



AGENDA

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

USA Toll-Free: 866-590-5055

Access Code: 9803762

Teleconference
Room 236B

November 13, 2018
1 to 2:30 p.m. Eastern time

1. Welcome and review roster. [Supplement No. 1] (Sue Henderson)
2. Report from June 11, 2018, teleconference. [Supplement No. 2] (Henderson)
3. Relevant excerpts from summer and fall 2018 PC/MC Summary of Actions. [Supplement Nos. 3a and 3b] (Henderson)
4. Division III budget. (Caryl West/Dan Dutcher)
 - a. Final 2017-18 and 2018-19 budget-to-actuals. [Supplement No. 4a]
 - b. 2018-19 budget fact sheet resource. [Supplement No. 4b]
 - c. Future projections. [Supplement No. 4c]
5. Division III Conference Grant Program. [Supplement Nos. 5a, 5b and 5c] (Gail Cummings-Danson/Jay Jones)
6. Joint basketball championship. [Supplement No. 6 and refer to Supplement No. 3b] (Bill Stiles/Liz Suscha)
7. Division III University proposal. [Supplement No. 7] (Louise McCleary)
8. Division III 2018-19 initiatives – budget impact. (McCleary)
 - a. 2018 New FAR Orientation. [Supplement Nos. 8a and 8b]
 - b. International ice hockey pilot. [Supplement No. 9]
 - c. 2019 ADR Institute. [Supplement Nos. 10a and 10b]
 - d. 2019 Student Immersion Program. [Supplement Nos. 11a and 11b]
9. NADIII AA Summer Forum report. [Supplement No. 12] (McCleary)

10. Other business. (Henderson/Dutcher)
 - a. College basketball reform. [Supplement Nos. 13a, 13b, 13c, 13d, 13e and 13f]
 - b. Association-wide strategic plan. [Supplement No. 14]

11. Future meetings. (Henderson)
 - March 2019 (in-person meeting).

12. Adjournment.



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**REPORT OF THE NCAA DIVISION III STRATEGIC
PLANNING AND FINANCE COMMITTEE
JUNE 11, 2018, TELECONFERENCE**

ACTION ITEMS.

1. Legislative Items.

- None.

2. Nonlegislative.

a. Division III 2017-19 Strategic Plan.

- (1) Recommendation. Approve year two (2018-19) updates to the 2017-19 Strategic Plan. [Attachment A]
- (2) Effective date. September 1, 2018.
- (3) Rationale. The committee reviewed the seven strategic priorities for 2018-19, which is the second year of the 2017-19 budget biennium. Some initiatives highlighted include: a one year pilot with the NCAA Eligibility Center for Division III new international ice hockey players; continue to grow the Special Olympics partnership; update the sports information director resource and best practices guide; identify strategies to re-engage faculty athletics representatives (FARs); LGBTQ programming for coaches; promotion of Gameday the DIII Way; ensure the division is effectively managing diversity and inclusion issues; enhancing the well-being of prospects, student-athletes and staff through partnering with the Sports Science Institute, providing additional funding via the conference grant program; educational programs through the NCAA's Learning Management System; focus on student-athlete graduation rates; evaluate the 2018 Membership Survey results; and maintain fiscal integrity.
- (4) Estimated budget impact. None.
- (5) Estimated student-athlete impact. None.

b. 2018-19 Proposed Nonchampionships Initiatives.

- (1) Recommendation. Approve the proposed new nonchampionship initiatives for 2018-19 [Attachment B].
- (2) Effective date. September 1, 2018.

- (3) Rationale. With the implementation of a membership dues increase that will generate \$519,000 in new revenue, staff, at the direction of the committee, proposed several new nonchampionship initiatives. The initiatives include the following: 1.) \$242,000 to fund expansions to the conference grant program, including additional education and enhancements for athletics trainers and officials; 2.) More than \$100,000 for health and safety, with an initial earmark to assist schools that need to purchase the electronic medical record software that enables them to participate in the NCAA Injury Surveillance Program; 3.) \$100,000 for new LGBTQ initiatives including annual programming and a recognition event; 4.) \$100,000 to fund a new professional development program designed to help female and ethnic minority assistant coaches further their careers; and 5.) funding for the newly legislated SAAC Associate Members to attend the July in-person meeting as well as offset expenses to attend the NCAA Convention.

While the funds generated by the dues increase are being used to fund a litany of nonchampionship initiatives, approximately \$1.5 million in supplemental spending already has been dedicated to championships enhancements, including increased travel party sizes and reimbursement for local ground transportation when a team flies to the competition site.

- (4) Estimated budget impact. \$679,000.
- (5) Estimated student-athlete impact. Additional opportunities through nonchampionship initiatives.

c. LGBTQ Promotional Kit.

- (1) Recommendation. Approve a one-time \$100,000 allocation to provide and distribute an LGBTQ Identity Promotional Kit to every Division III institution and conference.
- (2) Effective date. Immediate.
- (3) Rationale. Recent survey feedback, as well as input from delegates at the 2018 NCAA Convention, indicated that a majority of Division III members would be receptive to displaying LGBTQ-centric banners and other materials on campus. The working group will collaborate with a graphic design agency to create a logo for banners, posters and stickers that will be distributed to Division III institutions in August.

- (4) Budget impact. \$100,000. Approximate costs are \$125 for a banner; \$25 for a dozen posters and \$50 for 50 stickers. The initiative will come with a one-time cost, to be drawn from the division's surplus in excess of its mandated reserve.
- (5) Student-athlete impact. Increases visibility and acceptance for LGBTQ students, student-athletes, staff and coaches, as well as opportunities for allies to engage in dialogue.

d. Bracket Expansion in Men's Volleyball.

- (1) Recommendation. Approve an increase in the number of teams selected to the Division III Men's Volleyball Championship from 12 to 14.
- (2) Effective date. September 1, 2018.
- (3) Rationale. Sport sponsorship data from 2017-18 merit the request and would keep the men's volleyball bracket at a 1:6.5 access ratio per Bylaw 31.3.1.1 and accommodates the rapid growth in the sport. The committee initially discussed the expansion during its February meeting, but deferred action to evaluate the budget impact of the most recent championship which was conducted under a new format involving multiple sites.
- (4) Estimated budget impact. \$72,000.
- (5) Student-athlete impact. The recommendation increases participation opportunities for student-athletes.

INFORMATIONAL ITEMS.

- 1. **Report from the March 27, 2018, in-person meeting.** The committee approved the report from its March 27, 2018, in-person meeting.
- 2. **Budget.** The committee reviewed the 2017-18 budget-to-actual as of April 2018, the 2018-19 approved budget and the future budget model. The budget-to-actual report reflects a three-year comparison with a column for charter expenses. While the championships expense totals

don't reflect the entire 2018 spring championships, staff anticipates spending the entire championships budget, with the nonchampionships budget having a surplus of around \$250,000. The excess monies will move into the division's reserve. The 2018-19 approved budget reflects the committee's recommended championship and new nonchampionship initiatives. The future budget model projects expenses through 2023-24 and incorporates all new and approved budget initiatives. In addition, the committee reviewed the 2017-18 championship supplemental spending.

- 3. Division III 2017-19 Strategic Plan.** The committee reviewed the final analysis from Year One: 2017-18 of the Strategic Plan [Attachment C], noting the outcome of each initiative: accomplished, on-going or priority for 2018-19.

Staff noted that the strategic plan will be posted on the Division III website, as well as included in the monthly update after final approval by the Councils.

- 4. 2018 Division III Membership Survey Results.** The committee heard an update on the 2018 Division III Membership Survey results (institutional and conference) specifically related to budgeting and strategic planning. The survey feedback reinforced the current 75/25 budget allocations as well as other existing strategic priorities.

During its March meeting, the committee expressed a desire to review how many Division III institutions currently participate in championships. The research showed that last year, an average of 77% of institutions sent either an individual or a team to an NCAA championship, and that the four-year average increases to 88%.

- 5. Strategic Planning and Finance Committee's (SPFC) Grant Subcommittee Updates.** The committee received an update from the SPFC grant subcommittee noting:

- It reviewed a staff created resource regarding the Level Two assessment process. The subcommittee suggested the resource include background information on the third-party review process;
- It reviewed a final report from a Level Two for-cause assessment and noted no concerns;
- It discussed the biennial requirement for ethnic-minority professional development expenses in Tier I. After reviewing data, the subcommittee decided to change the current language and make potential usages clearer and easier to understand. The subcommittee felt revising the current requirement language would be an appropriate first step before proposing an annual requirement.
- It reviewed and approved a narrow exception related to Tier One compliance spending.

6. **Division III Annual List of Required Forms.** The committee reviewed a chart indicating the Division III annual list of required forms and actions. The chart reflected the type of report, description, responsible party, date due; as well as the NCAA contact person. [Attachment D]
7. **Division III Initiatives – Budget Impact.** Due to limited time, the committee did not review the Division III nonchampionship initiatives with a budget impact.
8. **Other Business.** Staff provided an update on the Commission on College Basketball noting almost all of the recommendations pertain to Division I. The Commission did recommend adding five public independent members to the Board of Governors. This recommendation impacts the entire Association and staff anticipates an Association-wide vote at the 2019 NCAA Convention. It would need a two-thirds majority vote to pass.
9. **Future Meetings.** The committee noted its next teleconference will be in November and an in-person meeting in March 2019.
10. **Adjournment.** The meeting adjourned at 2:16 p.m.

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

*Staff Liaisons: Louise McCleary, Division III Governance
Dan Dutcher, Division III Governance
Eric Hartung, Research
Jay Jones, Division III Governance
Jeff Myers, Academic and Membership Affairs
Jeff O'Barr, Administrative*

NCAA Division III Strategic Planning and Finance Committee June 11, 2018, teleconference
Attendees:
Angela Baumann, Massachusetts State Collegiate Athletic Conference.
Sean Cain, SAAC representative, Adrian College.
Jennifer Chuks, Williams College.
Gail Cummings-Danson, Skidmore College.
Robert Davis, University of Scranton.
Stuart Dorsey, Texas Lutheran University.
Margaret Drugovich, Hartwick College.
David Ellis, Becker College.
Sue Henderson, New Jersey City University.
Shantey Hill, St. Joseph's College.
Kate Roy, Northern Vermont University.
Dennis Shields, University of Wisconsin, Platteville.
Joseph Walsh, Great Northeast Athletic Conference.
Absentees:
Rob Huntington, Heidelberg University.
NCAA Staff Support in Attendance:
Dan Dutcher, Jay Jones, Debbie Kresge and Louise McCleary.
Other NCAA Staff Members in Attendance:
Eric Hartung, Jeff Myers, John Pfeffenberger and Liz Suscha.

Division III Strategic Plan

2017-19 Budget Biennium **[Year 2: 2018-19]**

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



INTRODUCTION

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

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

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DIVISION III PHILOSOPHY STATEMENT

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

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

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

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

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

Division III Positioning Statement

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

Division III Attributes

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

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

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

Responsibility: Development of accountability through personal commitment and choices.

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

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

Reasons to Believe

1. **Comprehensive educational experience.** Division III institutions develop student-athlete potential through a holistic educational approach that includes rigorous academics, competitive athletics and opportunity to pursue other interests and passions.
2. **Integrated campus environment.** Approximately twenty percent of all students at Division III institutions participate in athletics. Those participating in athletics are integrated into the campus culture and educational missions of their colleges or universities.
3. **Academic focus.** Student-athletes most often attend a college or university in Division III because of the excellent academic programs, creating a primary focus on learning and achievement of their degree.
4. **Available financial aid.** Three-quarters of all student-athletes in Division III receive some form of grant or non-athletic scholarship. Student-athletes have equal opportunity and access to financial aid as the general student body – but are not awarded aid based on athletics leadership, ability, performance or participation.
5. **Competitive athletic programs.** Student-athletes do not receive any monetary incentive (athletics scholarship) to play sports in college. They play for the love and passion of the game and to push themselves to be their best, creating an intense, competitive athletics environment for all who participate.
6. **National championship opportunities.** Division III has over 185,000 student-athletes competing annually in 28 Division III and nine national collegiate championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletic potential.
7. **Commitment to athletics participation.** Division III institutions are committed to a broad-based program of athletics because of the educational value of participation for the student-athlete. The division has a higher number and wider variety of athletic opportunities on average than any other division in the NCAA, emphasizing both competitive men's and women's sports.

NOTE: Text in red highlights a new initiative during the 2017-19 biennium. Strategic initiatives are not listed in priority order; all are of equal value.

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

1. **Clarify the Values of Division III athletics.** The division continues to serve as a conscious alternative to the sport-specialization youth culture, and as an accessible and fulfilling educational and athletics destination. It also emphasizes a fuller, more integrated academic experience in all divisional endeavors. This included communicating the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school admissions counselors, collaborating with the NCAA Eligibility Center, supporting membership activation of the Division III Identity Initiatives and other Division III social media platforms.
 - Communicate the distinct Division III philosophy as articulated in the Strategic Positioning Platform.
 - Engage in a one-year pilot that has the Eligibility Center conduct a participation history review of Division III new international ice hockey players. At the conclusion of the pilot, will assess if it reduced the compliance burden.
 - Maintain initiatives to educate the membership regarding the Eligibility Center's free registration process for Division III prospective student-athletes and its correlation to using the NCAA free on-line compliance form.
 - Continue to grow the strategic partnership with Special Olympics and in particular, celebrate its 50th Anniversary with year-long promotions and activities. Improve the activity reporting program to better tell the partnership's story from a division-wide perspective. Maintain the Monthly Spotlight Poll that recognizes Special Olympic events on member campuses and conference offices.
 - 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.
 - Reclassify the associate director to director to most effectively serve the membership and oversee new initiatives and programs and manage the Conference Strategic Grant Program – the division's highest funded nonchampionship program.
 - Support integration activities that bring together key institutional and/or conference partners to discuss ways each institution (and the conference as a group) might best support the integration of athletics within the campus environment, consistent with the division's unique philosophy, identity and strategic positioning platform.
 - Maintain and enhance the partnership with the College Sports Information Directors Association (CoSIDA) by providing professional development funding and opportunities (e.g. Division III Day at the CoSIDA Convention and CoSIDA Student Program), overseeing a recognition system awarded three times per year, and providing funds to support the Division III-specific Academic All-America program.
 - Update the Sports Information Director resource and best practices guide for all Division III institutions and conferences.
 - Strengthen the advocacy of Division III faculty for the values of the athletics experience. The division continues to enhance the Faculty Athletic Representative (FAR) Fellows Institute by offering professional development training and networking opportunities to FARs.
 - Identify strategies to re-engage FARs via an established FAR working group. Host the inaugural FAR Orientation at the annual FARA Symposium for new FARs, produce and distribute best practices, and explore legislation to codify FAR expectations.
 - Emphasize the values of Division III to effectively manage its membership growth. Partnering with Divisions I and II to accomplish membership growth management on behalf of the entire Association.

- Maintain in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division.
- 2. Appropriately Leverage Presidential and Athletics Direct Reports Leadership in the Division III Governance Structure.** Continue to selectively forward issues of presidential importance to the division’s presidents. Improve and pursue full conference participation in the Presidents Advisory Group and significant NCAA Convention attendance. Enhance communication between the NCAA and Athletics Direct Reports on campus to effectively engage and educate as well as leverage these individuals serving in the governance structure (e.g. ADR Institute).
- In partnership with the NCAA Executive Staff and divisional Association-wide governance staffs, enhance Division III specific presidential programming at the NCAA Convention and promote the Chancellors and Presidents Outreach Program to educate and engage all Division III chancellors and presidents.
 - Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents.
- 3. Ensure the Division is Effectively Managing Diversity and Inclusion Issues.**
- Partner with the Office of Inclusion, Student-Athlete Leadership staff and the Minority Opportunities Athletic Association (MOAA) to review the objectives and establish meaningful goals for the division's programs supporting equity and inclusion. Partner with Division III conferences and institutions to support innovative programs that promote inclusion (e.g. Monthly Diversity Spotlight_).
 - Continue professional development and networking opportunities for women and ethnic minorities (e.g. SWA Program, the Institute for Administrative Advancement, Student Immersion Program and Career Next Steps).
 - Support an LGBTQ working group that will collaborate with the Office of Inclusion to develop programming and resources at the campus, conference and national levels, and specifically policy template language for handbooks, creation of a LGBTQ-inclusion identity promotional kit, programming and an annual recognition event.
 - 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.
 - Continue to promote committee service to women and ethnic minorities within the division.
 - Monitor and promote institutional/conference commitment to the NCAA Presidential Pledge to support diversity and inclusion.
 - Maintain an existing working group to evaluate the current diversity and inclusion landscape within Division III. Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. Develop best practices.

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.
- Continue to partner with the Sport Science Institute (SSI) regarding priority health and safety issues. Provide Division III representatives for on-going summits (e.g. mental health, pain management). Provide timely and consistent communication to the membership regarding new SSI interassociation guidelines and best practices. Partner on the promotion and use of the Injury Surveillance Program, SSI's data collection system, by the membership.
- Provide additional funding, via the conference grant program, for athletic trainer professional development.
- Provide additional 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 in addition to developing on-line educational modules.
- Engage the newly created student-athlete associate members per 2018 NCAA Convention legislation that established a formal student-athlete partner conference engagement process.
- Create an Institute for Coaching Advancement to provide professional development for women and ethnic minority assistant coaches seeking to become head coaches.
- Continue to create educational programs and distribute via the NCAA's Learning Management System. (e.g. committee training video, Gameday the DIII Way educational modules).
- 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. 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.
- Evaluate the Division III Membership Survey distributed in the Spring of 2018, specific to key policies, initiatives and programs, strategic priorities and legislative standards.
- Continue to monitor the enrollment and retention challenges within higher education and the unique 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 biennium operating budget for 2017-19 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 potential effects of the Association's new 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.	\$295,530
Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
Annual Division III Commissioners meeting.	All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics. Additional funding is provided through Tier One of the Strategic Initiative Conference Grant Program to supplement a portion the conference’s travel costs.	\$20,000
Student-athlete leadership forums and campus based leadership programming.	At least 80 percent of eligible institutions will participate annually in DIII Student-Athlete Leadership forums, and the participating coaches and administrators will become stronger advocates for the values of Division III intercollegiate athletics.	\$365,000
Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.	All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year.	\$1,143,894
National SAAC Outreach.	Celebrate successful campus SAAC community outreach each quarter, engage in community outreach at each National SAAC meeting, and annually educate student-athletes about National Student-Athlete Day and other community initiatives. Support national SAAC’s creation of a short video highlighting the Division III student-athlete experience to be shown at annual campus compliance meetings.	Association-wide funding
National student-athlete outreach.	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.	\$20,000
Graduation Rate Reporting.	Sponsor a regular and representative graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.	\$35,000

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

Objectives

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

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Women and Minority Internship Program	The division will assess the original goals of this program to understand its legacy and to formulate future, long terms goals related to diversity of the athletics administrative and governance structures.	\$1,130,000
Strategic Alliance Matching Grant	The division will assess the original goals of this program to understand its legacy and to formulate future, long term goals related to diversity of the athletics administrative and governance structures.	\$708,600
Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives	All conferences and at least 50% of institutions will engage in programming related to diversity, gender equity and sportsmanship initiatives within each four-year grant cycle.	\$426,480
The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
Get in the Game Web site; Requests and Secondary Reports Online.	The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.	Association-wide funding; Provisional/Reclassifying Membership fees
Committees will exercise fair decision making when making waiver and interpretive decisions.	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
Regional Rules Seminars (national program) and Conference Rules Seminar.	Education sessions on Division III rules and regulations will be offered annually. The Conference Rules Seminar will be held as requested by conference offices.	Association-wide funding
Rules Test.	The Membership Committee shall annually make available a clear and fair rules test that all members can access on-line to comply with the condition and obligation of membership to administer the rules test.	Overhead
Conduct quality championships with fair selection processes and appropriate access.	The Championships Committee will continually assess policies and NCAA legislation related to the championships program including the appropriateness of bracket sizes, regional alignment and select criteria processes.	\$24,371,445
Women Leaders Institute for Administrative Advancement.	The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$30,000
Sportsmanship and Game Environment Initiatives.	New initiatives based on a partnership with Disney and recommendations from the Division III Sportsmanship and Game Environment working group, with membership endorsement.	\$250,000

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Division III Programs and Initiatives</u>
Examine demographic trends and consider whether Division III or Association-wide programming is appropriate to affect change in the division's student-athlete demographic profile.	The percentage of minority individuals in the student-athlete population should be consistent with the percentage of minority individuals in the general student-body.	Association-wide funding
Conference and Institutional Inclusion and Diversity programming.	Partner with Division III conferences and institutions to support innovative programs that promote inclusion and diversity. (e.g., the NCAA's Institute for Administrative Advancement, ethnic minority student program at NCAA Convention, SWA professional development and the North Coast Conference's Branch Rickey Program). In collaboration with the Office of Inclusion, develop programming for LGBTQ students.	\$250,000
Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.	Provide optional funding to conference offices through the Conference Grant Program and encourage support of officiating improvement.	\$151,500

