agents (e.g., boosters).
- Three- quarters of tables noted this concept was most feasible for the average Division III staff to monitor.

2. Concept B.

- Less than half of the tables felt that a lack of institutional regulation or monitoring could create conflict between the student-athlete interests and institution when the endorsement of products contradicts the institution's values.

3. Concept C.

- Thirty-two (32) percent expressed that the implementation of this concept would be overburdensome for a Division III staff to regulate. (e.g., managing institutional mark usage).
- Less than a quarter expressed concern and confusion regarding what department on campus would be responsible for monitoring student-athletes' NIL. (e.g., Legal, athletics compliance, marketing/communications).
- Less than 10 percent expressed concern on how this model could impact athletically related activity limitations within the playing season legislation.
- Several comments supported the possible creation of an NCAA NIL "Clearinghouse."

Word Cloud Feedback.

Following the roundtable discussions, delegates answered the following question via text:

"What one word or concept do you believe Division III should keep "top of mind" during the remainder of this process?"

Top Five Words.

1. Fairness.
2. Equity.
3. Opportunity.
4. Integrity.
5. Student-athletes.

The word cloud submissions [Attachment B] are consistent with the feedback received during the roundtable discussions.

Potential Models of Name, Image and Likeness – DIII

WHAT IS NIL?

NIL is a concept based on laws defining “right of publicity,” or when permission is required to use someone’s name, image or likeness.

FOUNDATIONAL PRINCIPLES

According to the NCAA Board of Governors, membership discussions around NIL must be centered on the following principles:

- Benefits for name, image and likeness should not be a substitute form of currency to pay for athletics performance for the student-athlete’s institution.
- Regulation of a student-athlete’s name, image or likeness use should be transparent, focused, enforceable and should promote integrity of the recruiting process.
- A student-athlete should be able to benefit from his or her name, image or likeness similar to college students who are not student-athletes, while recognizing the importance of interstate, uniform competition and recruiting rules that are unique to NCAA athletics.

MODELS FOR CONSIDERATION

The NCAA Board of Governors determined the status quo is not an acceptable option, nor is the idea of unregulated compensation given its inconsistency with the principles of collegiate athletics and the ramifications of a conversion to a professional model. **The membership must determine the types of activities or regulations that should be evaluated within the above guidelines provided by Board of Governors.** Any new legislation supporting name, image and likeness should recognize the importance of interstate, uniform competition and recruiting rules that are unique to NCAA athletics.

Below are three possibilities that could be evaluated as potential changes to current NIL legislation. While they are grouped as concepts to better facilitate discussion, they should not be considered separate blocks of activities that need to be approved or rejected entirely within a concept. Elements within a concept may stand alone and may be considered in conjunction with elements from any of the concepts based on feedback from and discussion within the divisional memberships.

CONCEPT A: INCOME UNRELATED TO NCAA PARTICIPATION

- Introduce rule to allow use of NIL consistent with current commonly approved waiver conditions or interpretive outcomes.
- Permit use of NIL for activities involving a student-athlete's own work, product or business. No need for waivers.
- Selling NIL rights to third parties for product and service endorsement purposes remains impermissible in Division I and impermissible in Divisions II and III if related to athletics participation.
- Permit use of NIL for sports-related instruction (e.g., quarterback camp, private lessons) if it meets employment legislation (paid going rate and for work performed).
- Use of institutional, conference or NCAA marks not permitted, unless purchased through normal processes consistent with other licensees.
- Use of institutional facilities consistent with policies applicable to all students or outside groups.
- Payments or benefits made to student-athletes in this model are like those made to students who are not athletes. Payments or benefits clearly are not compensation tied to education or considered incidental to athletics participation.
- Regulation and oversight of these activities could be like how institutions comply with bylaws related to student-athlete employment.

CONCEPT B: ACTIVITIES WITH NO INSTITUTIONAL INVOLVEMENT

(Note: Without appropriate regulation, a model permitting compensation for use of a student-athlete's name, image or likeness may constitute pay-for-play and be inconsistent with the principles endorsed by the Board of Governors.)