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

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

Objectives

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

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategically engage presidents and athletics direct reports in the Division III governance structure	Continue to promote greater strategic focus and more selective legislative engagement by presidents in the Division III governance structure, led by the Presidents Council in consultation with the Presidents and Chancellors Advisory Group (PAG).	Association-wide funding
Quarterly Presidential Communication.	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
Division III Governance Outreach to Affiliates.	Governance structure representatives will engage with affiliates on an issue-specific basis (e.g., higher education association meetings, annual sports chairs and championships committee meeting, and FARA annual meeting, etc...).	Overhead
Presidential Programming at the NCAA Convention.	Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.	\$20,000
Best Practices for Presidential-Commissioner Leadership.	Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.	Overhead
Institutional and Conference Self-Studies (ISSG/CSSG).	All institutions and conferences will conduct regular reviews with active participation of campus/conference presidents. Presidential involvement shall promote an understanding of institutional control and the primary compliance role of presidents. Institutional reviews shall assess standards on recruiting, admissions, academic eligibility, student services, student-athlete profiles, personnel and a commitment to Division III philosophical priorities. Conference reviews shall include an assessment of conference alignments, values and priorities to support partnerships between conference members.	Overhead
Sports sponsorship and Institutional Self-Study (ISSG) audits.	The Membership Committee's annual review of member compliance with sports sponsorship requirements and completed Institutional Self-Study instruments to assess compliance with membership criteria and educational needs of the membership. Members placed on probation required to complete an athletics program assessment.	Provisional/Reclassifying membership fees
Playing and Practices Seasons Comprehensive Review.	Continue to implement through Management Council Playing and Practice Seasons Subcommittee a comprehensive review of the football playing and practice seasons.	Overhead
360 Proof.	Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource for NCAA Division III and NASPA small college member campuses to reduce consequences of alcohol use.	\$125,000
Continually monitor Division III membership size and related access to championship and other services.	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead
Athletics Direct Report (ADR) Institute.	Conduct an annual ADR Institute in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be	\$90,000

	consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.	
Financial Aid Reporting Process.	All institutions will participate in the data-driven reporting process. Greater availability of historical data shall enable increased emphasis on institutional accountability (i.e., enforcement and penalties).	Overhead
Faculty Athletics Representative (FAR) Fellows Institute.	Conduct an FAR Fellows institute to offer professional development training to and provide FARs with tools to communicate the Division III story to their campus peers and enhance the level of engagement of FARs across the division. Re-engage FARs by maintaining a working group that will survey the membership and produce next steps.	\$85,000
Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.	Continue to provide assistance for conference offices to provide documentation of a third-party external review of grant fund usage to the national office annually.	\$16,800
Programming at the NCAA Convention.	Continue to create specific programming for delegates attending the annual Convention (e.g. educational sessions, Issues Forum, and technology to support all sessions) to help better engage and educate the membership.	\$30,000

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

Objectives

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

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

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

Objectives

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

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.	Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.	\$299,530
Division III Identity Initiative.	Clarify and promote the unique Division III philosophy as articulated in the Division's Strategic Positioning Platform. Enable conferences and institutions to better tell the Division III story to a variety of target audiences. Support the following identity activation initiatives: Division III week, and mobile web site for coaches, national and customizable videos. Re-introduce a recognition award for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story.	\$300,000
Special Olympics Partnership.	Continue to grow the strategic partnership with Special Olympics. Maintain Special Olympics events as a signature element of the Division III championships program and continue to encourage campus and conference engagement with local Special Olympics chapters.	\$35,000
Academic All-America Partnership with CoSIDA.	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).	Continue to identify new ways to support the growth of SIDs as strategic communicators, advance the messages of the Division III platform, and communicate the story of Division III at the local level. Offer professional development support through the Conference Grant Program, and position support through the Strategic Alliance Matching Grant and Internship Program.	\$46,200

Appendix B

Division III Budget Justification

Projected NCAA Division III 2018-19 Budget Breakdown	Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Revenue: Division III 3.18% Revenue Allocation (ESTIMATE) \$31,897,829	<i>Division III Institutions....</i>
Expenses: Total Championships Expense (excluding overhead) \$24,417,450	Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities. (Division III Philosophy Statement – section r))
Strategic Initiative Conference Grant Program \$3,037,100	Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs; (Bylaw 20.11-(b))
NAD3AA Partnership \$75,000	The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)
Conference Commissioners/SID Meeting \$20,000	The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)
Conference Rules Seminar Association-wide	The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance. (Constitution 2.8.2)
Women Leaders Enhancement Grants \$30,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Division-wide Sportsmanship Initiative \$250,000	Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))
Strategic Alliance Matching Grant \$708,600	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Women & Minority Intern Program \$1,130,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Student-Athlete Leadership Forum \$365,000	Seek to establish and maintain an environment in which student-athlete’s athletics activities are conducted as an integral part of the student-athlete’s educational experience, and in which coaches play a significant role as educators. (Bylaw 20.11)
Campus Based Student-Athlete Leadership Programming \$100,000	The purpose is to provide DiSC behavioral assessments to student-athletes, coaches and administrators. The DiSC assessment aids participants with understanding their individual behavioral styles and preferences, a common language when addressing these topics and methods to better relate to others. It also provides additional strategies to build more effective relationships on teams and in the workplace.
360 Proof \$125,000	Intercollegiate athletics programs shall be conducted in a manner designed to protect and enhance the physical and educational well-being of student-athletes. (Constitution 2.2)
FAR Fellows Institute/Orientation \$85,000	Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students’ academic programs. They seek to establish and maintain an environment in which student-athlete’s athletics activities are conducted as an integral part of the student-athlete’s educational experience (preamble to philosophy statement)
Division III Academic All-America (CoSIDA) \$44,000	Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students’ academic program (preamble to philosophy statement).
Other Working Groups/Task Forces \$20,000	This initiative exists to provide opportunities for working groups/task forces in the future.
CoSIDA D3 Day \$15,000	This initiative supports 175-200 sports information directors to receive professional development.

Projected NCAA Division III 2018-19 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Expenses, continued:		
Identity Initiatives	\$300,000	This initiative is reflective of the entire Division III Philosophy Statement (Bylaw 20.11).
Special Olympics Partnership	\$35,000	Institutions seek to establish and maintain an environment in which student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience (preamble to philosophy statement).
Inclusion and Diversity Partnership	\$250,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(I))
Injury Surveillance Program	\$110,000	Funding to assist schools in purchasing compatible electronic medical record software. Partner with SSI.
LGBTQ Programming	\$100,000	Funding for a train the trainer and/or programming, and a recognition program. Partner with office of inclusion.
Institute for Coaching Advancement	\$100,000	New program for female and ethnic minority asst. coaches to provide professional development to assist in becoming a head coach. Partner with Leadership Development.
Learning Management System programs	\$25,000	With the NCAA's new LMS, allow staff to hire an outside vendor to create program content. (e.g. committee training video). Partner with H.R.
Division III Cancellation Insurance	\$41,000	Intercollegiate athletics programs shall be administered in keeping with prudent management and fiscal practices to assure the financial stability necessary for providing student-athletes with adequate opportunities for athletics competition as an integral part of a quality educational experience. (Constitution 2.16)
Voluntary Grad Rate Report Stipend	\$35,000	Honorarium for institutions that submit data for the voluntary graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Dept. of Educ.
Convention Programming including specific student-athlete programs	\$70,000	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.
Athletics Direct Report (ADR) Institute	\$90,000	Conduct an inaugural ADR Institute in 2016 in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.
New Athletics Director Orientation	\$70,000	Create in-person, orientation programs for new athletics directors to assist with the knowledge, resources and philosophy of the division.
New Commissioner Orientation	\$15,000	Create in-person, orientation programs for new commissioners to assist with the knowledge, resources and philosophy of the division.
Additional SAAC in-person meeting	\$25,000	A planning meeting for the Division III national SAAC committee. At this meeting, SAAC provides an orientation for new members and sets its goals and objectives for the year.
SAAC Associate Members	\$65,000	Provide funds to pay expenses for conference partner liaison to attend NCAA Convention. Provide funds to pay expenses for partner conference liaison to attend the July national SAAC
NADIII and D3CA leadership meeting	\$10,000	The executive leadership groups from NADIII and D3CA come to Indianapolis in Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year.
Other Division III Initiatives	\$102,300	This includes contracting costs, as well as money earmarked to support future initiatives.
Overhead Allocation (including National Office staffing) **	\$1,535,000	N/A
Total Division III Expenses	\$33,400,450	

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

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

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

Appendix C

History of the

Division III Strategic Plan

History

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

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

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

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

With the 2015-17 and 2017-19 budgets, the plan returns to a two-year budget cycle and emphasizes budget accountability and management to address recent championships budget overages.

Division III Nonchampionship Budget Recommendations FY19

Program		Budget	Notes	Project Code	Project Name
Conference Grant Program		\$ 242,000		SGD3000	DIII Conference Grants
Tier 1 - athletic trainers educ. (\$44K)	\$1,000 per		In the 2018 Division III Membership Survey over 70% noted the importance of health and safety. Partner with SSI.		
Tier 3 - officiating enhancement (\$154K)	\$3,500 per		Conference offices must use annually to assist with officiating enhancements. Can't use for official's salaries.		
Tier 4 - administration (\$44K)	\$1,000 per		Funding to assist with the additional conference grant administrative duties.		
Injury Surveillance Program support		\$ 110,000	Funding to assist schools in purchasing compatible electronic medical record software. Partner with SSI.	MBAW475	Injury Surveillance and Testing
LGBTQ Programming		\$ 100,000	Funding for a train the trainer and/or programming, and a recognition program. Partner with Office of Inclusion.	MBAW140	LGBTQ Inclusion and HBCUs
Institute for Coaching Advancement	40 participants	\$ 100,000	New program for female and ethnic minority asst. coaches to provide professional development to assist in becoming a head coach. Partner with Leadership Development.	MBAW700	Coaches and Administrators Diversity
SAAC - conference partner liaison	\$1,500 per	\$ 35,000	Provide funds to pay expenses for conference partner liaison to attend NCAA Convention.	GVD3090	DIII Student-Athlete Advisory Committee
SAAC - conference partner liaison		\$ 30,000	Provide funds to pay expenses for partner conference liaison to attend the July national SAAC meeting.	GVD3090	DIII Student-Athlete Advisory Committee
Learning Management System - membership program creation		\$ 25,000	With the NCAA's new LMS, allow staff to hire an outside vendor to create program content. (e.g. committee training video). Partner with H.R.	EDAW000	Education and Outreach
DiSC - additional funding		\$ 20,000	Increase existing funding from \$80,000 to \$100,000.	EDD3240	DIII Campus-Based Leadership Programs
International ice hockey pilot		\$ 10,000	Pay for the eligibility center certification fees of international student-athletes competing for the first time in DIII as a pilot program.	AMAW000	Administrative
NCAA staff development - additional funding		\$ 7,000	Increase existing Division III staff professional development funding.	AMAW600	Staff Professional Development
Total spend		\$ 679,000			

Division III Strategic Plan

2017-19 Budget Biennium [Year 1: 2017-18 – Final Analysis]

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



INTRODUCTION

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

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

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DIVISION III PHILOSOPHY STATEMENT

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

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

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

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

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

Division III Positioning Statement

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

Division III Attributes

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

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

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

Responsibility: Development of accountability through personal commitment and choices.

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

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

Reasons to Believe

1. **Comprehensive educational experience.** Division III institutions develop student-athlete potential through a holistic educational approach that includes rigorous academics, competitive athletics and opportunity to pursue other interests and passions.
2. **Integrated campus environment.** Approximately twenty percent of all students at Division III institutions participate in athletics. Those participating in athletics are integrated into the campus culture and educational missions of their colleges or universities.
3. **Academic focus.** Student-athletes most often attend a college or university in Division III because of the excellent academic programs, creating a primary focus on learning and achievement of their degree.
4. **Available financial aid.** Three-quarters of all student-athletes in Division III receive some form of grant or non-athletic scholarship. Student-athletes have equal opportunity and access to financial aid as the general student body – but are not awarded aid based on athletics leadership, ability, performance or participation.
5. **Competitive athletic programs.** Student-athletes do not receive any monetary incentive (athletics scholarship) to play sports in college. They play for the love and passion of the game and to push themselves to be their best, creating an intense, competitive athletics environment for all who participate.
6. **National championship opportunities.** Division III has over 185,000 student-athletes competing annually in 28 Division III and nine national collegiate championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletic potential.
7. **Commitment to athletics participation.** Division III institutions are committed to a broad-based program of athletics because of the educational value of participation for the student-athlete. The division has a higher number and wider variety of athletic opportunities on average than any other division in the NCAA, emphasizing both competitive men's and women's sports.

NOTE: Text in red highlights a new initiative during the 2017-19 biennium. Blue indicates progress/completion of the new initiative.

DIVISION III STRATEGIC PRIORITIES FOR 2017-19 BUDGET BIENNIUM [YEAR 1: 2017-18 – Final Analysis]

1. **Clarify the Values of Division III athletics.** The division continues to serve as a conscious alternative to the sport-specialization youth culture, and as an accessible and fulfilling educational and athletics destination. It also emphasizes a fuller, more integrated academic experience in all divisional endeavors. This included communicating the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school admissions counselors, collaborating with the NCAA Eligibility Center, supporting membership activation of the Division III Identity Initiatives and other Division III social media platforms.
 - Communicate the distinct Division III philosophy as articulated in the Strategic Positioning Platform.
 - Present relevant information regarding Division III on the Eligibility Center’s website. **ACCOMPLISHED.** Developed a pilot to examine participation history review of new international ice hockey players. Also developed a new Time Demand resource for prospective student-athletes.
 - Maintain and develop initiatives to educate the membership regarding the Eligibility Center’s free registration process for Division III prospective student-athletes and its correlation to using the NCAA free on-line compliance form. **ACCOMPLISHED.** Hosted three webinars (May 2017) and provided updates at the 2017 Regional Rules Seminars and in the Division III monthly updates.
 - Continue to grow the strategic partnership with Special Olympics. Improve the activity reporting program to better tell the partnership’s story from a division-wide perspective. Maintain the Monthly Spotlight Poll that recognizes Special Olympic events on member campuses and conference offices. **ON-GOING.** Related to celebration of Special Olympics 50th Anniversary.
 - 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. **NOT ACCOMPLISHED.** A priority for FY19.
 - Support integration activities that bring together key institutional and/or conference partners to discuss ways each institution (and the conference as a group) might best support the integration of athletics within the campus environment, consistent with the division’s unique philosophy, identity and strategic positioning platform.
 - Maintain and enhance the partnership with the College Sports Information Directors Association (CoSIDA) by providing professional development funding and opportunities (e.g. Division III Day at the CoSIDA Convention and CoSIDA Student Program), overseeing a recognition system awarded three times per year, and providing funds to support the Division III-specific Academic All-America program.
 - Update the Sports Information Director resource and best practices guide for all Division III institutions and conferences. **NOT ACCOMPLISHED.** A priority for 2018-19 as the resource is six years old.
 - Strengthen the advocacy of Division III faculty for the values of the athletics experience. The division continues to enhance the Faculty Athletic Representative (FAR) Fellows Institute by offering professional development training and networking opportunities to FARs.
 - Identify strategies to re-engage FARs via an established FAR working group. The working group will conduct a membership survey, collaborate with conference commissioners and produce a best practices resource. **ON-GOING.** The FAR Working Group has suggested several new initiatives and is developing a best practices resource.

- Emphasize the values of Division III to effectively manage its membership growth. Partner with Divisions I and II to accomplish this membership growth management on behalf of the entire Association. **ON-GOING.** Association-wide joint meetings with staff to support Division I and II membership.
 - Maintain in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division.
- 2. Appropriately Leverage Presidential and Athletics Direct Reports Leadership in the Division III Governance Structure.** Continue to selectively forward issues of presidential importance to the division's presidents. Improve and pursue full conference participation in the Presidents Advisory Group and significant NCAA Convention attendance. Enhance communication between the NCAA and Athletics Direct Reports on campus to effectively engage and educate as well as leverage these individuals serving in the governance structure (e.g. ADR Institute).
- In partnership with the NCAA Executive Staff and divisional Association-wide governance staffs, enhance Division III specific presidential programming at the NCAA Convention and promote the Chancellors and Presidents Outreach Program to educate and engage all Division III chancellors and presidents. **ON-GOING.** The past two years, President Emmert's office has provided a president-specific education session at the NCAA Convention. Further, the Chancellors and Presidents Outreach Program will continue in 2018-19.
 - Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents. **ON-GOING.** Collaboration with Chancellors and Presidents Outreach Program liaison.
- 3. Ensure the Division is Effectively Managing Diversity and Inclusion Issues.**
- Partner with the Office of Inclusion, Student-Athlete Leadership staff and the Minority Opportunities Athletic Association (MOAA) to review the objectives and establish meaningful goals for the division's programs supporting equity and inclusion. Partner with Division III conferences and institutions to support innovative programs that promote inclusion (e.g. Monthly Diversity Spotlight).
 - Continue professional development and networking opportunities for women and ethnic minorities (e.g. SWA Program, the Institute for Administrative Advancement, Student Immersion Program and Career Next Steps). **ACCOMPLISHED.** Host annual programs.
 - Support an LGBTQ working group that will collaborate with the Office of Inclusion to develop programming and resources at the campus, conference and national levels. **ON-GOING.** The working group is developing an LGBTQ-inclusive policy template and a LGBTQ-inclusive promotional kit (banner, posters, stickers, etc..).
 - 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. **ACCOMPLISHED.** Maintain database and share with membership by request.
 - Distribute and promote "The Diverse Workforce", a resource to assist institutions and conference offices to diversify its athletics searches. **ACCOMPLISHED.**
 - Continue to send out a quarterly Diversity and Inclusion newsletter. **ON-GOING/ACCOMPLISHED.**
 - Continue to promote committee service to women and ethnic minorities within the division. **ON-GOING/ACCOMPLISHED.**

- Monitor and promote institutional/conference commitment to the NCAA Presidential Pledge to support diversity and inclusion. **ON-GOING.** Over 75% of the membership signed the pledge. Will continue to keep the pledge and its commitment relevant for the membership.
- Maintain an existing working group to evaluate the current diversity and inclusion landscape within Division III. Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. **ON-GOING.** The Presidents Council sponsored 2019 NCAA Convention legislation regarding mandatory student-athlete graduation rates.

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.
- Continue to partner with the Sport Science Institute (SSI) regarding priority health and safety issues. Provide Division III representatives for on-going sport specific summits (e.g. basketball, lacrosse). Provide timely and consistent communication to the membership regarding new SSI interassociation guidelines and best practices. Partner on the promotion and use of Datalys, SSI's data collection system, by the membership. **ON-GOING.** Based on the 2018 Division III Membership Survey, student-athlete health and safety is a top priority.
- Support the Division III Sportsmanship and Game Environment working group's on-going examination and enhancement of the Division III sportsmanship and game environment. Further, in a partnership with the Disney Institute, identify best practices and provide tools and resources for member institutions and conferences (i.e. Gameday, the DIII Way). **ACCOMPLISHED/ON-GOING.** Trained over 100 facilitators and created a Division III-specific sportsmanship page with resources. In 2018-19, will release web-based training modules.

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. **ON-GOING.** The Presidents Council sponsored 2019 NCAA Convention legislation regarding mandatory student-athlete graduation rates.

6. Enhance Formal Accountability of the Governance Structure.

- Distribute a performance scorecard for regular accountability of key Division III programs and committee staff liaisons. **ON-GOING/ACCOMPLISHED.**
- In the Spring of 2018, distribute a membership-wide survey to evaluate the division, its core principles and values, and its key policies and legislative standards. **ACCOMPLISHED.** Sharing feedback with specific governance groups and the membership.
- Continue to monitor the enrollment and retention challenges within higher education and the unique challenges affecting the Division III membership. **ON-GOING.**

- Work with conference commissioners to plan and implement a Conference Rules Seminar (CRS) in the summer as requested and needed to provide a more regionalized compliance educational opportunity for active Division III member institutions and conferences. **ACCOMPLISHED** for 2017-2018 and **ON-GOING** for future years.
- Address relevant issues identified through evaluation of committee structure. **NOT ACCOMPLISHED.** Replaced by Association-wide strategic planning process.

7. Maintain Fiscal Integrity.

- Develop a divisional biennium operating budget for 2017-19 and beyond that presents policy goals and program preferences that are fiscally responsible and sustainable. **ACCOMPLISHED/ON-GOING.**
- Continue to address the long-term use of the budget's surplus (beyond the mandated reserve), including potential effects of the Association's new 2024-2032 broadcast agreement extension. **ON-GOING.**

Appendix A

NCAA Association Wide Goals and Related

Division III Programs and Objectives

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

Objectives

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

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
Strategic Initiatives Conference Grant Program: Tier Two Integration activities.	All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year. The integration activities should bring together key conference partners to discuss ways each school (and the conference as a group) might best support the integration concept, consistent with the division’s unique philosophy, identity and Strategic Positioning Platform.	\$295,530
Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
Annual Division III Commissioners meeting.	All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics. Additional funding is provided through Tier One of the Strategic Initiative Conference Grant Program to supplement a portion the conference’s travel costs.	\$20,000
Student-athlete leadership forums and campus based leadership programming.	At least 80 percent of eligible institutions will participate annually in DIII Student-Athlete Leadership forums, and the participating coaches and administrators will become stronger advocates for the values of Division III intercollegiate athletics.	\$365,000
Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.	All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year.	\$901,894
National SAAC Outreach.	Celebrate successful campus SAAC community outreach each quarter, engage in community outreach at each National SAAC meeting, and annually educate student-athletes about National Student-Athlete Day and other community initiatives. Support national SAAC’s creation of a short video highlighting the Division III student-athlete experience to be shown at annual campus compliance meetings.	Association-wide funding
National student-athlete outreach.	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.	\$20,000
Graduation Rate Reporting.	Sponsor a regular and representative graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.	\$35,000

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

Objectives

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

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Women and Minority Internship Program	The division will assess the original goals of this program to understand its legacy and to formulate future, long terms goals related to diversity of the athletics administrative and governance structures.	\$1,130,000
Strategic Alliance Matching Grant	The division will assess the original goals of this program to understand its legacy and to formulate future, long term goals related to diversity of the athletics administrative and governance structures.	\$708,600
Strategic Initiatives Conference Grant Program: Tier Two-Diversity/Gender Equity and Sportsmanship Initiatives	All conferences and at least 50% of institutions will engage in programming related to diversity, gender equity and sportsmanship initiatives within each four-year grant cycle.	\$426,480
The Nominating Committee shall annually review the NCAA's gender and diversity audit and make personal contact with targeted groups to encourage committee service.	Balance membership of Division III committees to ensure the interests of all Division III constituents are represented in the governance structure.	Association-wide funding
Get in the Game Web site; Requests and Secondary Reports Online.	The staff will maintain an online resource to provide consistent and complete compliance information to student-athletes for the certification of eligibility process.	Association-wide funding; Provisional/Reclassifying Membership fees
Committees will exercise fair decision making when making waiver and interpretive decisions.	Student-athletes will benefit from the receipt of more individual consideration of their issues in the waiver and interpretations process.	Association-wide funding
Regional Rules Seminars (national program) and Conference Rules Seminar.	Education sessions on Division III rules and regulations will be offered annually. The Conference Rules Seminar will be held as requested by conference offices.	Association-wide funding
Rules Test.	The Membership Committee shall annually make available a clear and fair rules test that all members can access on-line to comply with the condition and obligation of membership to administer the rules test.	Overhead
Conduct quality championships with fair selection processes and appropriate access.	The Championships Committee will continually assess policies and NCAA legislation related to the championships program including the appropriateness of bracket sizes, regional alignment and select criteria processes.	\$23,930,450
Women Leaders Institute for Administrative Advancement.	The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals.	\$30,000
Sportsmanship and Game Environment Initiatives.	New initiatives based on a partnership with Disney and recommendations from the Division III Sportsmanship and Game Environment working group, with membership endorsement.	\$250,000

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Division III Programs and Initiatives</u>
Examine demographic trends and consider whether Division III or Association-wide programming is appropriate to affect change in the division's student-athlete demographic profile.	The percentage of minority individuals in the student-athlete population should be consistent with the percentage of minority individuals in the general student-body.	Association-wide funding
Conference and Institutional Inclusion and Diversity programming.	Partner with Division III conferences and institutions to support innovative programs that promote inclusion and diversity. (e.g., the NCAA's Institute for Administrative Advancement, ethnic minority student program at NCAA Convention, SWA professional development and the North Coast Conference's Branch Rickey Program). In collaboration with the Office of Inclusion, develop programming for LGBTQ students.	\$250,000
Strategic Initiative Conference Grant Program: Tier III Officiating Improvement.	Provide optional funding to conference offices through the Conference Grant Program and encourage support of officiating improvement.	\$151,500

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

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

Objectives

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

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategically engage presidents and athletics direct reports in the Division III governance structure	Continue to promote greater strategic focus and more selective legislative engagement by presidents in the Division III governance structure, led by the Presidents Council in consultation with the Presidents and Chancellors Advisory Group (PAG).	Association-wide funding
Quarterly Presidential Communication.	The chair of the Presidents Council will reach out to all presidents on a quarterly basis via formal correspondence.	Association-wide funding
Division III Governance Outreach to Affiliates.	Governance structure representatives will engage with affiliates on an issue-specific basis (e.g., higher education association meetings, annual sports chairs and championships committee meeting, and FARA annual meeting, etc...).	Overhead
Presidential Programming at the NCAA Convention.	Presidential involvement at the NCAA Convention will be enhanced by presidentially-focused programming.	\$20,000
Best Practices for Presidential-Commissioner Leadership.	Work with the Division III Commissioners Association (D3CA) to develop and distribute best practices to enhance presidential-commissioner leadership at the conference level.	Overhead
Institutional and Conference Self-Studies (ISSG/CSSG).	All institutions and conferences will conduct regular reviews with active participation of campus/conference presidents. Presidential involvement shall promote an understanding of institutional control and the primary compliance role of presidents. Institutional reviews shall assess standards on recruiting, admissions, academic eligibility, student services, student-athlete profiles, personnel and a commitment to Division III philosophical priorities. Conference reviews shall include an assessment of conference alignments, values and priorities to support partnerships between conference members.	Overhead
Sports sponsorship and Institutional Self-Study (ISSG) audits.	The Membership Committee's annual review of member compliance with sports sponsorship requirements and completed Institutional Self-Study instruments to assess compliance with membership criteria and educational needs of the membership. Members placed on probation required to complete an athletics program assessment.	Provisional/Reclassifying membership fees
Playing and Practices Seasons Comprehensive Review.	Continue to implement through Management Council Playing and Practice Seasons Subcommittee a comprehensive review of the football playing and practice seasons.	Overhead
360 Proof.	Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource for NCAA Division III and NASPA small college member campuses to reduce consequences of alcohol use.	\$125,000
Continually monitor Division III membership size and related access to championship and other services.	The governance structure shall analyze data and collect feedback from institutions to continually develop a growth management strategy for Division III.	Overhead
Athletics Direct Report (ADR) Institute.	Conduct an annual ADR Institute in conjunction with the annual NCAA Convention. For Division III member institutions that have an ADR reporting structure, ADRs should be	\$90,000

	consulted for input on key institutional and conference operational and strategic issues facing the athletics program. The Institute will allow for an intentional level of engagement and professional development to assist ADRs in overseeing and managing the athletics department on campus.	
Financial Aid Reporting Process.	All institutions will participate in the data-driven reporting process. Greater availability of historical data shall enable increased emphasis on institutional accountability (i.e., enforcement and penalties).	Overhead
Faculty Athletics Representative (FAR) Fellows Institute.	Conduct an FAR Fellows institute to offer professional development training to and provide FARs with tools to communicate the Division III story to their campus peers and enhance the level of engagement of FARs across the division. Re-engage FARs by maintaining a working group that will survey the membership and produce next steps.	\$85,000
Strategic Initiative Conference Grant Program: Tier IV – Third Party Review.	Continue to provide assistance for conference offices to provide documentation of a third-party external review of grant fund usage to the national office annually.	\$16,800
Programming at the NCAA Convention.	Continue to create specific programming for delegates attending the annual Convention (e.g. educational sessions, Issues Forum, and technology to support all sessions) to help better engage and educate the membership.	\$30,000

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

Objectives

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

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

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

Objectives

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

<u>Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Strategic Initiative Conference Grant Program: Tier Three-Promotions/Marketing/Division III Identity.	Increase opportunities for promotion and marketing efforts on behalf of Division III institutions and conferences, consistent with the messages of the Strategic Positioning Platform.	\$299,530
Division III Identity Initiative.	Clarify and promote the unique Division III philosophy as articulated in the Division's Strategic Positioning Platform. Enable conferences and institutions to better tell the Division III story to a variety of target audiences. Support the following identity activation initiatives: Division III week, and mobile web site for coaches, national and customizable videos. Re-introduce a recognition award for directors of athletics communication to recognize the most outstanding written or video work that tells the Division III story.	\$300,000
Special Olympics Partnership.	Continue to grow the strategic partnership with Special Olympics. Maintain Special Olympics events as a signature element of the Division III championships program and continue to encourage campus and conference engagement with local Special Olympics chapters.	\$35,000
Academic All-America Partnership with CoSIDA.	Promote academic success of Division III student-athletes through financial support of a Division III Academic All-America Program.	\$44,000
Strategic Initiative Conference Grant Program: Tier One - Professional development support for Sports Information Directors (SIDs).	Continue to identify new ways to support the growth of SIDs as strategic communicators, advance the messages of the Division III platform, and communicate the story of Division III at the local level. Offer professional development support through the Conference Grant Program, and position support through the Strategic Alliance Matching Grant and Internship Program.	\$46,200

Appendix B

Division III Budget Justification

Projected NCAA Division III 2017-18 Budget Breakdown	Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Revenue: Division III 3.18% Revenue Allocation (ESTIMATE) \$31,155,829	<i>Division III Institutions....</i>
Expenses:	
Total Championships Expense (excluding overhead) \$23,502,450	Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities. (Division III Philosophy Statement – section r))
Strategic Initiative Conference Grant Program \$2,795,100	Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs; (Bylaw 20.11-(b))
NAD3AA Partnership \$75,000	The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)
Conference Commissioners/SID Meeting \$20,000	The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. (Bylaw 20.11)
Conference Rules Seminar Association-wide	The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance. (Constitution 2.8.2)
Women Leaders Enhancement Grants \$30,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Division-wide Sportsmanship Initiative \$250,000	Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))
Strategic Alliance Matching Grant \$708,600	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Women & Minority Intern Program \$1,130,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Student-Athlete Leadership Forum \$365,000	Seek to establish and maintain an environment in which student-athlete’s athletics activities are conducted as an integral part of the student-athlete’s educational experience, and in which coaches play a significant role as educators. (Bylaw 20.11)
Campus Based Student-Athlete Leadership Programming \$80,000	The purpose is to provide DiSC behavioral assessments to student-athletes, coaches and administrators. The DiSC assessment aids participants with understanding their individual behavioral styles and preferences, a common language when addressing these topics and methods to better relate to others. It also provides additional strategies to build more effective relationships on teams and in the workplace.
360 Proof \$125,000	Intercollegiate athletics programs shall be conducted in a manner designed to protect and enhance the physical and educational well-being of student-athletes. (Constitution 2.2)
FAR Fellows Institute \$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)

Projected NCAA Division III 2017-18 Budget Breakdown	Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs
Expenses, continued:	
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/tasks forces in the future.
CoSIDA D3 Day \$15,000	This initiative supports 175-200 sports information directors to receive professional development.
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 Cancellation Insurance \$41,000	Intercollegiate athletics programs shall be administered in keeping with prudent management and fiscal practices to assure the financial stability necessary for providing student-athletes with adequate opportunities for athletics competition as an integral part of a quality educational experience. (Constitution 2.16)
Voluntary Grad Rate Report Stipend \$35,000	Honorarium for institutions that submit data for the voluntary graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.
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.
NADIII AA and D3CA leadership meeting \$10,000	The executive leadership groups from NADIII AA and D3CA come to Indianapolis in Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year.
Other Division III Initiatives \$6,300	This includes contracting costs, as well as money earmarked to support future initiatives.
Overhead Allocation (including National Office staffing) ** \$1,514,000	N/A
Total Division III Expenses \$30,137,450	

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

**The \$1,514,000 overhead fee covers time and miscellaneous expenses related to Division III staff and programs.

Appendix C
History of the
Division III Strategic Plan

History

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

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

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

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

With the 2015-17 and 2017-19 budgets, the plan returns to a two-year budget cycle and emphasizes budget accountability and management to address recent championships budget overages.

NCAA DIVISION III ANNUAL LIST OF REQUIRED FORMS AND ACTIONS

ADMINISTRATIVE REPORTS SUBMITTED TO NCAA - MANDATORY					
Form	Description	Who Signs or Is Responsible	Destination	Due Date	NCAA Contact
Sports Sponsorship and Demographic Report	Institutions must update contact information for administrators and head coaches. They must report information for sports sponsored last year and for the upcoming academic year. Athletic department citizenship and ethnicity information is collected. Information is required for championships eligibility.	Athletics Director	NCAA national office via the NCAA website (My Apps)	August 1 Institutions are not eligible for championships if data is not submitted.	Nicole Hollomon nhollomon@ncaa.org
NCAA Graduation Rates	A compilation of student graduation rates required and calculated by the government.	Designated Institutional Personnel	NCAA national office (My Apps)	June 1 (Institutions are not eligible for championships if data is not submitted).	Maria DeJulio mdejulio@ncaa.org
Financial Aid Reporting Program	Institution must submit an annual electronic report that includes data regarding the financial aid packages awarded by the institution to first-year and incoming transfer student-athletes and to other incoming students.	Chancellor or President and Financial Aid Administrator	NCAA national office (My Apps)	Between June 1 and September 15	Eric Hartung ehartung@ncaa.org
ADMINISTRATIVE REPORTS SUBMITTED TO NCAA - VOLUNTARY					
NCAA Financial Reporting Form (voluntary)	Report on the revenues, expenses, and capital expenditures of the institution's athletics department.	Initial contact is sent to the chancellor or president, with a copy to the athletics director.	NCAA national office (My Apps)	January 15	Maria DeJulio mdejulio@ncaa.org
NCAA Student-Athlete Graduation Rates (voluntary)	A compilation of student-athlete graduation rates.	Designated Institutional Personnel	NCAA national office (My Apps)	June 1	Maria DeJulio mdejulio@ncaa.org

NCAA DIVISION III ANNUAL LIST OF REQUIRED FORMS AND ACTIONS

REQUIRED COMPLIANCE FORMS AND RESPONSIBILITIES - ADMINISTRATORS					
Form	Description	Who Signs or Is Responsible	Destination	Due Date	NCAA Contact
<u>Certification of Compliance for Staff Members of Athletics Departments</u>	Staff members of the athletics department (including part-time staff members, graduate assistants and clerical staff) must sign if they were a staff member in the previous academic year and returning for this year.	Returning Staff Members	Athletics Director's Office	September 15	
<u>Certification of Compliance for Institutions</u>	Chancellor or president certifies that the institution has met the requirements of Bylaw 31.2.1. Must certify each year to be eligible to enter a team or individual competitors in an NCAA championship.	Chancellor or President	Athletics Director's Office	September 15	
<u>NCAA National Convention Attendance</u>	Annual Association-wide meeting of all NCAA member institutions and conferences to discuss pertinent issues and vote on legislation. A voting delegate from your institution must attend and cast a vote during the Division III Business Session.	Initial contact is sent to the chancellor or president, with a copy to the athletics director.	NCAA national office	Second week of January, annually. Delegates may not vote if membership dues have not been paid.	Kristin DiBiase kdibiase@ncaa.org
<u>NCAA Regional Rules Seminars</u>	Annual rules compliance seminars. The seminar is offered twice per year in two locations. In select years, members of certain Division III conferences are permitted to use attendance at a Conference Rules Seminar to fulfill the once-in-three-year requirement.	Athletics Director; compliance or other administrators are optional.	NCAA national office	May and June (once in 3 years)	Kristin DiBiase kdibiase@ncaa.org
<u>Institutional Self-Study Guide</u>	Institutional self-assessment to ensure compliance with NCAA Division III member rules and regulations.	Athletics Director is responsible for submission; however, the chancellor or president, athletics direct report (if applicable), SWA, and FAR	NCAA national office, via online submission portal <u>(My Apps)</u>	June 1 (once in 5 years)	Kristin DiBiase kdibiase@ncaa.org

NCAA DIVISION III ANNUAL LIST OF REQUIRED FORMS AND ACTIONS

REQUIRED COMPLIANCE FORMS AND ACTIONS - COACHES					
Form	Description	Who Signs or Is Responsible	Destination	Due Date	NCAA Contact
<u>Coaches Rules Test</u>	All head coaches and athletics administrators with compliance responsibilities must take the rules test annually. Institutions must file a secondary violation for failure to adhere to this annual requirement.	Compliance Director	NCAA national office via the NCAA website	August 1 Updated rules test available. Annual requirement.	Kristin DiBiase <u>kdibiase@ncaa.org</u>
REQUIRED COMPLIANCE FORMS AND ACTIONS – STUDENT-ATHLETE ELIGIBILITY					
Form	Description	Who Signs or Is Responsible	Destination	Due Date	NCAA Contact
<u>Drug-Testing Consent</u>	Student-athlete must sign form to affirm his or her awareness of the NCAA drug-testing program and agree to allow the NCAA to test in relation to any participation in NCAA championships.	Student-Athletes	Athletics Director's Office	Before student-athlete's first outside competition	
<u>Student-Athlete Affirmation of Eligibility</u>	Must be completed for each sport to include the names of the student-athletes who have completed and signed the Student-Athlete Statement and Drug-Testing Consent.	Athletics Director and Head Coaches	Athletics Director's Office	Before student-athlete's first outside competition	
<u>General Amateurism and Eligibility Form for International and Select Student-Athletes</u>	Must be completed for each international student-athlete to certify eligibility for practice and competition and assess compliance with NCAA amateurism and eligibility rules.	Student-Athletes, Eligibility-Certification Official and Head Coaches	Athletics Director's Office	Before student-athlete's first practice	
<u>HIPAA/Buckley Amendment Consent/Waiver Form</u>	Signing of the authorization/consent shall be voluntary and is not required by the institution for medical treatment, payment for treatment, enrollment in health plan or for any benefits (if applicable) and is not required for the student-athlete to be eligible to practice or compete.	Student-Athletes	Athletics Director's Office	Before student-athlete's first outside competition (voluntary)	
<u>Student-Athlete Statement</u>	Student-athlete must sign form to affirm, to the best of his or her knowledge; he or she is eligible to compete in intercollegiate competition.	Student-Athletes	Athletics Director's Office	Before student-athlete's first outside competition	

EXCERPT FROM THE SUMMER MC/PC SUMMARY OF ACTIONS

(d) Convention Management Updates.

Management Council. The Council reviewed the committee’s report noting the following:

- Hotel property update and rate. The Division III Issues Forum and Business Session will be held at the Caribe Royale Orlando. The hotel rate is \$200 per night plus 12.5 percent tax.
- Registration open date. Registration will open September 12 at approximately 11:30 a.m. Eastern time. Due to a \$500K Convention budget shortfall, the registration fee will increase to \$275 for 2019, \$325 for 2020 and \$375 for 2021. The new rates represent the first increase in a decade. The student registration fee will double to \$50 in 2019.

The Council discussed the registration fee increases and noted the following:

- Would it be possible to provide a group rate if multiple individuals from the same institution attend the Convention?
- Noted that several Division III institutions may not be able to afford attending.
- Pondered if the membership will only come to the Convention to vote.
- Some concern with the membership dues and Convention registration fees increasing during the same year.

Presidents Council. No action was necessary.

(2) Strategic Planning and Finance Committee.

(a) Division III 2017-18 Strategic Plan.

Management Council. The Council approved the committee’s year two (2018-19) updates to the 2017-19 Strategic Plan. The committee reviewed the seven strategic priorities for 2018-19. Some initiatives highlighted include: a one year pilot with the NCAA Eligibility Center for Division III new international ice hockey players; continue to grow the Special Olympics partnership; update the sports information director resource and best practices guide; identify strategies to re-engage faculty athletics representatives (FARs); LGBTQ programming for coaches; promotion of Gameday the DIII Way; ensure the division is effectively managing diversity and inclusion issues; enhancing the well-being of prospects, student-athletes and staff through partnering with the Sports Science Institute, providing

Staff Liaisons:
Dutcher, Hartung,
Jones, Kresge,
McCleary, Myers,
O’Barr

Council Reps:
Cain,
Cummings-Danson,
Davis, Dorsey,
Drugovich, Ellis,
Henderson, Hill,
Huntington, Roy,
Shields, Walsh

additional funding via the Conference Grant Program; the availability of educational programs through the NCAA's Learning Management System; focus on student-athlete graduation rates; evaluation of the 2018 Membership Survey results; and need to maintain fiscal integrity.

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

(b) 2018-19 Proposed Nonchampionships Initiatives.

Management Council. The Council approved the committee's proposed new nonchampionship initiatives for 2018-19.

With the implementation of a membership dues increase that will generate \$519,000 in new revenue, the committee, proposed several new nonchampionship initiatives. The initiatives include the following:

- \$242,000 to fund expansions to the Conference Grant Program, including additional education and enhancements for athletics trainers and officials;
- More than \$100,000 for health and safety, with an initial earmark to assist schools that need to purchase the electronic medical record software that enables them to participate in the NCAA Injury Surveillance Program;
- \$100,000 for new LGBTQ initiatives including annual programming and a recognition event;
- \$100,000 to fund a new professional development program designed to help female and ethnic minority assistant coaches further their careers; and
- Funding for the newly legislated SAAC associate members to attend the July national SAAC in-person meeting as well as offset expenses to attend the NCAA Convention.

While the funds generated by the dues increase are being used to fund nonchampionship initiatives, approximately \$1.5 million in supplemental spending already has been dedicated to championships enhancements, including increased travel party sizes and reimbursement for local ground transportation when a team flies to the competition site.

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

(c) LGBTQ Promotional Kit.

Management Council. The Council approved the committee's one-time \$100,000 allocation to provide and distribute an LGBTQ Identity Promotional Kit to every Division III institution and conference.

Recent survey feedback, as well as input from delegates at the 2018 NCAA Convention, indicated that a majority of Division III members would be receptive to displaying LGBTQ-centric banners and other materials on campus. The working group will collaborate with a graphic design agency to create a logo for banners, posters and stickers that will be distributed to Division III institutions in August.

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

(d) Bracket Expansion in Men's Volleyball.

Management Council. The Council approved the committee's recommendation to increase the number of teams selected to the Division III Men's Volleyball Championship from 12 to 14. Sport sponsorship data from 2017-18 merit the request and would keep the men's volleyball bracket at a 1:6.5 access ratio per Bylaw 31.3.1.1 and help accommodate the rapid growth in the sport.

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

(e) Division III Budget.

Management and Presidents Councils. The Councils reviewed the 2017-18 budget-to-actual report as of June; the 2018-19 final budget; and the future budget projections. The championship budget will use all its supplemental spend, as well as an additional \$400,000 from the division's surplus primarily due to travel expenses. The nonchampionships initiatives are anticipating an approximate surplus of \$250,000.

(f) Strategic Planning and Finance Committee's (SPFC) Grant Subcommittee Updates.

Management Council. The Council noted the following updates from the SPFC grant subcommittee:

- It reviewed a staff-created resource regarding the Level Two assessment process. The subcommittee suggested the resource include background information on the third-party review process;

- It reviewed a final report from a Level Two for-cause assessment and noted no concerns;
- It discussed the biennial requirement for ethnic-minority professional development expenses in Tier I. After reviewing data, the subcommittee decided to change the current language and make potential usages clearer and easier to understand. The subcommittee felt revising the current requirement language would be an appropriate first step before proposing an annual requirement.
- It reviewed and approved a narrow exception related to Tier One compliance spending.

Presidents Council. No action was necessary.

(g) Division III Annual List of Required Forms.

Management Council. The Council reviewed a chart indicating the Division III annual list of required forms and actions. The chart reflected the type of report, description, responsible party, date due; as well as the NCAA contact person.

Presidents Council. No action was necessary.

(3) Joint Legislative Steering Subcommittee.

(a) Membership-Sponsored Proposal – Presidential Grouping.

Presidents Council. The Joint Legislative Steering Subcommittee reviewed the following membership-sponsored proposal and the Presidents Council approved the subcommittee’s recommendation for the proposal to be included in the presidential grouping:

- Playing and Practice Seasons – Field Hockey and Soccer Preseason – Establishing a Three-Day Acclimatization Period. This proposal would amend preseason practice in the sports of field hockey and soccer as follows: (1) To add three additional days to the preseason practice period; (2) To require an acclimatization period during the first three days of the preseason practice period, during which a team would be limited to one single practice session no longer than three hours in duration, followed by a one-hour walk through, with a minimum of three hours of rest required in between the two activities; and (3) To mandate that on every preseason practice day following the three-day acclimatization period, a team would be limited to conducting no more than two on-field practices per day and a maximum of six hours of athletically related activity total during the two practices combined, with a minimum of three hours of rest required in between practice sessions.