- Allow expanded rights to permit agreements between third parties and a student-athlete or group of student-athletes.
- Could include endorsement of third-party commercial products.
- Use of institutional, conference or NCAA marks would not be permitted.
- Representative of athletics interest (e.g., booster) may not be involved in securing agreements or being a party to agreements.
- Third party NIL licensors could monitor booster involvement and use of institutional, conference or NCAA marks.

CONCEPT C: INSTITUTIONALLY MANAGED ACTIVITIES

(Note: Institutionally managed activities will require additional legal review and analysis to ensure that an employer/employee relationship is not created, that a student-athlete has reasonable opt-out opportunities from an activity, and that any proceeds received are applied to educational benefits or incidental to athletics participation consistent with the Association's and members' legal positions.)

- Permit a student-athlete or group of student-athletes to enter into agreements with institution, conference or NCAA, provided benefits are tied to education.
- Use of institutional, conference or NCAA marks would be permissible if activity is institutionally managed.
- Agreements must include institutional, conference or NCAA marks.
- Institutions may not pay student-athletes for use of their NIL for university promotions.
- May not include on-field/court activities while representing institution or pay for specific athletic achievement or award.
- Payouts could be managed by third party and distributed on an equal basis to all group participants.
- A student-athlete would not be required to participate in institutionally managed activities and could opt out, but permissibility is conditioned on institutional management.
- Booster may not be involved in securing agreements or being a party to agreements.
- Institutions may establish policies prohibiting NIL agreements from conflicting with existing institutional vendor agreements and or institutional philosophies.

The DIII Philosophy Statement includes the following tenets:

- A student-athlete's athletics activities should be conducted as an integral part of the their educational experience,
- Athletics participants should not be treated differently from other members of the student body,
- Student-athletes should be supported in their efforts to meaningfully participate in nonathletic pursuits to enhance their overall educational experience.
- Providing equitable athletics opportunities for males and females and giving equal emphasis to men's and women's sports

DISCUSSION QUESTIONS.

- How would each proposed concept advance or distract from those goals?
- DIII does not permit the awarding of institutional financial aid to any student on the basis of athletics leadership, ability, participation or performance. How would the proposed concepts advance or conflict with that goal?
- What would be the most important practical challenges related to the implementation of each concept? How would those challenges best be addressed at the institutional, conference or national levels?

Text D32020 to 22333 once to join, then text your message

Text D32020 to 22333 once to join, then text your message

What one word or concept do you believe Division III should keep "top of mind" during the remainder of this process?

hypocrisy
enterprise individual non-sa
similar deregulate oversight enforceable
regulation enforcement
conscience

message

cept do you believe Division III should

op of mind" during the remainder of this process?

hypocrisy

enterprise individual non-sa

similar deregulate oversight enforceable

regulation enforcement treated enforceability

consistency student-athletes inclusion same diii

equitable sas fair equity

amateur reality students experience

clarity sense compliance

reasonable d2 equality

mission free staff amateurism deregulation

nimble open-minded athletes monitoring equal

flexibility perspective capitalism

open-mindedness

d1 rights

integrity student d3

athlete open athlete

student-first

health between schools dutcher diversity simplicity identity change consistent money athletic differently freedom



Convention

#whyd3

Division III



NCAA DIVISION III STUDENT-ATHLETE ADVISORY COMMITTEE
JANUARY 21, 2020 MEETING
EXCERPT

Name, Image and Likeness Feedback.

The feedback from the January meeting of the Division III National Student-Athlete Advisory Committee (SAAC) on Name, Image and Likeness (NIL), reflective of the Board of Governors October 2019 action.

1. SAAC stressed the importance of making key decision-makers aware that NIL impacts student-athletes at all levels, in all sports, and of all races and genders. It is not an issue that will only effect Division I elite college athletes;
2. SAAC placed its central emphasis on the principle that any NIL legislation must be created to serve the student-athlete's best interest, and solutions should be presented in consultation with the student-athletes;
3. SAAC frequently referenced the Division III Philosophy Statement and how it relates to NIL. Committee members discussed the statement's tenet that Division III student-athletes should be treated like all students and not receive preferential treatment for their athletic status. Some questioned whether any changes to NIL legislation would go against this concept;
4. SAAC expressed concern over parts of the proposed concept model that was introduced at the Division III Issues Forum. Specifically, committee members wondered how definitions of ambiguous concepts would be enforced to make sure student-athletes are protected. Committee members sought clarity from the interpretation of subjective versus utilitarian "work product," and the designation of a "booster," and what regulations could protect the manipulation of student-athletes by boosters or others in a similar role; and
5. SAAC reiterated its view that the division already has inherent inequality with resources, facilities, etc., which is unavoidable whether NIL is reformed or not. NIL will not be the issue that tips the scales of competitive balance in the division, particularly given that college decisions at this level are made primarily based on factors outside of athletics.

Expanding Permissible Activities Using NIL.

Question Posed: Crowdfunding, testimonials, brand ambassadors and private lessons are current opportunities for Division III student-athletes to utilize their name, image, and likeness. What are other areas in which student-athletes are seeking opportunities for expanding the use of their NIL?

Committee Feedback: The committee identified the following areas where it sought increased opportunities for student-athletes to utilize their name, image, and likeness:

- Research - conducting and promoting research using student-athlete status;
- Publishing and work product – art, literature, etc.;
- Tutoring, consulting, contracting, advising – student-athletes identified this category to serve as an all-encompassing group, featuring opportunities like college selection, and consulting with expertise as a student-athlete;
- Recruiting and scouting; and
- Student-athlete business.

These areas, along with those areas identified as already providing opportunities for student-athletes at the Division III level, were open for discussion. Student-athletes engaged in a feedback session where a consensus was reached in a preliminary “support vs. oppose” position as to whether student-athletes should be permitted to utilize their NIL for these purposes. Below is a chart outlining the committee’s initial thoughts.

Topic	SAAC Position	Notes/Feedback
Private Lessons	Support	This topic received unanimous support.
Crowd Funding	Undecided	Discussion centered on receiving benefits for being a student-athlete and equality between student-athletes and students. Ultimately, the committee raised a concern about the Division III philosophy and its alignment with this topic. No consensus was reached.
Brand Ambassador	Undecided	Similar concerns to the crowdfunding discussion were raised. Committee members were hesitant about the potential exploitation for student-athletes and preferential treatment due to athletic status. No consensus was reached.
Testimonials	Support	This was strongly supported by the committee.
Research and Publishing	Support	This was strongly supported by the committee.

Recruiting Advantage Discussion.

The second half of SAAC's discussion centered around the significance of the recruiting advantage posed by a variety of the areas associated with NIL. The committee reached a consensus that inequalities currently exist in Division III between higher and lower resource institutions and that any recruiting advantage posed by NIL already exists in the system. Additionally, the committee noted that the NIL opportunities at the Division III level would not be influential enough to make a drastic impact in the recruiting process. Finally, the committee agreed that Division III student-athletes are unique in the sense that their college decisions rely on a myriad of factors outside of athletics.



FREQUENTLY ASKED QUESTIONS
FEBRUARY 2020

MEDICAL MONITORING CLASS SETTLEMENT AGREEMENT:
ARRINGTON V. NCAA

This document is the second Frequently Asked Questions document sent to the membership in response to final approval of the class action Settlement Agreement in *In re: National Collegiate Athletic Association Student-Athlete Concussion Injury Litigation* (MDL No. 2494 / Master Docket No. 1:13-cv-09116 (N.D. Ill.) (Arrington Matter). This document addresses additional questions that have arisen since the release of the first frequently asked questions document on November 22, 2019 regarding the Settlement Agreement in the Arrington Matter and related member obligations. The November 2019 FAQ document is available [here](#).

This document is provided for informational purposes only and should not be construed as legal advice or a substitute for legal advice. Readers of this document are encouraged to review the content, including the materials accessible by hyperlink below, with applicable legal advisors and other school staff who might assist in appropriately evaluating this information as it applies to your individual institutional risk and practices.

1. What is the Arrington Matter?

The Arrington Matter was initiated in 2011 as a putative class action concussion lawsuit against the NCAA by plaintiffs that participated in men's and women's NCAA college sports at NCAA member schools. In 2013, the parties began negotiating toward a Settlement Agreement that would, among other things, relieve NCAA member schools from certain potential liability in the future.

In 2016, the Court granted preliminary approval of the settlement terms and, since that time, the parties have provided the required notifications to settlement class members and taken other steps as required by the Court and/or settlement while awaiting formal and final judicial approval. Final approval of the settlement terms occurred on August 13, 2019 and, pursuant to Court order, the effective date of the Settlement Agreement is November 18, 2019. A copy of the final Settlement Agreement can be found [here](#).