Staff Liaisons:
Dutcher,
McCleary,
Myers

Council Reps:
Cooper,
Docking, Davis,
Fritz, Hill,
Kimball,
Millerick, Shields

EXCERPT FROM THE FALL MC/PC SUMMARY OF ACTIONS

1. Strategic Planning and Finance Committee.

Management and Presidents Councils. The Councils reviewed the division’s 2017-18 final budget report and the 2018-19 budget-to-actual. The division finished the 2017-18 year with an \$815,000 overage in championships due mainly to charter flights and airfare, with a surplus of \$341,000 in nonchampionships. The total overage of \$625,000 will be taken from the surplus above and beyond the mandated reserve.

The Councils also reviewed the future budget projections through 2023-24 noting no overages in any year and an intentional spend down of the surplus above and beyond the mandated reserve during the same period of time.

The Council noted this is a budget planning year and for the next biennial budget (2019-2021). The Strategic Planning and Finance Committee will review the budget during its March in-person meeting and make budget recommendations to the Councils.

2. Championships Committee.

(a) Secondary Criteria – Non-Division III Strength-of-Schedule.

Management Council. The Council approved the committee’s recommendation to amend NCAA Bylaw 31.3.4.2. to delete non-Division III strength-of-schedule.

Non-Division III strength-of-schedule was added to secondary criteria in 2013 at the point when secondary criteria changed from “out-of-region” Division III opponents to “non-Division III.” However, the metric has not been included in the data to this point and, if it were, is not considered a relevant metric due to the small sample size of non-Division III opponents. As such, the Championships Committee supports eliminating the language from the legislated criteria. The effective date will be January 2019.

Presidents Council. No action was necessary.

(b) Joint Men’s and Women’s Basketball Championship.

Management Council. The Council supported the committee’s recommendation to hold one Division III Men’s Basketball Championship and one Division III Women’s Basketball Championship in conjunction with the Division I Men’s Final Four and the Division I Women’s Final Four, respectively, during the remaining period of the current NCAA broadcast agreement (through 2023-2024).

The Division I, II and III Men’s and Women’s Basketball Committees recommended two joint championships for each gender over the next 10 years. The Division III committees highlighted that participation provides a heightened platform to promote the Division III

Staff Liaisons:
Dutcher,
McCleary,
Myers

Council Reps:
Cooper,
Docking, Davis,
Fritz, Hill,
Kimball,
Millerick, Shields

Staff Liaison:
Peterson-
Mylinski,
Suscha

Council Reps:
Bankston, Hill
Vienna

identity for the entire basketball season (approximately six months). The media attention related to the Division I Final Fours is extensive, and it presents a unique opportunity to positively impact Division III branding efforts. The Division III coaches' associations support this proposal. The Division III Championships Committee believes it is prudent, given the financial implications, to conduct one joint championship for each gender during the remaining years of the current broadcast agreement before re-evaluating additional commitments.

The budget impact will be approximately \$250,000 per gender for each joint championship. The Division III Championships Committee and Management Council also recommend the Division III Strategic Planning and Finance Committee consider committing dollars from the Division III identity initiatives budget to assist with expenses, given the overall marketing and exposure benefits from the joint championships for the division.

Presidents Council. The Presidents Council approved the committee's recommendation to hold one Division III Men's Basketball Championship and one Division III Women's Basketball Championship in conjunction with the Division I Men's Final Four and the Division I Women's Final Four, respectively, during the remaining period of the current NCAA broadcast agreement (through 2024).

(c) Championships Budget Recap and Future Planning.

Management Council. The Council noted that staff reviewed a budget-to-actual report by sport (committee expense, game expense, team per diem, and team travel) for 2017-18 with the Division III sport championships committee chairs. Reoccurring themes from the chairs included increasing access to the bench area for team sports; expanding brackets in team sports per access ratios; adding a day of rest between rounds at the finals site for team sports; and increasing per diem beyond the scheduled increase to \$100 in 2020-21 for all sports. The Championships Committee will discuss and prioritize these budget requests at its February in-person meeting and forward a recommendation to the Strategic Planning and Finance Committee.

Presidents Council. No action was necessary.

(d) Sport Region Alignment Project.

Management Council. The Council noted the committee received an update on the commissioners group project proposing new regional alignments in most sports. This project has focused on a more consistent approach to balancing sport regions considering like sports and sport sponsorship as the main factors. Some of the challenges a project of this magnitude face includes regions where sponsorship is limited (e.g., the West region typically spanning from Texas to Washington state) and sports such as cross country and wrestling where regional alignment has a potential to impact qualifying to the national championships as it is based on regional finish.

Presidents Council. No action was necessary.

(e) **Bench Size Survey.**

Management Council. The Council noted feedback from the committee report regarding increased bench size as a priority in several sports. The Championships Committee asked staff to survey directors of athletics at Division III institutions regarding interest in expanding the bench size to accommodate the average roster size in given team sports provided the institution covers the expenses for the additional bench personnel to attend the championship finals. The committee noted that the travel party and squad size limits would remain the same, but that there is interest in accommodating sport committee requests to provide more student-athlete access to the championship experience.

Presidents Council. No action was necessary.

(f) **Conference Requirements for Automatic Qualification Eligibility.**

Management Council. The Council noted the committee voted to form a working group composed of Championships Committee members and conference commissioners to take a deeper look at the concept of establishing requirements for a conference to be eligible to earn an automatic qualification to NCAA championships. The 2018 Division III membership survey indicated membership support on this concept. The committee would also like for sport committees to provide feedback to aid in the discussion.

Presidents Council. No action was necessary.

SUPPLEMENT NO. 04a
DIII Strategic Planning and Finance 11/18



FY 2017 - 2018 DIII Budget to Actual (through 08/31/2018) and FY 2018 - 2019 DIII Budget to Actual (through 10/31/2018)

	FY 2016 - 2017			FY 2017 - 2018			FY 2018 - 2019		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Revenue									
DII/DIII Allocation-Based Revenue	\$32,276,861	\$29,695,153	\$2,581,708	\$31,421,951	\$31,155,829	\$266,122	\$4,178,607	\$32,237,370	(\$28,058,763)
Additional Revenue from Membership Dues Increase							\$530,200	\$519,000	\$11,200
Other Non-DII/DIII Revenue	\$77,485	\$0	\$77,485	\$76,135	\$46,250	\$29,885	\$0	\$0	\$0
Revenue Total	\$32,354,346	\$29,695,153	\$2,659,193	\$31,498,086	\$31,202,079	\$296,007	\$4,708,807	\$32,756,370	(\$28,047,563)
Expenses									
Championship Expenses									
Men's Championships									
DIII Men's Baseball	\$1,654,685	\$1,963,071	\$308,386	\$2,214,380	\$2,218,000	\$3,620	\$1,828	\$2,332,000	\$2,330,172
DIII Men's Basketball	\$1,136,845	\$1,039,241	(\$97,604)	\$1,284,977	\$1,142,000	(\$142,977)	\$4,949	\$1,169,000	\$1,164,051
DIII Men's Cross Country	\$550,629	\$560,320	\$9,691	\$595,832	\$576,500	(\$19,332)	\$4,186	\$592,500	\$588,314
DIII Men's Football	\$1,754,917	\$1,906,585	\$151,668	\$2,305,524	\$1,982,500	(\$323,024)	\$4,124	\$2,036,500	\$2,032,376
DIII Men's Golf	\$536,584	\$563,541	\$26,957	\$602,252	\$607,500	\$5,248	\$6,565	\$621,500	\$614,935
DIII Men's Ice Hockey	\$271,667	\$340,417	\$68,750	\$418,395	\$370,000	(\$48,395)	\$143	\$376,000	\$375,857
DIII Men's Lacrosse	\$600,594	\$480,824	(\$119,770)	\$666,333	\$622,000	(\$44,333)	(\$19,218)	\$634,000	\$653,218
DIII Men's Soccer	\$1,251,282	\$1,101,694	(\$149,588)	\$1,248,150	\$1,225,400	(\$22,750)	\$252	\$1,244,400	\$1,244,148
DIII Men's Swimming and Diving	\$636,166	\$531,072	(\$105,094)	\$598,095	\$619,000	\$20,905	\$4	\$629,000	\$628,996
DIII Men's Tennis	\$584,248	\$631,301	\$47,053	\$691,143	\$680,500	(\$10,643)	\$237	\$698,000	\$697,763
DIII Men's Track Indoor	\$515,085	\$625,267	\$110,182	\$774,526	\$682,500	(\$92,026)	\$3,007	\$840,500	\$837,493
DIII Men's Track Outdoor	\$809,508	\$795,214	(\$14,294)	\$922,434	\$907,500	(\$14,934)	\$1,255	\$929,500	\$928,245
DIII Men's Volleyball	\$186,131	\$180,281	(\$5,850)	\$277,130	\$235,000	(\$42,130)	\$97	\$315,000	\$314,903
DIII Men's Wrestling	\$387,882	\$391,535	\$3,653	\$434,908	\$440,500	\$5,592	\$207	\$451,500	\$451,293
Total	\$10,876,223	\$11,110,363	\$234,140	\$13,034,080	\$12,308,900	(\$725,180)	\$7,636	\$12,869,400	\$12,861,764
Women's Championships									
DIII Women's Basketball	\$1,062,826	\$1,350,348	\$287,522	\$1,202,747	\$1,231,000	\$28,253	\$747	\$1,253,000	\$1,252,253
DIII Women's Cross Country	\$581,093	\$581,323	\$230	\$595,000	\$597,000	\$2,000	\$77	\$614,000	\$613,923
DIII Women's Field Hockey	\$362,313	\$447,830	\$85,517	\$575,621	\$494,000	(\$81,621)	\$436	\$504,000	\$503,564
DIII Women's Golf	\$343,523	\$333,377	(\$10,146)	\$417,563	\$389,550	(\$28,013)	\$3,349	\$407,550	\$404,201
DIII Women's Ice Hockey	\$316,469	\$296,004	(\$20,465)	\$219,181	\$271,000	\$51,819	\$137	\$314,000	\$313,863
DIII Women's Lacrosse	\$759,179	\$746,444	(\$12,735)	\$914,629	\$834,000	(\$80,629)	\$309	\$851,000	\$850,691
DIII Women's Rowing	\$210,989	\$317,709	\$106,720	\$345,238	\$413,000	\$67,762	\$5	\$427,000	\$426,995
DIII Women's Soccer	\$1,146,681	\$1,263,436	\$116,755	\$1,219,224	\$1,305,000	\$85,776	\$1,830	\$1,327,000	\$1,325,170
DIII Women's Softball	\$1,349,031	\$1,453,315	\$104,284	\$1,776,627	\$1,563,000	(\$213,627)	(\$602)	\$1,597,000	\$1,597,602
DIII Women's Swimming and Diving	\$535,043	\$543,662	\$8,619	\$639,708	\$683,000	\$43,292	\$0	\$695,000	\$695,000
DIII Women's Tennis	\$628,389	\$664,143	\$35,754	\$695,575	\$720,500	\$24,925	(\$524)	\$740,000	\$740,524
DIII Women's Track Indoor	\$482,769	\$626,450	\$143,681	\$701,113	\$649,500	(\$51,613)	\$0	\$762,500	\$762,500
DIII Women's Track Outdoor	\$762,570	\$823,161	\$60,591	\$922,958	\$915,500	(\$7,458)	(\$673)	\$937,500	\$938,173
DIII Women's Volleyball	\$913,876	\$1,031,544	\$117,668	\$1,096,389	\$1,127,500	\$31,111	\$1,778	\$1,153,500	\$1,151,722
Total	\$9,454,752	\$10,478,746	\$1,023,994	\$11,321,573	\$11,193,550	(\$128,023)	\$6,869	\$11,583,050	\$11,576,181
Championship Expenses	\$20,330,975	\$21,589,109	\$1,258,134	\$24,355,653	\$23,502,450	(\$853,203)	\$14,505	\$24,452,450	\$24,437,945
Overhead Allocation	\$374,000	\$343,000	(\$31,000)	\$410,000	\$428,000	\$18,000	\$70,333	\$422,000	\$351,667
Total Championship Expense	\$20,704,975	\$21,932,109	\$1,227,134	\$24,765,653	\$23,930,450	(\$835,203)	\$84,838	\$24,874,450	\$24,789,612

Non-Championship Expenses									
Conference Grants	\$2,537,821	\$2,541,000	\$3,179	\$2,791,532	\$2,795,100	\$3,568	\$3,042,605	\$3,042,600	(\$5)
Intern Program	\$1,088,724	\$1,130,000	\$41,276	\$1,089,884	\$1,130,000	\$40,116	\$1,118,102	\$1,209,920	\$91,818
Strategic Alliance Matching Grant	\$608,420	\$708,600	\$100,180	\$589,725	\$708,600	\$118,875	\$624,030	\$708,600	\$84,570
Leadership Conference	\$344,949	\$365,000	\$20,051	\$366,642	\$365,000	(\$1,642)	\$8,259	\$365,000	\$356,741
Identity Initiative	\$342,743	\$360,000	\$17,257	\$312,697	\$300,000	(\$12,697)	\$67,191	\$300,000	\$232,809
Diversity Initiatives	\$284,742	\$231,000	(\$53,742)	\$255,519	\$250,000	(\$5,519)	\$40,906	\$250,000	\$209,094
Sportsmanship	\$523,325	\$50,000	(\$473,325)	\$228,694	\$250,000	\$21,306	\$39,191	\$250,000	\$210,809
360 Proof	\$124,744	\$176,000	\$51,256	\$111,264	\$125,000	\$13,736	\$29,750	\$125,000	\$95,250
Injury Surveillance and Testing							\$0	\$104,500	\$104,500
Coaches and Administrators Diversity							\$0	\$100,000	\$100,000
Leadership Development Initiatives DiSC	\$80,000	\$80,000	\$0	\$86,662	\$80,000	(\$6,662)	\$29,754	\$100,000	\$70,246
LGBTQ							\$66,933	\$100,000	\$33,067
ADR Institute	\$93,769	\$107,500	\$13,732	\$80,877	\$90,000	\$9,123	\$13,538	\$90,000	\$76,462
SAAC April and Associate Member Meetings	\$15,716	\$15,000	(\$716)	\$16,039	\$25,000	\$8,961	\$0	\$90,000	\$90,000
FAR Orientation/Institute	\$91,882	\$86,500	(\$5,382)	\$58,850	\$85,000	\$26,150	\$10,726	\$85,000	\$74,274
AD and Commissioner Orientation	\$71,942	\$60,000	(\$11,942)	\$78,886	\$85,000	\$6,114	\$1,500	\$85,000	\$83,500
Athletics Administrator Partnership (NADIIIAA)	\$52,023	\$52,000	(\$23)	\$75,000	\$75,000	\$0	\$0	\$75,000	\$75,000
NCAA Annual Convention	\$37,443	\$70,000	\$32,557	\$72,485	\$70,000	(\$2,485)	\$0	\$70,000	\$70,000
Academic All-America Program (Co-SIDA)	\$39,500	\$44,000	\$4,500	\$39,500	\$44,000	\$4,500	\$39,500	\$44,000	\$4,500
Insurance	\$48,460	\$41,000	(\$7,460)	\$40,960	\$41,000	\$40	\$0	\$41,000	\$41,000
Special Olympics	\$38,847	\$35,000	(\$3,847)	\$38,341	\$35,000	(\$3,341)	\$0	\$35,000	\$35,000
Academic Reporting Honorarium	\$24,994	\$25,000	\$7	\$35,262	\$35,000	(\$262)	\$0	\$35,000	\$35,000
Women Leaders in College Sports	\$28,000	\$28,000	\$0	\$30,000	\$30,000	\$0	\$0	\$30,000	\$30,000
Membership Learning Management							\$851	\$25,000	\$24,149
Working Groups	\$16,301	\$16,000	(\$301)	\$14,565	\$35,000	\$20,435	\$5,056	\$20,000	\$14,944
Conference Commissioner Meetings	\$16,237	\$20,000	\$3,763	\$10,497	\$20,000	\$9,503	\$0	\$20,000	\$20,000
NADIIIAA and Commissioner Mtg	\$9,594	\$10,000	\$406	\$19,711	\$10,000	(\$9,711)	\$1,769	\$10,000	\$8,231
Administrative - Misc	\$145	\$4,000	\$3,855	\$49,303	\$85,300	\$35,997	\$3	\$15,380	\$15,377
CoSIDA DIII Day				\$22,537	\$0	(\$22,537)	\$150	\$15,000	\$14,850
Staff Professional Development							\$0	\$7,000	\$7,000
Exploratory/Provisional Membership				\$9,442	\$0	(\$9,442)	\$1,468	\$0	(\$1,468)
Non-Championship Expenses	\$6,520,320	\$6,255,600	(\$264,720)	\$6,524,876	\$6,769,000	\$244,124	\$5,141,281	\$7,448,000	\$2,306,719
Overhead Allocation	\$944,000	\$1,054,000	\$110,000	\$1,031,000	\$1,128,000	\$97,000	\$177,000	\$1,062,000	\$885,000
Total Non-Championship Expense	\$7,464,320	\$7,309,600	(\$154,720)	\$7,555,876	\$7,897,000	\$341,124	\$5,318,281	\$8,510,000	\$3,191,719

Total Division III Expenses	\$28,169,295	\$29,241,709	\$1,072,414	\$32,321,528	\$31,827,450	(\$494,078)	\$5,403,119	\$33,384,450	\$27,981,331
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Surplus (Deficit)	\$4,185,051	\$453,444
Add: Prior Year Reserve Balance	\$25,819,680	\$25,819,680
Estimated Reserve Balance	\$30,004,731	\$26,273,124

	(\$823,442)	(\$625,371)
	\$30,004,731	\$30,004,731
	\$29,181,289	\$29,379,360

	(\$694,312)	(\$628,080)
	\$29,181,289	\$29,181,289
	\$28,486,977	\$28,553,209

Description DII and DIII Budget to Actual
 Criteria All values exclude Period Type Name of "Closing" and Data Source of "OracleOverlap"
 Last 10/04/2018 (jjay);
 Parameters **Fiscal Year:** FY 2017 - 2018; **Fiscal Month Ending:** 08/31/2018; **Division:** Division III; **Additional Years of History:** 1; **Order Lower Levels by:** Budget Amount;

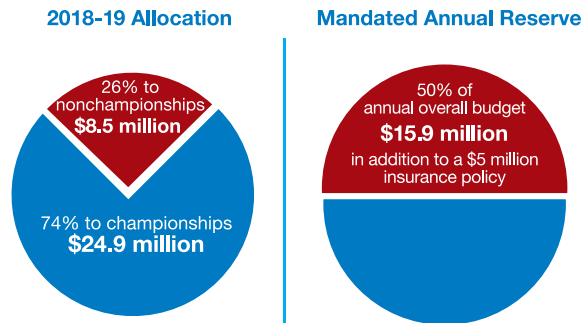
DIVISION III 2018-19 BUDGET OVERVIEW

REVENUE

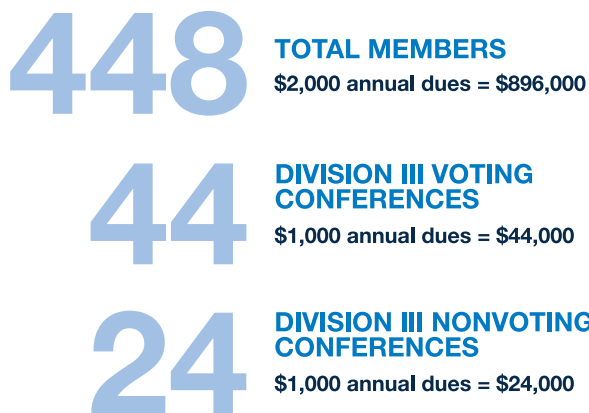


Source: 3.18% of NCAA operating revenue allocation.

BUDGET ALLOCATION



MEMBERSHIP DUES



VALUE OF MEMBERSHIP

With an annual budget of \$31.5 million and annual membership dues of \$2,000 or less, the estimated per-institution value of Division III membership is \$70,728 annually.

CHAMPIONSHIPS (28 Division III specific)

	Men's Budget	Women's Budget
Baseball	\$2,332,000	NA
Basketball	\$1,169,000	\$1,253,000
Cross Country	\$592,500	\$614,000
Field Hockey	NA	\$504,000
Football	\$2,036,500	NA
Golf	\$621,500	\$404,550
Ice Hockey	\$376,000	\$314,000
Lacrosse	\$634,000	\$851,000
Rowing	NA	\$424,000
Soccer	\$1,244,400	\$1,327,000
Softball	NA	\$1,597,000
Swimming and Diving	\$629,000	\$695,000
Tennis	\$698,000	\$740,000
Indoor Track and Field	\$838,500	\$755,500
Outdoor Track and Field	\$929,500	\$943,500
Volleyball	\$289,000	\$1,153,500
Wrestling	\$451,500	NA

Overall Totals **\$12,841,400** **\$11,576,050**

Source: NCAA Financial Statements (excludes overhead)

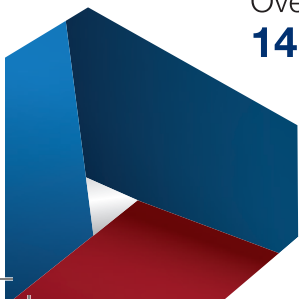
NONCHAMPIONSHIPS INITIATIVES

	2018-19 Budget
Strategic Initiative Conference Grants	\$3,037,100
Women and Minority Intern Program	\$1,130,000
Strategic Alliance Matching Grant	\$708,600
Student-Athlete Leadership Conference	\$365,000
Division III Identity Program	\$300,000
Division-wide Sportsmanship Initiative	\$250,000
Division III Diversity Initiatives	\$250,000
360 Proof	\$125,000
Injury Surveillance and Testing	\$110,000
Campus-based Student-Athlete Leadership Programs	\$100,000
LGBTQ Inclusion Program	\$100,000
Institute for Coaching Advancement	\$100,000
Miscellaneous Division III Initiatives	\$95,300
ADR Institute	\$90,000
SAAC April Meeting and Associate Member Travel	\$90,000
New AD and Commissioner Orientation	\$85,000
FAR Institute	\$85,000
NAD3AA Partnership	\$75,000
Annual Convention	\$70,000
CoSIDA Partnership	\$44,000
Division III Event Cancellation Insurance	\$41,000
Academic Reporting Honorarium	\$35,000
Special Olympics Partnership	\$35,000
SWA Enhancement Grant Program (WLCS)	\$30,000
Membership Learning Management System	\$25,000
Conference Commissioners Meeting	\$20,000
Other Working Groups	\$20,000
CoSIDA D3 Day	\$15,000
NADIII and D3CA Meeting	\$10,000
Staff Professional Development	\$7,000
Overall Total	\$7,448,000

Source: NCAA Financial Statements (excludes overhead)

DIVISION III STAFF SUPPORT

Overall, of **521** NCAA staff members, **38** support Division III directly. **14** provide full-time, **100%** Division III support. (Does not include administrative assistants.)



DIII Future Projections

Assumptions:

- Game Operations increases by X% each fiscal year based on FY2009-10 thru FY2015-16 average increases. Actual growth rate is 4.6%
- Committee expenses increase by X% each fiscal year based on FY2011-12 thru FY2015-16 average increases. Actual growth rate is -2.1%
- Team Transportation increases by X% each fiscal year based on cost per traveler analysis for FY2008-09 thru FY2016-17.
- Maintain 75%/25% ratio of championships to non-championships spending thru 2024 with draw on reserve to cover certain champs and non-championships enhancements over the same period.

3.00%	DIII Champs Assumption Analysis 16-17
0.00%	DIII Champs Assumption Analysis 16-17
3.75%	Presentation to CFO on Travel Models by division

The National Collegiate Athletic Association

Division III Budget Projections

	2017-18 Actual	2018-19 Budget	2019-20 Projection	2020-21 Projection	2021-22 Projection	2022-23 Projection	2023-24 Projection
Revenue:							
Division III 3.18% Revenue Allocation	\$ 31,421,951	\$ 32,227,351	\$ 33,002,351	\$ 33,779,351	\$ 34,462,351	\$ 34,607,351	\$ 34,658,351
Draw from DIII Reserve							
Additional Revenue from Membership Dues Increase	\$ -	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000	\$ 519,000
Division III Other Revenue	76,135	-	-	-	-	-	-
Total Revenue	\$ 31,498,086	\$ 32,746,351	\$ 33,521,351	\$ 34,298,351	\$ 34,981,351	\$ 35,126,351	\$ 35,177,351
Projected Revenue Increase	-2.6%	2.6%	2.4%	2.4%	2.0%	0.4%	0.1%
Expenses:							
Championships Game Operations	4,547,516	4,777,150	4,920,465	5,068,078	5,220,121	5,376,724	5,538,026
Championships Committee	347,580	401,400	401,400	401,400	401,400	401,400	401,400
Championships Team Transportation	10,666,519	10,240,000	10,624,000	11,022,400	11,435,740	11,864,580	12,309,502
Championships Per Diem	7,014,220	7,207,200	7,207,200	7,636,200	7,636,200	7,636,200	7,636,200
Championships Overhead Allocation ⁴	410,000	422,000	435,000	448,000	461,000	475,000	489,000
<i>Total Championship Expenses</i>	22,985,835	23,047,750	23,588,065	24,576,078	25,154,461	25,753,905	26,374,128
Non-Championships Base Budget	6,458,875	6,929,000	7,147,000	7,318,000	7,455,000	7,456,000	7,433,000
Non-Championships Initiatives	-	-	-	-	-	-	-
Non-Championships Overhead Allocation ⁴	1,031,000	1,062,000	1,094,000	1,127,000	1,161,000	1,196,000	1,232,000
<i>Total Non-Championship Expenses</i>	7,489,875	7,991,000	8,241,000	8,445,000	8,616,000	8,652,000	8,665,000
Total Division III Expenses (before supplemental spending)	\$ 30,475,710	\$ 31,038,750	\$ 31,829,065	\$ 33,021,078	\$ 33,770,461	\$ 34,405,905	\$ 35,039,128
Net Change in Fund Balance (before supplemental spending)	\$ 1,022,376	\$ 1,707,601	\$ 1,692,287	\$ 1,277,273	\$ 1,210,890	\$ 720,446	\$ 138,223
Supplemental items:							
Local ground transportation for individual sports	580,426	602,000	625,000	648,000	672,000	697,000	723,000
Local ground transportation for team sports	493,864	512,000	531,000	551,000	572,000	593,000	615,000
Increase in travel party size for team sports	705,528	712,700	720,700	756,000	764,000	772,000	781,000
Supplemental Championships Spending from reserve ²	1,779,818	1,826,700	1,876,700	1,955,000	2,008,000	2,062,000	2,119,000
Supplemental Non-Championships Spending from reserve	66,000	519,000	519,000	519,000	519,000	519,000	519,000
<i>Total Supplemental Spending</i>	1,845,818	2,345,700	2,395,700	2,474,000	2,527,000	2,581,000	2,638,000
Division III Membership Dues Credit	-	-	-	-	-	-	-
Total Division III Expenses (after supplemental spending)	\$ 32,321,528	\$ 33,384,450	\$ 34,224,765	\$ 35,495,078	\$ 36,297,461	\$ 36,986,905	\$ 37,677,128
Net Change in Fund Balance (after supplemental spending)	\$ (823,442)	\$ (638,099)	\$ (703,414)	\$ (1,196,727)	\$ (1,316,110)	\$ (1,860,554)	\$ (2,499,777)
Projected Expense Increase	14.7%	3.3%	2.5%	3.7%	2.3%	1.9%	1.9%
Beginning Fund Balance (Projected Reserve and Unallocated Funds)	\$ 30,004,731	\$ 29,181,289	\$ 28,543,190	\$ 27,839,777	\$ 26,643,050	\$ 25,326,940	\$ 23,466,386
Less:							
Net Change in Fund Balance	(823,442)	(638,099)	(703,414)	(1,196,727)	(1,316,110)	(1,860,554)	(2,499,777)
Ending Fund Balance (Projected Reserve and Unallocated Funds)	\$ 29,181,289	\$ 28,543,190	\$ 27,839,777	\$ 26,643,050	\$ 25,326,940	\$ 23,466,386	\$ 20,966,609
Mandated Reserve ¹	(15,710,976)	(16,113,676)	(16,501,176)	(16,889,676)	(17,231,176)	(17,303,676)	(17,329,176)
Cash available in excess of reserve policy	\$ 13,470,314	\$ 12,429,515	\$ 11,338,602	\$ 9,753,375	\$ 8,095,765	\$ 6,162,711	\$ 3,637,434

Notes:

- 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.
- 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.
- Amount includes inflationary increase from prior year amount (light blue highlight).
- All amounts for 2017-18 are unaudited amounts. Overhead estimates were updated September 2018 based on current information.

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

2017-18 CONFERENCE GRANT SPENDING SUMMARY

During 2017-18, Division III distributed a total of \$2,791,532 Strategic Initiative Grant dollars to forty-three (43) conferences plus the Association of Division III Independents. The amount each conference received ranged from \$33,972 to \$97,522 with an average distribution of \$63,444. The conference distribution amount is annually calculated with a formula that utilizes the number of member schools within each conference.

During the standard initial review of the impact forms, staff found that the usage of grant funding within seven conferences was not in alignment with the policies and procedures approved for the Conference Grant program. The NCAA staff found all other conferences to be in substantial compliance with the grant policies for the 2017-18 academic year. During its September 5, 2018 teleconference, the conference grant review subcommittee reviewed the staff findings and responses from the seven identified conferences and took the corrective actions identified in its report (See Supplement No. 05b).

Twenty-eight (28) of the forty-four (44) conferences that were provided grant funding did not report any carryover amounts (greater than \$300) for the 2017-18 funding cycle. The sixteen (16) remaining conferences reported a carryover amount over \$300. For those conferences that requested a carryover of a significant amount of funds this year, the subcommittee provided notification that any funds beyond \$1,000 unspent at the end of 2018-19 will need to be returned to the NCAA.

Finally, 2017-18 marked the fifth year that conferences were required to submit a third-party review document. This form provides the program with third-party verification of spending compared to the amounts detailed within the online grant reporting system. Thirty-nine (39) conferences returned the verification form by the deadline. Five (5) conferences requested and received a time extension from the NCAA staff and subsequently submitted necessary documents by the extended deadline.



**REPORT OF THE
CONFERENCE GRANT REVIEW SUBCOMMITTEE
OF THE NCAA DIVISION III
STRATEGIC PLANNING AND FINANCE COMMITTEE
SEPTEMBER 15, 2018, TELECONFERENCE**

ACTION ITEMS.

- None.

LEGISLATIVE ITEMS.

- None.

INFORMATIONAL ITEMS.

- 1. Review and approve report from June 11, 2018, teleconference.** The subcommittee approved its June 11, 2018, teleconference report as presented.
- 2. Review of 2017-18 Impact Forms.** The subcommittee noted that the NCAA staff reviewed the 2017-18 Impact Forms that were submitted by 43 Division III conferences and the Association of Division III Independents.

During the standard initial review of the impact forms, staff found that the usage of grant funding within seven conferences was not in alignment with the policies and procedures approved for the Conference Grant program. The NCAA staff found all other conferences to be in substantial compliance with the grant policies for the 2017-18 academic year. During its teleconference, the subcommittee reviewed these findings and responses from the seven identified conferences and took the corrective actions identified below.

- 3. Review of Conferences Not in Alignment with Grant Requirements.** The following summarizes the seven identified conferences (listed in alphabetical order), the area(s) of concern(s), and the corrective action(s), approved by the subcommittee:

- a. American Collegiate Athletic Association (ACAA).

Concern One: Tier One – SAAC - The submitted report indicated that the conference did not have any spending in the SAAC allocation. This is an annual requirement of Tier One.

Concern Two: Tier One – SWA - The submitted report indicated that the conference did not have any spending in the SWA allocation. This is an annual requirement of Tier One.

Corrective Actions: Because of these findings and the difficulty in rectifying the initial reporting with the conference's provided explanation, the subcommittee asked the staff to issue a warning letter. In its discussion, the subcommittee noted the commissioner's explanation for these identified shortfalls. In addition to the warning letter, the American Collegiate Athletic Association has been selected for a level two assessment review for the 2017-18 reporting period.

b. College Conference of Illinois and Wisconsin (CCIW).

Concern: Tier One – SAAC - The subcommittee identified that the conference's use of grant funds in the area of Student-Athlete Advisory Committee enhancements under grant Tier One was not in alignment with the policies and procedures approved for the Conference Grant program. Specifically, the policies require that a minimum of \$200 per institution be spent. In the CCIW's case, the conference spent \$1,431 dollars toward SAAC enhancements but was required to spend a minimum of \$1,800.

Corrective Action: Because of this finding, the subcommittee asked the staff to issue a warning letter. While issuing a warning memo, the subcommittee also recognized the conference's explanation for this shortfall.

c. Landmark Conference.

Concern: Tier One – Faculty Athletic Representative (FAR) - The subcommittee identified that the conference did not report any spending within the allocation for Faculty Athletic Representatives professional development under grant Tier One and was therefore not in alignment with the policies and procedures approved for the Conference Grant program.

Corrective Action: Because of this finding, the subcommittee asked the staff to issue a warning letter. While issuing a warning memo, the subcommittee also recognized the conference's explanation for this shortfall.

d. Little East Conference.

Concern: Tier One – Faculty Athletic Representative (FAR) - the subcommittee identified that the conference did not report any spending within the allocation for Faculty Athletic Representatives professional development under grant tier one and was therefore not in alignment with the policies and procedures approved for the Conference Grant program.

Corrective Action: Because of this finding, the subcommittee asked the staff to issue a warning letter. While issuing a warning memo, the subcommittee also recognized the conference's explanation for this shortfall.

e. Midwest Conference.

Concern: Tier One – Campus Sports Information Director (SID) – The subcommittee identified that the conference's use of grant funds in the area of professional development for campus sports information directors was not in alignment with the policies and procedures approved for the Conference Grant program. Specifically, the conference did not have at least \$1,000 in spending for the campus SID allocation.

Corrective Action: Because of this finding, the subcommittee asked the staff to issue a warning letter. While issuing a warning memo, the subcommittee also recognized the conference's explanation for this shortfall.

f. Skyline Conference.

Concern One: Tier One – Per policies, conference-based programming is only allowed once every three years within Tier One. The submitted report indicated that conference-based expenses (noted as conference calls) are being claimed for SIDs, FARs, SWAs and compliance within Tier One.

Concern Two: The reported amounts were rounded for many generic descriptions which could represent an overall accounting concern.

Corrective Actions: Because of these findings the subcommittee asked the staff to issue a warning letter. In its discussion, the subcommittee noted the commissioner's explanation for these identified shortfalls. In addition to the warning letter, the Skyline Conference has been selected for a level two assessment review for the 2017-18 reporting period.

g. Wisconsin Intercollege Athletics Association (WIAC).

Concern: Tier One – Faculty Athletic Representative (FAR) - The subcommittee identified that the conference did not report any spending within the allocation for Faculty Athletic Representatives professional development under grant Tier One and was therefore not in alignment with the policies and procedures approved for the Conference Grant program.

Corrective Action: Because of this finding, the subcommittee asked the staff to issue a warning letter. While issuing a warning memo, the subcommittee also recognized the conference's explanation for this shortfall and recognized the years of success the conference has had in funding this area.

- 4. NCAA Internal Audit Process – Identification of Three Conferences for Level Two Review.** Each year, following the fall review of the Conference Grant Impact Form, the subcommittee shall submit at least three conferences for a Level Two review (as defined in the Conference Grant Program Policies and Procedures document). This review may be part of the national office's program to monitor grant funding or may be for cause. To identify the three conferences selected, the subcommittee will first determine if any conferences should receive a for-cause audit, based on the rationale detailed in the Strategic Initiatives Conference Grant Program Policies and Procedures document. The subcommittee will select the remaining conferences on a rotational basis.

For the 2017-18 review cycle, the subcommittee determined that the American Collegiate Athletic Association and the Skyline Conference should each receive a for-cause audit. For the third review, the subcommittee selected the Minnesota Intercollegiate Athletic Conference (MIAC). The subcommittee noted that the MIAC filed an exemplary report and there were no usage concerns identified; instead, the MIAC was selected as part of the national office's program to monitor grant funding.

5. **Discussion on dollars carried over into subsequent year.** Twenty-eight (28) of the 44 conferences that were provided grant funding did not report any carryover amounts (greater than \$300) for the 2017-18 funding cycle. The 16 remaining conferences reported a carryover amount over \$300. For those conferences that requested a carryover of a significant amount of funds this year, the subcommittee provided notification that any funds beyond \$1,000 unspent at the conclusion of 2018-19 will need to be returned to the NCAA.

6. **Adjournment.** The committee concluded its business and adjourned at 11 a.m. Eastern time.

*Staff Liaisons: Jay Jones, Division III Governance, primary liaison
 Louise McCleary, Division III Governance*

September 15 , 2018, Teleconference
Attendees:
Angela Baumann, Massachusetts State Collegiate Athletic Conference.
Gail Cummings Danson, Skidmore College.
David Ellis, Becker College
Absentees:
None
Guests in Attendance:
None.
NCAA Staff Support in Attendance:
Jay Jones Louise McCleary.
Other NCAA Staff Members in Attendance:
None



**REPORT OF THE
CONFERENCE GRANT REVIEW SUBCOMMITTEE
OF THE NCAA DIVISION III
STRATEGIC PLANNING AND FINANCE COMMITTEE
OCTOBER 4, 2018, TELECONFERENCE**

ACTION ITEMS.

- 1. Clarification on unused funds policy.** The subcommittee discussed and provided the following policy clarification on unused funds in excess of \$1,000, noting that the policy for funds under \$1,000 was working appropriately and will remain unchanged. The subcommittee requests that the committee ratify this clarification so that it may be codified into the Strategic Initiatives Conference Grant Program Policies and Procedures.

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 Conference Grant Review Subcommittee approves the plan. Any funds beyond \$1,000 unspent at the end of the subsequent year will need to be returned to the NCAA.

- 2. Increased flexibility with Tier One nonattendance issues.** The subcommittee discussed scenarios in which the minimum spending requirements of Tier One are not met within a particular constituency area. The subcommittee provided the following policy clarification. The subcommittee requests that the committee ratify this clarification so that it may be codified into the Strategic Initiatives Conference Grant Program Policies and Procedures.

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

LEGISLATIVE ITEMS.

- None.

INFORMATIONAL ITEMS.

- 1. Policies related to increases in Tier One and Tier Three funding.** The subcommittee reviewed policies related to the recent annual increase of each conference's allocation (\$1,000 for athletic trainers in Tier One and \$3,500 for officiating enhancements in Tier Three). The staff noted that because the increased funds were earmarked for specific strategic initiatives

when the funding was approved by the Strategic Planning and Finance Committee, the dollars should be spent in those designated areas annually, with \$1,000 minimum for athletic trainers in Tier One and a \$3,500 minimum for officiating enhancements in Tier Three.

2. **Review of DIIICA Proposal related to Tier Three officiating expenses.** The subcommittee reviewed a proposal submitted on behalf of the Division III Commissioner's Association (DIIICA). The proposal requested that the DIIICA be permitted to collectively pool Tier Three officiating improvement funds toward a larger strategic effort in 2018-19. The DIIICA hopes to put the pooled funding toward a national review of the state of officiating in Division III. The money would be allocated toward hiring a consultant(s) to assist in an assessment of the current state of officiating and provide a strategic plan on how to move forward as a division and jointly with Divisions I, II and the national office.

The DIIICA has expressed the following concerns and needs related to Division III officiating:

- A need for greater involvement and engagement by Division's I, II and III leadership
- A desire for guidance and assistance from NCAA Office to bring appropriate constituency groups together for a larger conversation regarding officiating. The Division III commissioners believes this must be a centralized effort by the association.
- A need to develop a national recruiting plan/strategy to attract new officials beginning with the examination of current recruiting initiatives and determine which efforts are working and why.
- A need to increase and coordinate efforts regarding national education, evaluation, retention and training of officials.
- A desire to identify sports that are in crisis based on the number of officials available to work collegiate games and prioritize resources.
- A need to conduct risk assessments regarding background checks and liability insurance for coordinators of officials and officials.
- A desire to study the effect of sportsmanship on officiating.

The subcommittee approved the proposal, while noting the importance of working with the Division III governance structure and the relevant national office officiating staff in seeking positive remedies to the officiating issues expressed by the DIIICA.

3. **Adjournment.** The committee concluded its business and adjourned at 11:45 a.m. Eastern time.

*Staff Liaisons: Jay Jones, Division III Governance, primary liaison
Louise McCleary, Division III Governance*

October 4, 2018, Teleconference
Attendees:
Angela Baumann, Massachusetts State Collegiate Athletic Conference.
Gail Cummings Danson, Skidmore College.
David Ellis, Becker College.
Absentees:
None
Guests in Attendance:
None.
NCAA Staff Support in Attendance:
Jay Jones Louise McCleary.
Other NCAA Staff Members in Attendance:
None

**Excerpt from the Division III Championships Committee
September 10-11, 2018, Report**

Joint men's and women's basketball championships.

- (1) Recommendation. The Division III Championships Committee supports the Division III Men's Basketball Championship and the Division III Women's Basketball Championship being held in conjunction with the Division I Men's Final Four and the Division I Women's Final Four, respectively, once each during the remaining period of the current NCAA broadcast agreement (through 2024).
- (2) Effective date. Immediate, though years for the joint championships will be determined pending future sites selected for the Division I Men's and Women's Final Fours.
- (3) Rationale. The recommendation is in response to support from the Division III Men's and Women's Basketball Committees to conduct joint championships twice for each gender over the next 10 years. However, the Division III Championships Committee believes it is prudent, given the financial implications, to conduct one joint championship for each gender during the remaining years of the current broadcast agreement before re-evaluating additional commitments.
- (4) Estimated budget impact. Approximately \$250,000 per gender for each joint championship. (The Division III Championships Committee recommends asking the Division III Strategic Planning and Finance Committee to consider committing dollars from the Division III identity initiatives fund to assist with expenses given the marketing and exposure benefits from the joint championships to the division overall.)
- (5) Student-athlete impact. The most recent joint championships in 2013 for men and 2016 for women garnered significant positive feedback regarding the student-athlete experience and increased attendance for the championship games versus when the championships are conducted as singular events.



DIVISION III UNIVERSITY PROPOSAL
OCTOBER 1, 2018

Similar to Division II, the Division III governance staff is proposing the creation of “Division III University,” an on-line learning management system for Division III head coaches. Division II had an initial rollout of 15 modules ranging from general NCAA information to compliance to student-athlete well-being. The Division III rollout would be more limited in scope with its initial rollout anticipated for January 2019 to include the following modules:

NCAA Division III Overview.
How the NCAA works.
Division III Facts.

Student-Athlete Well-Being
Sexual assault prevention.
360 Proof coach modules.
Mental Health.

Compliance
Summary of Regulations.
SA reinstatement.

All of these modules currently exist so there would be no cost for content development. However, there is a cost for Division III head coaches and administrators to access the modules. The cost is approximately two to three dollars per license. With close to 8,000 head coaches and 1,000 administrators (e.g. athletics directors, senior woman administrators and commissioners), staff estimates the initial cost to be \$25-30,000. If endorsed by the Management and Presidents Councils, staff recommends moving these funds from the Injury Surveillance Program budget of \$104,000 in 2018-19.

In September, the Division III Interpretations and Legislation Committee (ILC) received an overview of the Division II University and agreed there were benefits to develop a Division III University. Due to the expense and staff time commitment to develop new modules, in February, ILC will create a priority list of new compliance modules, including budget impact, to forward to the Division III Strategic Planning and Finance Committee for consideration in 2019-20. There is an initial development cost of \$16,635 for a one-day design workshop, minimal learner analysis, creation of a starter design with topics, learning objectives, new program design and branded mockups. After this initial cost, modules are typically eight minutes in length and development costs \$6,500 per module.