2. What are the primary outcomes of the Settlement Agreement?

The primary outcomes are twofold.

- a. Medical Monitoring.** The NCAA and its insurers are providing \$70 million in funding to make free medical screening and testing, known as "medical monitoring," available to student-athletes who played an NCAA sport at an NCAA member school on or prior to July 15, 2016. The details related to the medical monitoring services are described in the Settlement Agreement. Information about the process through which student-athletes can access the monitoring services will be made available on the NCAA Student-Athlete

Concussion Injury Litigation Website at:
<https://www.collegeathleteconcussionsettlement.com/>

b. Member Obligations. The description of member obligations can be found in Section IX. of the Settlement Agreement. While the Settlement Agreement was negotiated directly with the NCAA and not its member schools, the language in Section IX.B. of the Settlement Agreement provides that an institution must certify in writing that it has complied with all the member obligations described in Section IX.A. in order to receive the benefit of the Settlement Release. The details of the Settlement Release can be found in Sections II.QQ. and II.RR. of the Settlement Agreement. In addition, Sections IX.C. and IX.F. describe certain member obligations related to annual concussion reporting, and concussion education and training, respectively. Subsequent questions in this document will address member obligations in more detail.

3. Does the Settlement Release automatically apply to all member schools?

As stated above, the language in Section IX.B. of the Settlement Agreement provides that an institution must certify in writing, on or before May 18, 2020, that it has put in place a concussion management plan that meets the requirements set forth in Section IX.A. in order to receive the benefit of the Settlement Release. This certification opportunity and the corresponding deadline apply to all member schools of the NCAA.

4. Does Section IX.A.1. of the Settlement Agreement really apply to “all student-athletes” at an institution?

In order to secure the broadest possible settlement release for members institutions, the provisions of Section IX.A. were intended to address activities involving *all* NCAA student-athletes; but there is no reason to believe that the scope of Section IX.A.1. would extend beyond that population of student-athletes (e.g. to participants in intra-mural or club sports).

5. What is the mechanism for a member institution to deliver the compliance certification required under the Settlement Agreement?

Certifications must be delivered by May 18, 2020. The Settlement Agreement provides that the certification from each institution must be provided to certain parties identified by the Court and that such certification will thereafter be posted on the Settlement Website.

Epiq Mass Tort (Epiq) has been appointed by the Court to act as the Program Administrator responsible for managing and administering various aspects of the Settlement. In order to streamline and simplify the member certification process, the parties to the Settlement have enlisted the services of Epiq to manage and support those activities as well. Epiq is still in the

process of finalizing the details related to the member certification process, but we understand that it will involve a user-friendly online platform with electronic signature capabilities and we anticipate that more specific information about the certification process, including next steps for member institutions, will be provided to the membership no later than mid-March.

6. Section IX.C of the Settlement Agreement provides that the NCAA will create a reporting process through which member institutions will report to the NCAA instances of diagnosed concussions in NCAA student-athletes and their resolution.

a. Are all member schools obligated to report concussion information?

Section IX.C. obligates the NCAA to “*create a reporting process through which member institutions will report diagnosed concussions.*” In January, all three NCAA divisions passed emergency or noncontroversial legislation (Division I Constitution 4.3.4.21; Division II Constitution 3.3.4.18; Division III Constitution 3.2.4.18) requiring an active member institution “*to report all instances of diagnosed sport-related concussions in student-athletes and their resolution to the NCAA on an annual basis pursuant to policies and procedures maintained by the Committee on Competitive Safeguards and Medical Aspects of Sports.*”

The legislation requires all schools to collect and report on concussions diagnosed on or after May 18, 2020, the date that coincides with the deadline for member schools who choose to certify that they have complied with all the member obligations described in Section IX.A. of the Settlement Agreement.

b. Who is responsible for reporting on behalf of a member institution?

While the oversight responsibilities of the Athletics Health Care Administrator should place that individual in a beneficial position to perform this reporting function, member institutions have flexibility to designate reporting responsibility as they deem appropriate. At a minimum, it is reasonable to expect that the Athletics Health Care Administrator will, as part of his or her broader oversight responsibilities, verify that this personnel decision has been addressed.

c. What information will be collected?