2018 FAR Orientation - Final Roster

Last Name	First Name	Institution	Conference
Bernard	Brian	Schreiner University	Southern Collegiate Athletic Conference
Billetz	Ann	Massachusetts College of Liberal Arts	Massachusetts State Collegiate Athletic Conference
Bohlander	Robert	Wilkes University	Middle Atlantic Conferences
Cohan	Fred	Wesleyan College (CT)	New England Small College Athletic Conference
Collins	Michael	Rhodes College	Southern Athletic Association
Conant	Elizabeth	Regis College	Great Northeast Athletic Conference
Corrigan	Jay	Kenyon College	North Coast Athletic Conference
Cruea	Mark	Ohio Northern University	Ohio Athletic Conference
Freytag	Jennifer	The Sage Colleges	Empire 8
Garling	Brittany	Buena Vista University	American Rivers Conference
Griffin	Annette	Rhode Island College	Little East Conference
Kerr	Michael (Mickey)	University of Mary Hardin Baylor	American Southwest Conference
Kromer	Mileah	Goucher College	Landmark Conference
Marston	Aaron	University of Maine at Presque Isle	American Collegiate Athletic Association
McGrain	Patrick	Gwynedd Mercy University	Colonial States Athletic Conference
McMillan	Gregory	Penn State Abington	North Eastern Athletic Conference
Meyer	Kristin	Cornell University	Midwest Conference
Moats	Scotti	Crown College	Upper Midwest Athletic Conference
Myers-Steele	Lori	Berea College	USA South Athletic Conference
Peacock-Lopez	Enrique	Williams College	New England Small College Athletic Conference
Pettit	Peter	Muhlenberg College	Centennial Conference

Last Name	First Name	Institution	Conference
Porreca	Rocco	Newbury College	New England Collegiate Conference
Riordan	Monica	Chatham University	Presidents' Athletic Conference
Row Lazzarini	Brandi	Willamette University	Northwest Conference
Rutledge	Wanda	New Jersey City University	New Jersey Athletic Conference
Schoonaert	Kelly	University of Wisconsin-Stevens Point	Wisconsin Intercollegiate Athletic Conference
Tingle	Jacob	Trinity University (Texas)	Southern Collegiate Athletic Conference
Veraldo	Cynthia	Mount St. Joseph University (OH)	Heartland Collegiate Athletic Conference
Wienecke	Sara	Principia College	St. Louis Intercollegiate Athletic Conference



The tentative program schedule is as follows. All activities will be held at the Hilton Baltimore.

Wednesday, October 31

6 to 9 p.m. DIII New FAR Orientation Welcome Dinner and Program.

Thursday, November 1

9 to 11 a.m. FARA Annual Meeting Programming.

11 a.m. to Noon DIII New FAR Orientation Debrief Programming and Lunch.

12:15 to 8 p.m. FARA Annual Meeting Programming.

Friday, November 2

7:45 to 8:45 a.m. FARA Annual Meeting breakfast available.

8:30 a.m. to 5:15 p.m. FARA Annual Meeting Programming.

5:15 to 6 p.m. Break.

6 to 7 p.m. FARA Annual Meeting Reception hosted by NCAA Enforcement.

7 to 8:45 p.m. DIII New FAR Orientation Debrief Programming and Dinner.

Saturday, November 3

7:45 to 8:45 a.m. FARA Annual Meeting breakfast available.

8 to 11 a.m. FARA Annual Meeting programming.

11 a.m. to Noon Joint Program - FARA Annual Meeting and DIII FAR Orientation.

Noon Break.

12:30 p.m. Boxed lunches available.

1 to 4 p.m. DIII New FAR Orientation - Taking it Home Workshop.

Division III International Ice Hockey Pilot Program Status Report
October 2, 2018

Introduction

During 2018-19 academic year, at the request of the membership, staff created a pilot for all Division III schools that sponsor men's and/or women's ice hockey. The pilot parameters include the NCAA Eligibility Center reviewing the participation history of all international first year ice hockey players. For the purpose of the pilot, an international student is defined as any student who attended a secondary or postsecondary school outside the United States, participated in athletics outside the United States or whose permanent residence is outside the United States. A first-year student is defined as a student-athlete in their first year of enrollment at a Division III institution. This includes transfer students with no prior Division III enrollment.

Desired Outcomes:

The following are the outcomes for the Pilot Program as initially identified:

1. Track the institutions that submit names to the Eligibility Center (EC). These names will be compared to the master-list of ice hockey schools.
2. Track how many names are submitted from each institution.
3. Track the dates that institutions submit the roster lists.
4. Determine how many of the submitted names are already in the EC certification queue. They will have already paid the \$135. And of these, how many were on a Division I or Division II Institution Request List (IRL)?
5. Determine how long it takes the EC to complete each participation history review. This data will allow us to compare with Divisions I and II and give us an idea as to how much burden the process can remove from schools.
6. Determine how many international student-athletes are cleared to participate and how many are denied participation. If denied, why?
7. Identify how many calls were driven to the NCAA Customer Service Center from this population.
8. The Eligibility Center will provide summary information on the student-athletes including country of origin, age, and institution they're attending.

Findings as of September 27:

1. Participating Institutions.
 - Eighty-five Division III institutions sponsor men's and/or women's ice hockey. Eighty-three sponsor men's ice hockey and 66 sponsor women's ice hockey.
 - Fifty-four (64%) institutions have submitted student-athletes for review.
 - Eight institutions confirmed they do not have incoming international student-athletes and therefore are not eligible to participate in the Pilot Program.
 - A total of 62 institutions (73%) are either participating in the program or are not eligible to participate.

Participating Institutions, continued...

- Pertaining to the remaining 23 institutions, it is possible that they will participate in the program in the coming weeks or confirm they do not have international student-athletes. All 85 institutions sponsoring men's and/or women's ice hockey will be accounted for by the conclusion of the Pilot Program.
- An average of four student-athletes per institution were submitted for review ranging from one to 14.

2. Rosters Submitted by Sport.

- a. Men's ice hockey (83 Division III programs in total).
 - 50 rosters (60%) have submitted student-athletes for review.
 - Nine institutions confirmed they do not have incoming international men's ice hockey student-athletes.
 - Fifty-nine institutions (71%) have submitted student-athletes for review or confirmed they do not have incoming international student-athletes.
 - An average of three student-athletes per institution were submitted for review ranging from one to 11.
- b. Women's ice hockey (66 Division III programs in total).
 - 21 rosters (32%) have submitted student-athletes for review.
 - Ten institutions confirmed they do not have incoming international women's ice hockey student-athletes.
 - Thirty-one institutions (47%) submitted student-athletes for review or confirmed they do not have incoming international student-athletes.
 - An average of two student-athletes per institution were submitted for review ranging from one to six.

3. Status of Student-Athlete Reviews.

- a. Institutions have submitted 203 student-athletes for review.
 - Men's ice hockey – 156 student-athletes.
 - Women's ice hockey – 47 student-athletes.
- b. The status of the 203 reviews as of September 27:
 - 86 student-athletes have had their review completed.
 - 10 student-athletes either did not qualify for the pilot (due to participation at a Division III institution prior to the 2018-19 academic year) or withdrew from the requesting institution.

DIII International Ice Hockey Pilot Program

Status Report

October 2, 2018

Page No. 3

- 16 student-athletes have a pending request for information.
 - Seven student-athletes are being actively reviewed by staff (i.e., to determine next steps in the review).
 - 84 student-athletes are pending an initial review by staff.
- c. Final reviews completed.
- Staff determined no eligibility concerns existed in 84 of the 86 reviews completed.
 - For the two reviews with eligibility concerns, both were due to violations of Bylaw 14.2.4.4.3 (major junior ice hockey).
 - One PSA participated in a training camp with a major junior team.
 - The other PSA signed an agreement with, received educational expenses from and participated in contests with the major junior team.
4. Budget Impact.

The Division III Councils approved \$10,000 for the pilot. With 203 reviews, to date, and more reviews anticipated, the ultimate budget impact will be approximately \$30,000-35,000.

SUPPLEMENT NO. 10a
DIII Strategic Planning and Finance 11/18

First Name	Last Name	Institution	Conference	Title
Cerri	Banks	Skidmore College	Liberty League	Dean of Students and Vice President for Student Affairs
Laura	Bayless	Fitchburg State University	Massachusetts State Collegiate Athletic Conference	Vice President for Student Affairs
Stephanie	Blaisdell	State University of New York at New Paltz	State University of New York Athletic Conference	Vice President for Student Affairs
Ann	Boland-Chase	Marywood University	Landmark Conference	Vice President for Enrollment Management and Student Success
Robert	Bonfiglio	State University of New York at Geneseo	State University of New York Athletic Conference	Vice President for Student and Campus Life
Randyll	Bowen	D'Youville College	Allegheny Mountain Collegiate Conference	Vice President for Student Life and Enrollment Management
Jeffrey	Breese	University of Mount Union	Ohio Athletic Conference	Vice President for Academic Affairs
Linda	Brown	Concordia College, Moorhead	Minnesota Intercollegiate Athletic Conference	Vice President for Finance & Treasurer
Patty	Canterino	Immaculata University	Atlantic East Conference	Vice President of Student Development and Engagement
Matthew	Damschroder	Juniata College	Landmark Conference	Vice President for Student Life and Dean of Students
Eric	Duchscherer	State University of New York at Potsdam	State University of New York Athletic Conference	Interim Dean of Students/Associate Dean
Donna	Eddleman	University of Redlands	Southern California Intercollegiate Athletic Conference	University Dean for Student Affairs
Kit (Kathleen)	Foley	Misericordia University	Middle Athletic Conference	Vice President of Student Life
Robert	Gatti	Otterbein University	Ohio Athletic Conference	Vice President for Student Affairs/Dean of Students
Timothy	Gordon	Buffalo State, State University of New York	State University of New York Athletic Conference	Vice President for Student Affairs
Tim	Gossen	Saint Mary's University of Minnesota	Minnesota Intercollegiate Athletic Conference	Vice President for Mission and Student Life
Hal	Haynes	Northland College	Upper Midwest Athletic Conference	Vice President of Student Affairs
James	Hoppe	Emerson College	New England Women's and Men's Athletic Conference	Vice President and Dean for Campus Life
Laura	Hutchinson	Monmouth College (Illinois)	Midwest Conference	VP of Student Life and Dean of Students
Jason	Kroll	New Jersey City University	New Jersey Athletic Conference	Vice President & Chief Strategy Officer
Sarah	Latham	University of California, Santa Cruz	Independent	Vice Chancellor of Business and Administrative Services
Brad	Lau	George Fox University	Northwest Athletic Conference	Vice President for Student Life
Donna	Lisker	University of Massachusetts, Dartmouth	Massachusetts State Collegiate Athletic Conference	Chief of Staff
Steve	Lyons	The College of St. Scholastica	Upper Midwest Athletic Conference	Vice President for Student Affairs
Bernie	Ouellette	Thomas College	North Atlantic Conference	Executive Vice President
Wendy	Powers	Alverno College	Northern Athletics Collegiate Conference	VP for Student Affairs & Dean of Students
Beverly	Rodgers	MacMurray College	St. Louis Intercollegiate Athletic Conference	Provost and VP of Academic Affairs Student Life and Intercollegiate Athletics
Usama	Shaikh	State University College at Old Westbury	Skyline Conference	Vice President of Student Affairs/Chief Diversity Officer
Sister Sharon	Slear	Notre Dame of Maryland University	Colonial States Athletic Conference	Provost/Vice President for Academic Affairs
Josh	Stern	Gwynedd Mercy University	Atlantic East Conference	Vice President for Student Services and Dean of Students
Elizabeth	True	Maine Maritime Academy	North Atlantic Conference	Vice President of Student Affairs and Enrollment Management
Brad	Voyles	Covenant College	USA South Athletic Conference	VP for Student Development
Sharianne	Walker	Western New England University	The Commonwealth Coast Conference	Athletics Direct Report, Chair and Professor of Sport Management
Annamaria	Wenner	Wentworth Institute of Technology	Great Northeast Athletic Conference	Vice President of Student Affairs

2019 NCAA Division III ADR Institute: The Role of Athletics in the Changing Landscape of Higher Education

Wednesday, January 23, 2019			
Time	Title/Topic	Presenter(s)	Repeat from prior year/Other Notes
2 p.m.	Opening Session. Welcome, introductions/ice breaker, context setting	Eva Chatterjee-Sutton, Leah Kareti	Revisit getting to know you exercises
3 p.m.	Division III Philosophy	President Hass, Rhodes College	Yes
3:30 p.m.	Break	N/A	N/A
3:45 p.m.	Defining success and Establishing Expectations for ADs and Coaches in the Competitive Athletics Culture		Pursuing Kris Herman, SWA and Softball Coach, Williams. Add an AD and ADR?
4:30 p.m.	Panel on the Student-Athlete Experience	TBD student-athletes from DIII SAAC	How do you define athletics success? Describe your relationship with your coach- what do you expect from each other? What did you expect from your overall athletics experience? Do you feel integrated into campus/able to participate in activities other than athletics? How would you describe your quality of life as a student-athlete- best and worst parts?
5 p.m.	Reception	N/A	Modified. Now to include all ADRs at Convention

Thursday, January 24, 2019			
8 a.m.	Networking Activity		May need to modify
8:30 a.m.	Fundraising. Address communications triad?		Request out to Jason Verdugo- Hamline. But he is presenting 9:45 to 11:15 in a different hotel.
9:15 a.m.	DIII Tools for ADRs (IPP and 360 Proof)	Muller and Kareti	
9:30 a.m.	Break		
9:45 a.m.	The Athletics Budget is a Unicorn	Stevie Baker-Watson	confirming earlier start time
10:45 a.m.	Inclusive Hiring Practices	TBD	
11:30 a.m.	ADR Luncheon and Workshop: Enrollment Management- Balancing Quantity and Quality	Mike Allen, VP of Student Affairs, and Sean Sullivan, AD, Catholic University.	1. Big Picture enrollment landscape 2. How schools can leverage athletics recruiting as a win-win for athletics and the broader institution 3. Working with your coaches and your staff to manage competing expectations (skills v. volume of players) 4. Provide guidance for coaches, athletics department, on what it is like to manage and retain a large roster. Add enrollment management VP?
1:15 p.m.	NCAA and Conference Office 101	Louise McCleary, Julie Muller	Kahoot trivia game
1:45 p.m.	Summative Case Study	Triad from Washington College: ADR: Sarah Feyerherm, Vice President for Student Affairs & Dean of Students AD: Thad Moore President: Kurt Landgraf	1st draft case study included in call materials: strategic planning reflective of values based decision making, using data in decision making, connecting to current landscape topics (enrollment management, facility plans, meeting the needs of current student-athletes. May trade time slots to follow compliance concepts.
2:45 p.m.	Compliance Concepts and Division III Rules for ADRs.	TBD from AMA	Use last year's presentation.
3:30 p.m.	TBD		Extra 15 minutes- can extend an afternoon session or add a short topic.
3:45 p.m.	Address Final Questions, Parking Lot, Key Take Aways. [Distribute paper evaluations]	Chatterjee-Sutton, Kareti, Muller	
4 p.m.	Institute Concludes		

SUPPLEMENT NO. 11a
DIII Strategic Planning and Finance 11/18

2019 Division III Student Immersion Program

Last Name	First Name	Sport	Class	University/College	Conference
Abdellatif	Mahmood		Senior	Berry College	Southern Athletic Association
Allen	Zahkeyah	WBB	Senior	Mount Holyoke College	New England Women's and Men's Athletic Conference
Andino	Gorge	MSO	Senior	University of Valley Forge	American Collegiate Athletic Association
Bilal	Elijah	MFB	Senior	Earlham College	Heartland Collegiate Athletic Conference
Boyd	Alana	WFH	Senior	Washington and Jefferson College	Empire 8
Brown	Caitlin	WSB	Senior	Wilkes University	Middle Atlantic Conference
Brown	Gabrielle	WTO	Senior	Hamline University	Minnesota Intercollegiate Athletic Conference
Brown	Delano	WBB	Senior	Franklin & Marshall College	Centennial Conference
Calloway	Niya	WFH	Junior	Stockton University	New Jersey Athletic Conference
Carunungan	Isabella	WSB	Junior	Notre Dame of Maryland University	Colonial States Athletic Conference
Chong	Sophie	WSB	Sophomore	Muhlenberg College	Centennial Conference
Davis	Malcolm	MFB	Senior	Dickinson College	Centennial Conference
Davis	De'Andre	MBA	Junior	Earlham College	Heartland Collegiate Athletic Conference
Diggs	Marcel	MFB	Junior	St. Olaf College	Minnesota Intercollegiate Athletic Conference
Duchaussee	Gabrielle	WSO	Junior	The City College of New York	City University of New York Athletic Conference
Edwards	Abigail	WLA	Junior	Smith College	New England Women's and Men's Athletic Conference
Flores	Jesus	MFB	Senior	Knox College	Midwest Conference
Glover	Janari	MFB	Senior	University of Wisconsin River Falls	Wisconsin Intercollegiate Athletic Conference
Jones	Amira	WBB	Senior	Thomas College	North Atlantic Conference
Jordan	Joseph	MFB	Graduate student	Fairleigh Dickinson University	Middle Atlantic Conference
LaMadrid	Noah	MTO	Senior	George Fox University	Northwest Conference
Lipscomb	Mya	WTE	Sophomore	State University of New York at Oneonta	State University of New York Athletic Conference
Malette	Luke	MLA	Junior	Amherst College	New England Small College Athletic Conference
Martens	Tylor	MFB	Junior	Concordia University Chicago	Northern Athletics Collegiate Conference
Martin	Shamar	MFB	Junior	Springfield College	New England Women's and Men's Athletic Conference
McGowan	Jordan	MLA	Junior	Whittier College	Southern California Intercollegiate Athletic Conference
Morton	Elijah	MTI	Junior	Shenandoah University	Old Dominion Athletic Conference
Nourani-Dargiri	Alireza	MCC	Senior	University of Texas at Dallas	American Southwest Conference
Ortiz Self	Kayla	WVB	Sophomore	Hamilton College	New England Small College Athletic Conference
Pamphile	Leo	MFB	Junior	Alfred University	Empire 8

Last Name	First Name	Sport	Class	University/College	Conference
Patterson	Kendra	WBB	Senior	Alverno College	Northern Athletics Collegiate Conference
Peters	Stephen	MBA	Junior	The City College of New York	City University of New York Athletic Conference
Prusmack	Kiera	WSB	Junior	University of Massachusetts Boston	Little East Conference
Ratliff	Brianna	WCC	Junior	Trinity University (Texas)	Southern Collegiate Athletic Conference
Rodda	Brianna	WVB	Senior	SUNY Potsdam	State University of New York Athletic Conference
Rodgers	Devin	MBA	Junior	Hamline University	Minnesota Intercollegiate Athletic Conference
Stinson	Marissa	WVB	Junior	Concordia University Texas	American Southwest Conference
Talford	Deja	WTO	Senior	University of Mary Hardin-Baylor	American Southwest Conference
Thomas	Tyrique	MTO	Junior	Concordia University Chicago	Northern Athletics Collegiate Conference
Williams	Daniel	MSO	Senior	North Central University	Upper Midwest Athletic Conference



2019 NCAA CONVENTION
 DIVISION III STUDENT IMMERSION PROGRAM
 ORLANDO, FLORIDA – January 23-26, 2019

SUPPLEMENT NO. 11b
DIII Strategic Planning and Finance 11/18

TIME	DIVISION III	HOTEL & ROOM LOCATION	
Wednesday, January 23			
3 to 4:30 p.m.	Division III Student Immersion Program Welcome [Required Event and Invitation Only]		
4:30 p.m.	Cohort photo		
4:45 to 5:45 p.m.	Meet Administrative mentors		
6 to 9 p.m.		Honors Celebration [Required Event]	World Marriott Center
Thursday, January 24			
7 to 8:15 a.m.	Breakfast with administrative mentors. [Required Event and Invitation Only]		
8:30 to 9:30 a.m.	Educational programming		
9:45 to 11:15 a.m.	Educational programming		
11:30 a.m. to 1 p.m.	SAAC Luncheon with Division III Student-Athletes [Required Event]		
1:30 to 2:30 p.m.	Opportunities Panel with Career Path mentors [Required Event and Invitation Only]		
2:30 to 4:30 p.m.	DiSC Workshop [Required Event and Invitation Only]		
4:30 to 5:30 p.m.		NCAA Plenary Session [Doors open at 4:15 p.m.]	World Marriott Center
5:45 to 6:45 p.m.		Association-wide Business Session	World Marriott Center
6:45 to 8 p.m.		Delegates Reception	World Marriott Center
8 to 9:30 p.m.	Division III Student-Athlete Social Mixer with National SAAC [Required Event]		
Friday, January 25			
7 to 8 a.m.	Division III Delegate Breakfast		
8 to 11 a.m.	Division III Issues Forum [Required Event]		
11:30 to 1 p.m.		Association Luncheon [Required Event]	World Marriott Center
1 to 5:30 p.m.	Conference Meetings [commissioner permission required]		
5:30 to 7 p.m.	SAAC dinner [optional]		
Saturday, January 26			
7 to 8 a.m.	Division III Delegates Breakfast		
8 to 11 a.m.	Division III Business Session [Required Event]		
11 a.m. to noon	Division III Student Immersion Program Debrief and Lunch with Administrative and Career Path mentors [Required Event]		



2018 NADIII AA Summer Forum Summary Report

The 14th Annual NADIII AA Summer Forum was held Thursday-Saturday, June 28-30 in conjunction with the NACDA and Affiliates Convention Week in Washington D.C.

The Forum began Thursday night with the NACDA Featured Session and opening night exhibit hall, along with the NADIII AA/NCAA DIII New AD reception.

On Friday morning, the Forum kicked off with a networking breakfast in which participants were invited to interact with colleagues from across the range of Division III institutions and to share ideas and their experiences. The breakfast was followed by the annual business session where NADIII AA recognized the incoming and outgoing Board members, along with the Lynn Schweizer of Denison, the Richard A. Rasmussen Lifetime Achievement Award winner. There were also three interactive sessions during the morning on the SWA Dilemma, Fundraising and mental health.

After the morning sessions, NADIII AA attendees went to the James J. Corbett Awards luncheon where DIII administrators were recognized, including four individuals with athletics director of the year awards.