Section IX.C of the Settlement Agreement provides that the reporting system collect two specific pieces of data: (1) instances of diagnosed concussions in NCAA student-athletes; and (2) their resolution. The legislation described in response to Question 6(a) above provides that the details of the reporting process will be as approved by the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports (CSMAS). While CSMAS is still in the process of reviewing and finalizing those details,* it is anticipated that, in addition to basic demographic and contact information (e.g., name, institutional

affiliation; email address), the individual reporting on behalf of the member institution will be required to report the same two data points identified in the Settlement Agreement, namely:

- (1) Aggregate number of diagnosed concussions incurred by all NCAA student-athletes at the institution within the defined reporting period; and
- (2) Of the aggregate number of diagnosed concussions reported, the number that resolved within the defined reporting period.

d. What is the “defined reporting period”?

Again, the legislation described in response to Question 6(a) above contemplates that the details of the reporting process will be finalized and approved by CSMAS. While CSMAS is still in the process of reviewing and finalizing those details,* reporting will occur on an annual basis and we anticipate that institutions will have some flexibility with respect to when they elect to report each year.

e. How is concussion “resolution” defined?

Section IX.C. of the Settlement Agreement does not provide a definition of “resolution.” However, in order to facilitate accuracy and consistency within the reporting process, we expect that CSMAS will identify a reasonable definition of “resolution” as part of the reporting policies and procedures that will be shared with membership prior to the reporting deadline.*

f. How exactly will reporting be conducted? Where will the reporting system reside and how will member institutions access it?

While the legislation described in response to Question 6(a) above contemplates that the details of the reporting process will be finalized and approved by CSMAS,* we anticipate that the design and functionality of the concussion reporting system will be modeled after the existing NCAA catastrophic reporting system, which has been utilized by membership since the fall of 2017. More specifically, we anticipate that the reporting system will have the following characteristics:

- (1) An online, web-based reporting portal;
- (2) Simplified access with respect to account registration and password protection; and
- (3) Available through a distinct URL.

Additional details regarding specific reporting policies and procedures that are approved by CSMAS will be shared with membership prior to the reporting deadline.*

g. Do we have to report *all* concussions that have been diagnosed in *all* student-athletes during the defined reporting period?

Section IX.C of the Settlement Agreement only requires reporting of instances of diagnosed concussions in NCAA student-athletes and the provision is intended to apply only to those concussions that are sport-related.

h. How will reported information be utilized, and with whom will it be shared?

At this time, the primary purpose of this concussion database is to satisfy the requirements of the Settlement Agreement. As you may know, the NCAA and U.S. Department of Defense launched the Concussion Assessment, Research and Education Consortium project in 2014 (CARE). It is the largest concussion and repetitive head impact study in history and now includes over than 50,000 participants from 30 campuses across the country. The CARE research, along with the NCAA Injury Surveillance System, will continue to be leveraged as the primary sources for validated research data and information pertaining to sport-related concussion. More information about the CARE research can be found [here](#).

The Settlement Agreement does not require that the data be disclosed after reporting and, in light of the limitations around the intent and design of the reporting system, we do not anticipate that reported data will be shared with member institutions or any external parties.

i. How will student-athlete privacy/confidentiality be safeguarded?

While the details of the reporting process will be approved by CSMAS,* we anticipate that all data will be reported on a deidentified, aggregated basis; and, therefore, will not involve the submission or maintenance of any protected personal or health information.

j. If our school participates in the NCAA Injury Surveillance System, will that satisfy its concussion reporting obligation?

No. The Injury Surveillance System and concussion data will be reported separately, into separate database systems, such that participation in the NCAA Injury Surveillance System will not impact or satisfy the legislative requirement to also report concussion information.

7. Section IX.A.1. of the Settlement Agreement contemplates that a member institution will implement guidelines that provide that “*every student-athlete will undergo pre-season baseline testing for each sport in which they participate prior to participating in practice or*

competition.” Does this mean that all student-athletes need a baseline test for all sports in which they participate every year?

The provisions of Section IX.A. were intended to address activities involving NCAA student-athletes and there is no reason to believe that the scope of Section IX.A.1. would extend beyond that population of student-athletes. However, because the Settlement Agreement is a legal document, we encourage you to work with institutional general counsel and/or other risk management staff to identify a reasonable and defensible interpretation of what baseline testing practices should look like as they relate to this provision, after taking into consideration all relevant factors and variables that may impact the individual risks and compliance needs of your institution.

- 8. Section IX.A.3. of the Settlement Agreement contemplates that a member institution will implement guidelines that provide that “any NCAA student-athlete diagnosed with a concussion by medical personnel must be cleared by a physician before being permitted to return to play in practice or competition.” What are the definitions of “physician,” “medical personnel” and what does it mean to be “cleared”?**

The Settlement Agreement does not provide a definition for these terms. Because the Settlement Agreement is a legal document, we encourage you to work with institutional general counsel and/or other risk management staff to identify a reasonable and defensible interpretation of what it means to be “cleared” and the other requirements of this provision, after taking into consideration all of relevant factors and variables that may impact the individual risks and compliance needs of your institution.

- 9. Sections IX.A.4. and IX.A.5. of the Settlement Agreement contemplate that a member institution will implement guidelines that ensure that medical personnel with training in the diagnosis, treatment and management of concussion are “present” at all games and “available” at all practices involving certain “Contact Sports”.**

a. How are “Contact Sports” defined?

For purposes of the Settlement Agreement, Section II.I. defines “Contact Sports” to include the following sports, whether a men’s or women’s team:

- (1) Football.
- (2) Lacrosse.
- (3) Wrestling.
- (4) Ice hockey.

(5) Field hockey.

(6) Soccer.

(7) Basketball.

b. How are the terms “present” and “available” defined?

The Settlement Agreement does not provide a definition for these terms. As the Settlement Agreement is a legal document, we encourage you to work with institutional general counsel and/or other risk management staff to identify a reasonable and defensible interpretation of these provisions, after taking into consideration all of relevant factors and variables that may impact the individual risks and compliance needs of your institution.

c. What does it mean to have “training in the diagnosis, treatment and management of concussion”?

The Settlement Agreement does not provide details or clarification with respect to this language. As the Settlement Agreement is a legal document, we encourage you to work with institutional general counsel and/or other risk management staff to identify a reasonable and defensible interpretation of these provisions, after taking into consideration all of relevant factors and variables that may impact the individual risks and compliance needs of your institution.

d. What about away competitions?

Sections IX.A.4. and IX.A.5. of the Settlement Agreement do not distinguish between “home” and “away” events. As the Settlement Agreement is a legal document, we encourage you to work with institutional general counsel and/or other risk management staff to identify a reasonable and defensible interpretation of these provisions, after taking into consideration all of relevant factors and variables that may impact the individual risks and compliance needs of your institution.

10. How do I determine who the general counsel or primary risk management officer is on my campus?

Governance, administrative and personnel structures vary greatly from institution to institution. Often, where an institution has formally established an internal General Counsel role and/or an office that provides legal support and/or risk management services on behalf of the institution, that information will be provided as part of the content of the institution’s website. It is often possible to identify relevant contact information by utilizing the search function from the general institutional home page or within the institution’s staff directory page.

11. What should I do if I have additional questions about the Settlement Agreement or the steps that should be taken related to the compliance certification?

The Settlement Agreement is a legal document. Its terms require legal analysis and interpretation. Accordingly, we strongly encourage you to consult with institutional legal counsel and/or risk management staff about any additional questions you may have. In addition, you can forward non-legal questions to members of the Sport Science Institute at ssi@ncaa.org.

***The next CSMAS meeting is scheduled for March 17, 2020. It is anticipated that CSMAS will finalize policies and procedures related to the required concussion reporting activities at that time and additional information will be provided to the membership shortly thereafter.**

Brown, Debra F.

From: Dan Dutcher <DIIIGovernance@ncaa.org>
Sent: Friday, March 13, 2020 2:44 PM
To: Brown, Debra F.
Subject: Division III Governance Update Regarding the Impact of COVID-19



Yesterday the NCAA released a [statement](#) from President Mark Emmert and the Board of Governors announcing the cancellation of all remaining winter and spring NCAA championships for all three divisions. This decision is based on the evolving COVID-19 public health threat, our ability to ensure the events do not contribute to the spread of the pandemic, and the impracticality of hosting such events at any time during this academic year given ongoing decisions by other entities.