Following the luncheon, attendees participated in roundtable discussions. Topics included the following:

- *Activism and its Role in DIII Athletics*
- *Developing your First-time Head Coach*
- *Making Work, Life Balance a Reality*
- *Modeling Inclusive Excellence*

In addition, NADIII AA partnered with the D2 ADA and NAIA ADA for a joint session on conducting difficult conversations with Sandy Off, Founder CEO.works. Immediately following the joint session, attendees attended the exhibit hall.

On Saturday, the NADIII AA enjoyed a coffee hour that rolled into roundtable discussions for two hours. The following topics were discussed:

- *Developing your First-time Head Coach*
- *Developing Mental Toughness*
- *Making Work, Life Balance a Reality*
- *Modeling Inclusive Excellence*
- *Social Media Best Practices*

Following the roundtable topics, Daryl Fort was on hand to discuss 'Preventing Gender Based Violence.' The Directors' Cup Awards Luncheon took place in the late morning, following by two general sessions on the 'Substance Abuse Toolkit' and 'Creating a Culture of Accountability.'

Applications for Travel Grant Assistance through the NADIII AA-NCAA Partnership were administered through the NACDA Office on behalf of the NADIII AA Executive Committee. Overall, there were over 130 DIII attendees in attendance at the NACDA & Affiliates Convention week. Over the course of the two days of programming, we had over 85 attendees in sessions. The standard grant amount was \$1250 for up to 40 attendees. NADIII AA executive committee members were reimbursed for actual travel expenses given their volunteer status in organizing and conducting the forum (up to \$1500). In addition, NADIII AA was able to pick up some travel for speakers that hadn't planned on attending.

While there is always room for improvement, feedback from those in attendance to date has been very positive and enthusiastic.



2018 NADIII AA Summer Forum/Division III Programming
June 28-30
 Gaylord National
 Updated: 11/5/2018

Wednesday, June 27

4:00 – 7:00 pm

NCAA Division III New AD Orientation
 Invitation Only

Azalea 1

Thursday, June 28

8:00 am – 5:30 pm

NCAA Division III New AD Orientation
 Invitation Only

Azalea 1

3:00 – 4:00 pm

NACDA & Affiliates Featured Session

4 – 7:30 pm

Opening Reception and Exhibit Hall Open

Prince George A-B

5:45 – 6:30 pm

NADIII AA/NCAA Division III New AD Reception

Potomac 1-3

6:45 – 7:45 pm

NCAA Division III Reception
 Invitation Only

Potomac 1-3

Friday, June 29

8:00 – 9:00 am

NADIII AA Forum/Division III Programming
 Welcome Breakfast/Association Business Meeting

Eastern Shore 2

9:10 – 10:00 am

The SWA Dilemma: The Perceived, Real and Necessary Role of the Senior Woman Administrator

Eastern Shore 2

Speakers: Portia Hoeg, Director of Athletics, Allegheny College
 Louise McCleary, Managing Director for Division III, NCAA
 Kate Roy, Associate Director of Athletics/Compliance Coordinator/SWA, Northern Vermont University – Lyndon Campus
 Amy Wilson, Director of Inclusion, NCAA

10:10 am – 11:00 am

Fundraising, Friend-raising and Raising the Bar

Eastern Shore 2

Speakers: Brian Gerrity, Senior Associate AD/Executive Director-Mercer Athletic Foundation, Mercer University
 Stephanie Moore, Athletics Gift Officer-Orange & Blue Club, Gettysburg College
 Natalie Winkelfoos, Associate VP for Athletics Advancement and Delta Lodge Director of Athletics & Physical Education, Oberlin College

11:10 am – 12:15 pm

The Mental Health Crisis: Continuing the Dialogue

Eastern Shore 2

Speakers: Nnenna Akotaobi, Associate Athletics Director/SWA, Swarthmore College
 Josh Ellow, Alcohol and Other Drugs Counselor, Swarthmore College
 Jessica Mohler, CC-AASP Clinical and Sport Psychologist, U.S. Naval Academy
 Jaime Walls, Assistant Athletics Director-Sports Medicine, Catholic University of America

12:45 – 2:15 pm

James J. Corbett Awards Luncheon

Potomac A-B

2:40 – 3:35 pm	Roundtable Topics – (Two -25-minute rotations) <i>Activism and its Role in DIII Athletics</i> Speaker: Skip Lord, Executive Director Intercollegiate Athletics, Houghton College <i>Developing your First-time Head Coach</i> Speakers: Keith Beckett, Director of Physical Education, Athletics and Recreation, College of Wooster Peggy Carl, Interim Director of Athletics, Earlham College <i>Making Work, Life Balance a Reality</i> Speaker: Curtis Spence, Assistant Athletics Director, New York University <i>Modeling Inclusive Excellence</i> Speaker: Angel Mason, Senior Associate Athletics Director/SWA, Pomona-Pitzer Colleges <i>NCAA & the New Sexual Violence Prevention Policy</i> Speaker: Kayleigh McCauley, Associate Dean of Students/Director of Student Support Services & Title IX Case Manager, Lewis & Clark College	Eastern Shore 2	
2:40 – 3:05 pm			
3:10 – 3:35 pm			
3:45 – 4:30 pm		Division III Joint Session with Division II and NAIA <i>Conducting Difficult Conversations with Employees and the Positive Impact of Managing Organizational Roles and Talents Effectively</i> Moderator: Tim Fitzpatrick, Director of Athletics, United States Coast Guard Speaker: Sandy Ogg, Founder, CEO works	Chesapeake D-F
4 – 7:30 pm		Opening Reception and Exhibit Hall Open	Prince George A-B
Saturday, June 30			
8:00 – 10:00 am	Roundtable Topics – (4-25 minute rotations) <i>Developing your First-time Head Coach</i> Speakers: Keith Beckett, Director of Physical Education, Athletics and Recreation, College of Wooster Peggy Carl, Interim Director of Athletics, Earlham College <i>Developing Mental Toughness</i> Speaker: Andrew Fee, Athletic Operations and Recruitment & Associate Head Softball Coach, Geneva College <i>Making Work, Life Balance a Reality</i> Speaker: Greg Johnson, Director of Athletics, North Central University <i>Modeling Inclusive Excellence</i> Speaker: Angel Mason, Senior Associate Athletics Director/SWA, Pomona-Pitzer Colleges <i>Meet them Where they Are: Social Media Best Practices</i> Speaker: Kristene Kelly, Director of Athletics and Recreation, Keene State College	Annapolis 1-2	
8:00 – 8:25 am			
8:30 – 8:55 am			
9:00 – 9:25 am			
9:30 – 9:55 am			
10:10 – 11:10 am		<i>Preventing Gender Based Violence</i> Speaker: Daryl Fort, Senior Trainer & Curriculum Developer, Mentors in Violence Prevention	Annapolis 1-2
11:30 am – 1:00 pm		Learfield Directors' Cup Awards Luncheon	Potomac A-B

1:15 – 2:15 pm

Substance Abuse Toolkit

Annapolis 1-2

Speaker: Tom Doughman, Assistant Director of Counseling & Psychological Services, St. Norbert College
Leah Kareti, NCAA Consultant
Mary Wilfert, Associate Director of Prevention and Health Promotion, NCAA
Julie Zaruba Fountaine, Wellness Coordinator, College of St. Scholastica

2:20 – 3:20 pm

Creating a Culture of Accountability

Annapolis 1-2

Speakers: Stevie Baker-Watson, Associate Vice President for Campus Wellness & Theodore Katula Director of Athletics and Recreational Sports, DePauw University
Laura Mooney, Director of Athletics, Massachusetts College of Liberal Arts
Jason Verdugo, Athletics Director, Hamline University

2018 NADIIAA General Session Descriptions

1. The SWA Dilemma: The Perceived, Real and Necessary Role of the Senior Woman Administrator
 - This fireside chat discussion will hit on the realities of the role of the SWA on campus and what that means.
2. Fundraising, Friend-raising, and Raising the Bar
 - Join the discussion on how to maximize efforts in creating and sustaining philanthropic opportunities on your campus.
3. The Mental Health Crisis: Continuing the Dialogue
 - This session will address best practices, how to implement an action plan for your campus/department, and how to create/sustain a culture of resiliency.
4. Conducting Difficult Conversations with Employees and the Positive Impact of Managing Organizational Roles and Talents Effectively
 - While there are certainly “tried-and-true techniques” for conducting difficult conversations with employees, effectively managing organizational roles and talents can ideally reduce the need for having such conversations. Focusing on developing effective talent management skills for those in leadership positions is of vital importance.
5. Preventing Gender Based Violence
 - This session will address the full spectrum of abusive behaviors and actions that can lead to gender-based violence and best practices on how to prevent violence from occurring with your student-athletes and staff.
6. Substance Abuse Toolkit
 - The kit was developed in collaboration with athletics stakeholders and campus substance abuse prevention experts. It provides recommended approaches and evidence-based resources for athletics administrators to address alcohol, marijuana and prescription drug abuse. The tool kit includes checklists and strategies, guided by the latest prevention science and deterrence strategies that support collaboration with campus colleagues and promote healthy choices, fair competition and a positive environment for college athletes.
7. Creating a Culture of Accountability
 - This session will discuss strategies to build a culture of accountability among student-athletes and staff through character and leadership development.

2018 NADIIIAA Roundtable Descriptions

Finding Common Ground: A Unique Approach to Activism in Division III Athletics (Friday, June 29)

H. "Skip" Lord, Executive Director Intercollegiate Athletics, Houghton College

- Collegiate athletes have been directly affected by various nationwide issues and have felt the need to step up and speak for themselves, their schools and local communities. This roundtable will use the important work being done by the NCAA's "Common Ground" committee to establish inclusive and respectful athletic climates for participants of all sexual orientations, gender identities/expressions and religious/spiritual beliefs to engage in a discussion about best policies and practices. Come learn strategies on how to begin conversations around activism on your campus regardless of the issue that avoid the negative polarization so common in today's world.

NCAA & the New Title IX Policy (Friday, June 29)

Kayleigh McCauley, Associate Dean of Students, Director of Student Support Services & Title IX Case Manager, Lewis & Clark College

- Have questions about the new NCAA Title IX Sexual Violence Policy? Come learn and share Title IX and sexual violence prevention best practices to help ensure your institution is staying in compliance.

Developing Your First-Time Head Coach (Friday, June 29 & Saturday, June 30)

Keith Beckett, Director of Physical Education, Athletics, and Recreation, College of Wooster & Peggy Carl, Interim Athletics Director, Earlham College

- In order to achieve sustainable success a first-time head coach must quickly set an agenda, make impactful decisions, create a culture, build relationships with stakeholders and oversee the building of the systems and processes that will lead to victory. Come hear about ways to develop the skills of your first-time head coaches.

Modeling Inclusive Excellence (Friday, June 29 & Saturday, June 30)

Angel Mason, Senior Associate Athletic Director/Senior Woman Administrator, Pomona-Pitzer Colleges

- An institutions success in creating an inclusive community is dependent on how well its values, mission, and practices engage all internal and external constituency groups. Discover ways to create an inclusive environment within your athletics department and campus community.

Making Work, Life Balance a Reality (Friday, June 29 & Saturday, June 30)

Friday: Curtis Spence, Assistant Athletic Director, New York University

Saturday: Greg Johnson, Director of Athletics, North Central University

- Work-life balance is at the top of everyone's mind, but how many of us are actually finding ways to bring order to our chaotic lives? Come learn the ways to truly make this a reality.

Meet Them Where They Are: Social Media Best Practices (Saturday, June 30)

Kristene Kelly, Director of Athletics and Recreation, Keene State College Athletics

- One of the ways student-athletes and athletics staff can increase their public engagement is through the use of social media. The purpose of this round table session is twofold: to highlight best practices for student-athletes and staff who are currently engaging in various platforms and to discuss how athletics departments can enhance their presence in this realm. We welcome members to come share your expertise- whether you are tweeting, creating YouTube channels, Snap Chatting or using some other new platform.

Developing Mental Toughness (Saturday, June 30)

Andrew Fee, Athletic Operations and Recruitment & Associate Head Softball Coach, Geneva College

- Mental toughness vs emotional intelligence. Both must be present to maintain efficient and effective performance. With many similarities and differences these two topics often times separate the successful from the ones that aren't. Learn ways to evaluate, develop and instill these important attributes into your student-athletes and staff.

2018 Division III NACDA/NADIIAA Attendees (130)

First Name	Last Name	Title	Organization Name
Nnenna	Akotaobi	Assoc. AD	Swarthmore College
Tony	Aquilina	Associate Athletics Director	Alfred University
Sandy	Augstein-Collins	Director of Athletics	The Sage Colleges
Nikki	Ayers	Asst. AD/Administration and Compliance	Claremont-Mudd-Scripps Colleges
Anthony	Azama	Director of Athletics	Washington University
Jennifer	Baker	Sr Assoc Athletics Director	Johns Hopkins University
Stevie	Baker-Watson	Assoc VP of Campus Wellness/Dir Athletics & Rec	DePauw University
Al	Bean	Director of Athletics	University of Southern Maine
Bridget	Belgiovine	Director of Athletics, Recreation and Physical Education	Wellesley College
Corey	Berg	Asst. AD/Acad. Success, Compliance, & Eligibility	John Jay College of Criminal Justice
Renee	Bostic	Director of Athletics & Wellness	Notre Dame of Maryland University
Donald	Brooks	Director of Athletics	Millsaps College
Cora	Brumley	Commissioner	Little East Conference
Robert	Bunnell	Director of Athletics	Centenary College
Sara	Burton	Assoc. AD	Washington University
Peggy	Carl	Interim Athletics Director	Earlham College
Nan	Carney-DeBord	Director of Athletics	Denison University
Brian	Cavanaugh	Director of Athletics	D'Youville College
Kirsten	Clark	Assoc. AD	Babson College
Chris	Colvin	Director of Athletics	Nichols College
Jim	Cranmer	Asst. AD	St. Mary's College of Maryland
Marie	Curran-Headley	Director of Athletics	SUNY Cobleskill
Jeffrey	Danaher	Director of University Relations	Alfred University
Kevin	Daniels	Interim Athletics Director	William Peace University
Julie	Davis	Director of Athletics, Fitness & Recreation	University of Maine-Farmington
Rosemary	Davis	Asst AD for Compliance and Student-Athlete Success	Agnes Scott College
Amanda	DeMartino	Director of Athletics	The College of New Jersey
Aaron	Denton	Director of Athletics	North Carolina Wesleyan College
Peter	Dicce	Director of Athletics	New York University Abu Dhabi
Nicky	DiMarzio	Athletics Director	Wesleyan College GA
Tom	Doughman		St. Norbert College
Jason	Doviak	Director of Athletics	Alfred State, SUNY College of Technology
Dave	Eavenson	Director of Athletics	Methodist University
Chad	Eisele	Director of Athletics	Hampden-Sydney College
Andrew	Fee	Athletic Operations and Recruitment	Geneva College
Jason	Fein	Director of Athletics	Bates College
Jerry	Fisk	Director of Athletics and Recreation	SUNY Fredonia

Tim	Fitzpatrick	Director of Athletics	United States Coast Guard Academy
Bryan	Galuski	Director of Athletics	Greensboro College
First Name	Last Name	Title	Organization Name
Todd	Garzarelli	Director of Athletics	University of Wisconsin Whitewater
Mark	Griffin	Director of Athletics	Rutgers University at Newark
Keith	Hackett	Director of Athletics	Cornell College
Sharief	Hashim	Director of Athletics	Southern Vermont College
Lori	Hendricks	Director of Athletics	Mount Holyoke College
Jason	Herbers	Athletic Director	University of Minnesota Morris
Portia	Hoeg	Director of Athletics	Allegheny College
Jodie	Holava	Interim Athletics Director	Defiance College
Mike	Howard	Director of Athletics	Plattsburgh State University
Mike	Howard	Director of Athletics	Plattsburgh State University
Tricia	Hughes	Director of Athletics	Salem College
Kiki	Jacobs	Director of Athletics	Roger Williams University
Joyce	Jaleel	Senior Director of Athletics/SWA	Emory University
Brian	Jamros	Director of Athletics	College of St. Scholastica
Greg	Johnson	Director of Athletics	North Central University
Matthew	Johnson	Associate Director of Athletics	University of Minnesota Morris
Dan	Kane	Athletic Director	University of Maine-Presque Isle
Kristene	Kelly	Director of Athletics and Recreation	Keene State College
Jonathan	Kindred	Assistant Director, Student-Athlete Success	Johns Hopkins University
James	Lally	Director of Athletics & Recreation	St. Joseph's College-Brooklyn
Kaitlin	Leach	Assoc Dir of Athletics/Compliance & Student-Athlete Welfare	Vassar College
Richard	Lenfest	Director of Athletics	Westfield State University
Shana	Levine	Director of Athletics	Lewis & Clark College
Skip	Lord	Director of Athletics	Houghton College
Keri	Luchowski	Executive Director	North Coast Athletic Conference
Michael	Lynch	Director of Athletics	Babson College
Bridget	Lyons	Director of Athletics	Shenandoah University
Ed	Manetta	Director of Athletics	Manhattanville College
David	Martin	Director of Athletics	University of Scranton
Angel	Mason	Senior Associate Director	Pomona-Pitzer Colleges
Kayleigh	McCauley	Associate Dean of Students	Lewis & Clark College
James	McCumber	Asst. AD/Media Relations, Game Day Ops, Fundraising	Bridgewater College
Mark	McHorney	Director of Athletics	Benedictine University
Jack	McKiernan	Director of Athletics	Kean University
Monique	McLean	Director of Athletics	Trinity Washington University
Kyle	McMullin	Director of Athletics	Christopher Newport University
Brendan	McWilliams	Director of Athletics	Emmanuel College
Miriam	Merrill	Associate AD	Hamilton College
Laura	Mooney	Director of Athletics	Massachusetts College of Liberal Arts
Michael	Mooney	Director of Athletics	SUNY Geneseo
Chris	Morgan	Director of Athletics	Elizabethtown College
Paul	Moyer	Director of Athletics	McDaniel College

Jason	Mulligan	Director of Athletics	Rockford University
Chetara	Murphy	Interim Director of Athletics & Intramurals	Medgar Evers College
First Name	Last Name	Title	Organization Name
Jessica	Mushel	Athletics Director	Mount Saint Mary College
Stanford	Nance	Sr. Assoc. AD	Emerson College
Shanda	Ness	Director of Athletics	Thomas College
Brian	Niemuth	Director of Athletics	Simpson College
Joe	Onderko	Commissioner	Presidents' Athletic Conference
Rob	Passage	Director of Athletics	Willamette University
Chris	Peacock	Deputy Director of Athletics	Washington University
Sarah	Pelster	Assoc. AD	Shenandoah University
Bill	Petitt	Director of Athletics	University of Texas Dallas
Roxanne	Prichard	Scientific Director - College of Sleep	University of St. Thomas
Adam	Puckett	Director of Athletics	George Fox University
Dick	Rasmussen	Executive Director	University Athletic Association
Patrick	Ratke	Associate Athletic Director	Catholic University of America
Jamie	Reynolds	Director of Athletics	Marymount University
Lori	Runksmeier	Director of Athletics	Eastern Connecticut State University
Chuck	Sack	Director of Athletics	Neumann University
Pam	Samuelson	Director of Athletics	Susquehanna University
Alanna	Shanahan	Director of Athletics	Johns Hopkins University
Curt	Smyth	Director of Athletics	University of New England
Curtis	Spence	Asst. AD	New York University
Mary Beth	Spirk	Director of Athletics	Moravian College
Meg	Stevens	Director of Athletics	Averett University
Dawn	Stewart	Director of Athletics	Otterbein University
Nate	Stewart	Deputy Director of Athletics	Centre College
Sean	Sullivan	Assoc. VP/Director of Athletics	Catholic University of America
John	Sutyak	Director of Athletics & Recreation	Wheaton College (MA)
Shelby	Swann	Athletic Coordinator	Trinity College
Matt	Tanney	Director of Athletics	Wabash College
Michael	Taylor	Assistant Director of Athletics	Ohio Wesleyan University
Don	Tencher	Director of Athletics	Rhode Island College
Don	Tencher	Director of Athletics	Rhode Island College
Girish	Thakar	Head Men's and Women's Soccer	Westminster College
Randy	Tuggle	Asst. AD	Greensboro College
Ken	Tyler	Director of Athletics	University of Mary Washington
James	Unke	Director of Athletics	Martin Luther College
John	Vandevere	Director of Athletics	Pennsylvania College of Technology
Beth	Vasant	Director of Athletics	Agnes Scott College
Jason	Verdugo	Director of Athletics	Hamline University
Lexie	Vernon	Asst. AD/SWA	Knox College
Joe	Walsh	Commissioner	Great Northeast Athletic Conference
Lenore	Walsh	Director of Athletics	SUNY Old Westbury
Natalie	Winkelfoos	Associate VP for Athletics Advancement and AD	Oberlin College

Andrew	Wu	Associate Dean and Interim Athletic Director	Goucher College
Barima	Yeboah	Director of Athletics	College of Mount Saint Vincent
Derek	Zander	Athletics Director	Iowa Wesleyan University

NADIIIAA Summer Forum 2018

Actual Expenses

Grants				\$57,500
38 Grant recipients – had recipients register on own this year		1250	\$ 47,500	
7 Executive Committee Members		1500	\$ 10,500	
Food, Beverage, and Audio Visual Actual			2017	\$7,345.23
Breakfast (1)			Forthcoming	
Coffee Station (1)			Forthcoming	
Audio Visual			Forthcoming	
Materials and Supplies			2017	913.43
Banners/Photos/Lifetime Achievement Award			Forthcoming	
Speaker Stipends and Travel				\$7,000
Speaker Rooms and Tax/Travel Flights	7	1,000	\$7000	
Total w/ last year's pricing (which we anticipate to be higher this year)				\$72,758.66
Grand Total (w/out F/B, A/V)				\$64,500

NADIIIAA NCAA Partnership Grant	\$ 75,000.00	
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2018 NADIIIA Summer Forum Grants

Nnenna	Akotaobi	Swarthmore College	1250
Nikki	Ayers	Claremont-Mudd-Scripps	1250
Corey	Berg	John Jay College of Criminal Justice	1250
Renee	Bostic	Notre Dame of Maryland University	1250
Donald	Brooks	Millsaps College	1250
Cora	Brumley	Little East Conference	1250
Kirsten	Clark	Babson College	1250
Jim	Cranmer	St. Mary's College of Maryland	1250
Chad	Eisele	Hampden-Sydney	1250
Andrew	Fee	Geneva College	1250
Jason	Fein	Bates College	1250
Kelsie	Gory	Johns Hopkins University	1250
Lori	Hendricks	Mount Holyoke College	1250
Jessica	Huntley	Atlantic East Conference	1250
Joyce	Jaleel	Emory University	1250
Creg	Jantz	Oberlin College	1250
Greg	Johnson	North Central University	1250
Kristene	Kelly	Keene State College	1250
Allison	Kern	Agnes Scott Athletics	1250
Jonathan	Kindred	Johns Hopkins University	1250
James	Lally	St. Joseph's College Brooklyn	1250
Kaitlin	Leach	Vassar College	1250
Shana	Levine	Lewis & Clark College	1250
Skip	Lord	Houghton College	1250
Lindsay	Madryga	Minnesota Intercollegiate Athletic Conference	1250
Angel	Mason	Pomona-Pitzer Colleges	1250
Kayleigh	McCauley	Lewis & Clark College	1250
Jack	McKiernan	Kean University	1250
Miriam	Merrill	Hamilton College	1250
Michael	Mooney	SUNY Geneseo	1250
Joe	Onderko	Presidents' Athletic Conference	1250
Sarah	Pelster	Shenandoah University	1250
Curtis	Spence	NYU	1250
John	Sutyak	Wheaton (Mass.)	1250
Matt	Tanney	Wabash College (at Western Illinois now)	1250
Michael	Taylor	Ohio Wesleyan University	1250
Lexie	Vernon	Knox College	1250
Lenore	Walsh	SUNY Old Westbury	1250
Joe	Walsh	GNAC	1500
Pam	Samuelson	Susquehanna	1500
Keri	Luchowski	NCAC	1500
Stevie	Baker Watson	DePauw	1500
Dick	Rasmussen	UAA	1500
Portia	Hoeg	Allegheny	1500
Kiki	Jacobs	Roger Williams	1500

Total

58000



Wednesday, Oct. 24, 2018

Colleagues,

Consistent with the recommendation from the Commission on College Basketball, chaired by Condoleezza Rice, the NCAA Board of Governors has sponsored a proposal to add five independent members to its roster. The proposal will be put to Association members for a vote at the annual NCAA Convention in January. The goal is to add public members who bring fresh, external perspectives to the board and do not have a vested interest in any specific aspect of college sports.