We have received numerous questions regarding the implications of these decisions, as well as the implications of actions member institutions and conferences have made or might take at the local level in reaction to COVID-19. Today, the Division III Administrative Committee took the following actions, effective immediately, on behalf of the Division III Management and Presidents Councils:

- **Sport sponsorship and membership requirements.** Approved a blanket waiver of any deficiencies in sports sponsorship requirements related to spring sports occurring as a result of actions taken in response to COVID-19. This would not apply to sports sponsorship issues related to fall or winter sports.
- **Student-athlete seasons of participation and eligibility.** Approved a blanket waiver for all student-athletes participating in spring sports as follows: (a) Waive the use of a season of participation for all student-athletes in spring sports. If an institution continues or re-starts its season, this relief would still exist; and (b) Waive the use of the spring semester towards their limit of 10 semesters/15 quarters, regardless of whether they used a season.
- **Playing and practice seasons exceptions and extra benefits.** Institutions should exercise flexibility in the best interest of their student-athletes with respect to playing seasons provisions and extra benefits through the conclusion of the 2019-20 academic year. The committee directed staff to assist with applying flexibility in these areas on a case-by-case basis, when requested by institutions. Examples include allowing flexibility for playing season adjustments occurring during the Spring 2020 semester and flexibility to assist students with travel, lodging, and meals associated with being displaced due to their campus being closed.

We know that this won't cover all circumstances that you are experiencing on campus, and we continue

to encourage you to make decisions and act in the best interest of your student-athletes and communities. Conferences and institutions should not focus on the application of NCAA legislation when decisions are being made in response to COVID-19.

Our AMA staff will continue to respond to individual questions through normal and emergency avenues, including RSRO.

All governance committee meetings in April and May (Management and Presidents Councils, SAAC, and Student-Athlete Reinstatement) will occur via videoconference or teleconference. Your committee liaison will contact you with more details and meeting logistics. Please keep your schedules blocked for the respective meeting dates, as we will forward the meeting details as soon as we have them confirmed. The staff will also work with Short's Travel on your behalf to cancel any already purchased air travel and lodging reservations for these meetings.

This is an unprecedented time for our division, the NCAA, your campuses and conferences as well as local communities and the world at large. We will continue to communicate and support you in our joint efforts to keep your student-athletes, staff and administrators safe.

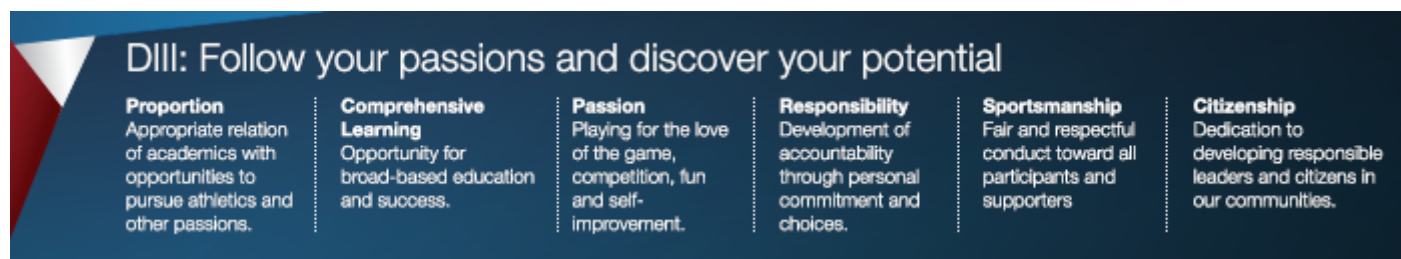
Sincere thanks for your related patience and cooperation in these challenging times.

Dan

Dan Dutcher

Vice President for Division III

This email was sent to members of the NCAA Division III Presidents Council, Management Council, Student-Athlete Advisory Committee, Committee on Student-Athlete Reinstatement, D3CA, NADIII, NCAA Division III chancellors, presidents, directors of athletics, faculty athletics representatives, senior woman administrators, sports information directors and athletic trainers based on contact information in the [NCAA Directory](#).



DIII: Follow your passions and discover your potential

Proportion Appropriate relation of academics with opportunities to pursue athletics and 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.
---	---	--	---	--	---

National Collegiate Athletic Association, 700 W. Washington St., Indianapolis, IN 46204 US

This email was sent to: dbrown@ncaa.org

[Update your preferences](#) | [View in browser](#) | [View privacy policy](#)

Brown, Debra F.

From: Dan Dutcher <DIIIGovernance@ncaa.org>
Sent: Monday, March 16, 2020 10:19 AM
To: Brown, Debra F.
Subject: CLARIFICATION: Division III Administrative Committee Actions



Good afternoon,

Please note that during its Friday, March 13 teleconference, the Division III Administrative Committee took NO action regarding current recruiting restrictions or recruiting legislation. The establishment of recruiting “dead periods” in other divisions, as reported by national media, does not apply in Division III. The Administrative Committee only took the following actions, effective immediately, on behalf of the Division III Management and Presidents Councils:

- **Sport sponsorship and membership requirements.** Approved a blanket waiver of any deficiencies in sports sponsorship requirements related to spring sports occurring as a result of actions taken in response to COVID-19. This will not apply to sports sponsorship issues related to fall or winter sports.
- **Student-athlete seasons of participation and eligibility.** Approved a blanket waiver for all student-athletes participating in spring sports as follows: (a) Waive the use of a season of participation for all student-athletes in spring sports. If an institution continues or re-starts its season, this relief would still exist; and (b) Waive the use of the spring semester towards their limit of 10 semesters/15 quarters, regardless of whether they used a season.
- **Playing and practice seasons exceptions and extra benefits.** Institutions should exercise flexibility in the best interest of their student-athletes with respect to playing seasons provisions and extra benefits through the conclusion of the 2019-20 academic year. The committee directed staff to assist with applying flexibility in these areas on a case-by-case basis, when requested by an institution. Examples include allowing flexibility for playing season adjustments occurring during the Spring 2020 semester and flexibility to assist students with travel, lodging, and meals associated with being displaced due to their campus being closed.

Staff will continue to provide timely updates on all relevant actions taken by the Administrative Committee and the rest of the governance structure. Thank you for your patience and cooperation

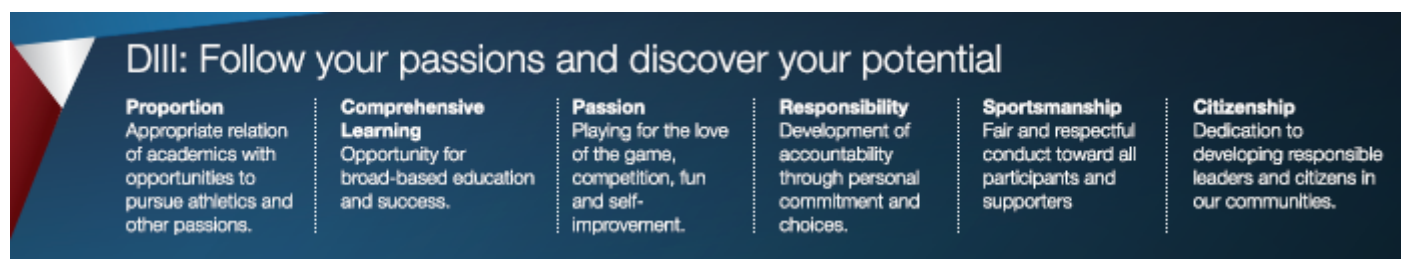
during this challenging time, and for your continued commitment to our Association and to Division III.

Dan

Dan Dutcher

Vice President for Division III

This email was sent to the NADIIAA listserv and NCAA Division III presidents, chancellors, athletics direct reports, directors of athletics, faculty athletics representatives, senior woman administrators, directors of compliance and commissioners based on contact information in the [NCAA Directory](#).



DIII: Follow your passions and discover your potential

Proportion Appropriate relation of academics with opportunities to pursue athletics and 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.
---	---	--	---	--	---

National Collegiate Athletic Association, 700 W. Washington St., Indianapolis, IN 46204 US

This email was sent to: dbrown@ncaa.org

[Update your preferences](#) | [View in browser](#) | [View privacy policy](#)