Adding independent members to the Board of Governors will benefit us all in several ways. Most significantly, it will provide fresh perspectives on the complex issues the Association faces every day, including academics, well-being and the student-athlete experience. Adding independent members will also help strengthen public trust in what we do and the decisions we make. In fact, having independent board members is a best practice throughout government, higher education, nonprofit and corporate sectors.

We know there are questions about this proposal which we would like to address. As it relates to independence, by definition, an independent member is an individual who is not salaried by an NCAA-member institution, conference or affiliated member, and is verified as independent by the Board of Governors. Further, these individuals will have the background and professional experience necessary to provide fresh perspectives and insights to the board's decision-making and oversight function. The nomination process will be open, meaning nominations, including self-nominations, can come from within the membership or the public. The Board of Governors Executive Committee, which is composed of representatives from all three divisions, will review nominations and recommend a slate of nominees to the full board for review and approval. It is important to remember that the Board of Governors is an Association-wide body and looks at issues from an association-wide perspective. The independent members, like the other members on the Board of Governors, will have a fiduciary responsibility to act in the best interest of college sports and the Association as a whole, rather than the interests of any particular division or school.

An Association-wide vote is not a common occurrence at our annual Convention; however, this vote will have a lasting impact on how we serve student-athletes and enhance their experience in the future. Although we are three divisions with somewhat different governance models, our collective mission is the same: to educate student-athletes in a safe environment while preparing them for success in life. We hope you take advantage of the opportunity to vote for this important initiative in January.

In the coming weeks, we will continue to share information on the vote itself as well as additional details on the nominations process and information to be used to vet nominations of public members.

Sincerely,

G.P. "Bud" Peterson
Chair of NCAA Board of Governors and President of Georgia Tech University

Eric Kaler

Chair of NCAA Division I Board of Directors and President of University of Minnesota

Glen Jones

Chair of NCAA Division II Presidents Council and President of Henderson State University

Jeff Docking

Chair of NCAA Division III Presidents Council and President of Adrian College

Gary Olson

Vice Chair of NCAA Division II Presidents Council and President of Daemen College

Mark Emmert

NCAA President

This email was sent to NCAA presidents and chancellors; athletics directors; senior woman administrators; faculty athletics representatives and senior compliance administrators based on contact information in the [NCAA Directory](#).

SUPPLEMENT NO. 13b
DIII Strategic Planning and Finance 11/18

From: [Jeff Docking](#)
To: [Kresge, Debra](#)
Subject: Association-wide vote at the 2019 NCAA Convention to add five public members to the NCAA Board of Governors
Date: Thursday, September 20, 2018 1:12:54 PM

To view this email as a web page, go [here](#).



At its 2019 Convention, the NCAA membership will vote on a proposal to add five (5) public members to the Association's Board of Governors. This proposal was part of a series of recommendations forwarded to the governors in April by the Commission on College Basketball (chaired by former U.S. Secretary of State Condoleezza Rice) and approved unanimously. You can access the commission's full report [here](#).

In particular, please note that the vote on this proposal will occur during a joint business session of the entire Association on Thursday, January 24, at 5:45 p.m. in Grand Ballroom 7-8 at the Orlando World Center Marriott, immediately following the NCAA Plenary Session: State of College Sports.

Enclosed are links to "[Key Points](#)," to consider regarding this proposal, as well as a thorough series of relevant "[Questions and Answers](#)." I believe you will find this information very informative. You can access the actual draft legislative proposal [here](#), as well as via the Second Publication of Proposed Legislation (SPOPL) which will be released via LSDBi on September 21.

As the commission's report and these materials suggest, this proposal is a unique opportunity to broaden the membership of the Association's highest policy-making body, consistent with best practices in nonprofit associations. It also will better position the Association to address its future challenges. As many of you know, this has been an expressed goal of the Division III Presidents Council and leadership for several years. For this reason, I encourage you to support the proposal.

I urge you to discuss this proposal during upcoming meetings on campus, within your athletics conference, and with other colleagues in higher education and intercollegiate athletics. If you have any questions or comments regarding the proposal, I encourage you to share them directly with me (jdocking@adrian.edu) or with Division III vice president Dan Dutcher (ddutcher@ncaa.org).

Thank you for your on-going commitment to the NCAA, and to Division III and its 190,000 student-athletes.

Jeff Docking

Division III Presidents Council chair
Adrian College
w: 517/264-3167
jdocking@adrian.edu

This email was sent to ALL DIVISION III PRESIDENTS AND CHANCELLORS; ATHLETICS DIRECTORS; SENIOR WOMAN ADMINISTRATORS; FACULTY ATHLETICS REPRESENTATIVES; ATHLETICS DIRECT REPORTS; AND CONFERENCE COMMISSIONERS.



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

This email was sent to: dkresge@ncaa.org

[View privacy policy](#)

2019 NCAA Convention -- Association-wide Vote
Board of Governors Sponsored Legislation

Key Points

- If adopted by the NCAA membership in January, five public members not affiliated with the NCAA or member schools will join the NCAA Board of Governors as voting members to bring fresh perspectives and independent judgment to the board's oversight of the entire Association.
- Adding independent members will not only help build public confidence in the NCAA, it also represents a governance best practice in the non-profit, higher education and corporate sectors while providing opportunity to add diversity to the board.
- By definition, an independent member is not employed by or serving on the board of any member school, conference or affiliate. Further, these individuals would have the background and professional experience to provide fresh perspective and insight to the board's decision-making and oversight function.
- Each of the five independent members would be nominated by the Board of Governors Executive Committee and approved by the full board. Each would serve a three-year term, which can be renewed once for an additional three-year term.
- All three divisions have representation on the Board of Governors Executive Committee. Specifically, the committee includes the chair and vice chair of the Board of Governors (who must represent different divisions) and the members of the board who are the chairs of each divisional presidential body (Division I Board of Directors, Division II Presidents Council, Division III Presidents Council). When the chair or vice chair is also a divisional chair, his or her division shall designate another president who is already a member of the board to serve on the Executive Committee.
- One independent member, voted on annually by all five of the independent members, would serve as the lead independent member on the Board of Governors Executive Committee and could serve in that role up to three years.
- The discussion and vote on the proposal will take place at the 2019 NCAA Convention on Thursday, Jan. 24, immediately after the NCAA Plenary Session: State of College Sports. The Association-wide Business Session will begin at 5:45 p.m. Eastern time in Grand Ballroom 7-8 at the Orlando World Center Marriott.

- The proposal will be voted on by roll call. Each active member institution and conference (all three divisions) present for the Association-wide Business Session will be permitted to register one vote on the proposal via an electronic voting unit.
- The terms of the five independent members will begin Aug. 1, 2019, if this change is adopted at the 2019 NCAA Convention.

Attached is a Q&A document.

ORGANIZATION – BOARD OF GOVERNORS – INDEPENDENT MEMBERS

Updated: September 14, 2018

Nominations

Q: When will the Board of Governors issue a call for nominations for independent members?

A: A call for nominations for the inaugural group of five independent members will be issued shortly after adjournment of the 2019 NCAA Convention. Thereafter, a call for nominations will occur when a vacancy for an independent member(s) is available on the board.

Q: Who is eligible to serve as an independent member?

A: The Board of Governors will develop formal policies and procedures before the Association vote in January 2019 to ensure and maintain that individuals nominated to serve as independent members are in fact independent and have the appearance of independence. As such, certain individuals will not be eligible to serve given a potential conflict of interest (e.g., individuals on the staff at an active member institution or conference).

Q: May any individual be nominated as an independent member of the Board of Governors?

A: Yes, as long as they meet the requirements as an independent member.

Q: May an individual self-nominate as an independent member?

A: Yes.

Q: Which entities (e.g., active member conference, governance council or committee) may nominate an individual as an independent member of the Board of Governors?

A: Any entity may nominate an individual(s).

Nominating Committee

Q: What entity will serve as the nominating committee to vet the nominated individuals and recommend a slate of independent members for full approval by the Board of Governors?

A: The Board of Governors Executive Committee.

Q: Is the Executive Committee a standing and functioning committee of the Board of Governors?

A: Yes.

Q: What is the composition of the Executive Committee?

A: The Executive Committee includes representation of all three divisions. Specifically, the committee includes the chair and vice chair of the Board of Governors (who must represent different divisions) and the members of the governors who are the chairs of each divisional presidential body (Division I Board of Directors, Division II Presidents Council, Division III Presidents Council).

Q: Are substitutes permitted on the Executive Committee?

A: No. However, in the event that the chair or vice chair of the governors is also a divisional chair, then that division shall designate another president who is already a member of the governors (e.g., Council vice chair) to be a member and serve on the Executive Committee.

Q: Will the composition of the Executive Committee be amended to add an independent member?

A: Yes. The lead independent member will serve on the Executive Committee.

Q: How will the lead independent member be selected to serve on the Executive Committee?

A: The five independent members will vote annually to determine the lead independent member.

Q: Will the lead independent member have voting rights on the Executive Committee?

A: Yes.

Terms of Service

Q: What will be the term of service of independent members?

A: An independent member shall be appointed to a three-year term that is renewable for an additional three-year term. An independent member who has served two terms shall not serve further on the Board of Governors.

Q: When will the term of service begin for the inaugural group of five independent members?

A: August 1, 2019.

Q: Will the inaugural group of five independent members have staggered terms for purposes of continuity?

A: Yes. The Board of Governors adopted a policy to create the following staggered terms for the inaugural group of five independent members:

One independent governor – one-year term (August 1, 2019, through August 31, 2020), automatically renewed for an additional three-year term (September 1, 2020, through August 31, 2023);

Two independent governors – two-year term (August 1, 2019, through August 31, 2021), automatically renewed for an additional three-year term (September 1, 2021, through August 31, 2024); and

Two independent governors – three-year term (August 1, 2019, through August 31, 2022), renewable for an additional three-year term (September 1, 2022, through August 31, 2025).

Q: What will be the term of service of the lead independent member?

A: An independent member shall serve no more than three years as the lead independent member.

Duties, Responsibilities and Obligations

Q: What will be the duties and responsibilities of independent members?

A: Independent members will have the same duties and responsibilities of all governors. See Constitution 4.1.2 (duties and responsibilities). In addition, independent members will be responsible for meeting current Board of Governors policies and procedures regarding the duty of care, duty of loyalty, and duty of obedience.

Q: Will independent members be required to adhere to the NCAA Conflict of Interest Policy?

A: Yes.

Q: Will each independent member have full voting rights on the Board of Governors?

A: Yes.

Q: Will independent members be eligible to serve on other committees of the Board of Governors, in addition to the Executive Committee?

A: Yes.

Q: Will independent members receive an orientation regarding duties, responsibilities and expectations before their service on the Board of Governors?

A: Yes.

Q: Will the NCAA cover limited expenses for independent members to travel to Board of Governors meetings?

A: Yes. Policies for reimbursement of travel expenses and per diem that apply to other Board of Governors members will also apply to independent members.

Prior Discussions

Q: What was the result of prior discussions to expand the composition of the Board of Governors?

A: In April 2017, the governors accepted a recommendation from the Ad Hoc Committee on Structure and Composition that no change be made to the composition of the Board of Governors at that time. The ad hoc committee recommended that at the conclusion of the Division I Board of Directors' review of its composition, and if the governors deem it appropriate, additional conversations occur to address the possibility of an "untethered" model for Board of Governors composition and to align the timing of appointments and term expirations of members of the three divisional bodies who serve on the Board of Governors.

Q: How was the proposed structure and nominating process developed?

A: A team of presidents representing all three divisions developed the process with the assistance of NCAA staff members.

Procedural Issues

Q: What is a dominant provision?

A: A rule that applies to all members of the Association and is of sufficient importance to the entire membership that it requires a two-thirds vote of all delegates present and voting in a joint session at an annual or special Convention.

Q: How are dominant provisions identified in the NCAA Manual?

A: The rule is accompanied by an asterisk (*).

Q: Is the Board of Governors the only body that has the authority to sponsor an amendment to a dominant provision?

A: Yes.

Q: Does an active member institution or conference have the authority to sponsor an amendment-to-amendment of this proposal?

A: No. The Board of Governors is the only body that may sponsor an amendment-to-amendment of a proposal amending a dominant provision.

Q: How does an institution or conference appoint a delegate to vote on this proposal?

A: Presidents, chancellors, directors of athletics and commissioners will receive emails in mid-November providing instructions to gain entry to the school- or conference-specific Appointment of Delegate Form.

Q: What is the time and date for the vote on this proposal?

A: The discussion and vote will occur at the 2019 NCAA Convention on Thursday, January 24, immediately after the NCAA Plenary Session: State of College Sports. The Association-wide Business Session will begin at 5:45 p.m. in Grand Ballroom 7-8 at the Orlando World Center Marriott.

Q: Will delegates be permitted to discuss the proposal during the session before the vote?

A: Yes. Delegates with speaking rights will be permitted to discuss the proposal on the floor before the vote. Delegates with speaking rights include the following individuals (see Constitution 5.1.3.6.1):

- The three or four accredited delegates representing an active member institution or conference with voting privileges (see Constitution 5.1.3.1.1).
- The single accredited delegate representing a member conference without voting privileges (see Constitution 5.1.3.1.2) or the single accredited delegate representing an affiliated or provisional member.
- Any member of the Board of Governors, the divisional governance entities in Constitution 4 (e.g., Board of Directors; Presidents Council; Management Council), and the respective chairs of the NCAA committees listed in Bylaw 21.
- Any member of a division's national Student-Athlete Advisory Committee.

Q: What is the process for voting?

A: The proposal will be voted on by roll call. Each active member institution and conference present for the Association-wide Business Session will be permitted to register one vote on the proposal via an electronic voting unit.

Q: Will each divisional Student-Athlete Advisory Committee have one vote respectively on this proposal?

A: No.

Q: Is a quorum required for the vote?

A: Yes. One hundred, active member institutions and conferences constitute a quorum for the transaction of the Association's business.

Q: May an active member institution or conference vote by proxy?

A: No.

Q: When and where does the voting delegate from an active member institution or conference obtain the smart card and voting unit?

A: The smart card will be included in the active member institution or conference voting delegate's packet upon pickup from Convention registration. The voting units will be available to the voting delegates on the day of the vote and before to entry in the ballroom where the vote will take place.

Q: Will reconsideration of the original vote on the proposal be permitted?

A: Yes. After an affirmative or negative vote on an amendment to a dominant provision, any member that voted on the prevailing side in the original consideration may move for reconsideration. Only one motion for reconsideration is permitted.

ORGANIZATION – BOARD OF GOVERNORS – INDEPENDENT MEMBERS

Convention Year: 2019

Date Submitted: August 7, 2018

Effective Date: August 1, 2019

Source: NCAA Board of Governors

Proposal Category: Board of Governors

Topical Area: Organization

Intent: To amend legislation related to the NCAA Board of Governors, as follows: (1) Increase the number of members from 20 to 25 by adding five independent voting members; (2) Define an independent member; (3) Specify that an independent member shall be appointed to a three-year term that is renewable for an additional three-year term, and that an independent member who has served two terms shall not serve further; (4) Specify that the Board of Governors shall issue a call for nominations when a vacancy for an independent member occurs; and, (5) Specify that the Board of Governors shall serve as the final authority for the selection of and additional duties assigned to the independent members.

A. Constitution: Amend 4.02, as follows:

[Dominant provision, all divisions, common vote]

4.02 Definitions and Applications.

[4.02.1 through 4.02.3 unchanged.]

4.02.4 Independent Member of the Board of Governors. An independent member of the Board of Governors shall be an individual who is not salaried by an NCAA member institution, conference or affiliated member, and shall be verified as independent by the Board of Governors.

[4.02.4 through 4.02.4.1 renumbered as 4.02.5 through 4.02.5.1, unchanged.]

B. Constitution: Amend 4.1, as follows:

[Dominant provision, all divisions, common vote]

4.1 Board of Governors.

4.1.1 Composition. The Board of Governors shall consist of ~~20~~ **25** members. The NCAA president and the chairs of the Division I Council and the Division II and Division III Management Councils shall be ex officio nonvoting members, except that the NCAA president is permitted to vote in the case of a tie among the voting members of the Board of Governors present and voting. The other ~~16~~ **21** voting members of the Board of Governors shall include:

[4.1.1-(a) through 4.1.1-(c) unchanged.]

(d) Two Division II presidents or chancellors from the Division II Presidents Council; ~~and~~

- (e) Two Division III presidents or chancellors from the Division III Presidents Council; **and**
(f) Five independent members (see Constitution 4.02.4).

4.1.2 Duties and Responsibilities. The Board of Governors shall:

[4.1.2-(a) and 4.1.2-(k) unchanged.]

(l) Review and coordinate the catastrophic-injury and professional career insurance (disability injury/illness) programs; ~~and~~

(m) Compile the names of those individuals associated with intercollegiate athletics who died during the year immediately preceding the annual Convention;

(n) Issue a call for nominations when a vacancy for an independent member occurs on the Board of Governors; and

(o) Serve as the final authority for the selection of and additional duties assigned to independent members of the Board of Governors.

4.1.3 Election/Term of Office.

[4.1.3.1 unchanged.]

4.1.3.2 Terms **of Office.**

(a) President or Chancellor Members. The terms of ~~service~~ **office** of **president or chancellor** members of the Board of Governors shall coincide with their service on the applicable divisional presidential governing body, unless otherwise specified by that governing body.

(b) Independent Members. An independent member of the Board of Governors shall be appointed to a three-year term that is renewable for an additional three-year term. An independent member who has served two terms shall not serve further on the Board of Governors.

[4.1.3.3 unchanged.]

Rationale: The Commission on College Basketball, chaired by former Secretary of State Condoleezza Rice, recommended that the NCAA restructure its highest governance body, the Board of Governors, to include at least five independent members with the experience, stature and objectivity to assist the NCAA in re-establishing itself as an effective and respected leader and regulator of college sports. One of these independent members will also serve on the Board of Governors Executive Committee. The current Board of Governors includes 16 institutional presidents or chancellors representing each division as voting members, the chairs of the Division I Council and the Division II and III Management Councils as ex-officio nonvoting members, and the NCAA president (who may vote in case of a tie). Like public companies, major non-profit associations typically include outside board members to provide objectivity, relevant experience, perspective and wisdom. Board members with those qualities will provide valuable insight to the NCAA generally as it works towards the restoration of public confidence in college basketball and college sports in general. The Board of Governors will issue a formal call for nominations to fill vacancies; appoint the Board of Governors Executive Committee as the

nominating committee; and serve as the final authority for the selection of and additional duties assigned to the independent members.

Estimated Budget Impact: \$25,000 each fiscal year [committee expenses (e.g., travel, hotel, per diem) for the five independent members to attend Board of Governors in-person meetings (four times per year)].

Student-Athlete Impact: None.

Review History: August 8, 2018: Approved in Legislative Format – Board of Governors

DIIICA: Commission on College Basketball > Board of Governors ProposalBackground

- The Commission on College Basketball was established by the NCAA Board of Governors, Division I Board of Directors and the NCAA President to fully examine critical aspects of Division I men's basketball.
- In April 2018, the commission recommended that the Board of Governors add at least five public members "to assist the NCAA in re-establishing itself as an effective and respected leader and regulator of college sports."
- The current Board of Governors, adopted by approximately 90% in a membership-wide vote in 1996, includes 16 institutional Presidents or Chancellors (12 from Division I, two from Division II and two from Division III). Also included as non-voting members are the chairs of the Division I Council and the Division II and III Management Councils, and the NCAA president. The Board of Governors is the highest governance body in the NCAA and is charged with ensuring that each division operates consistently with the basic purposes, fundamental policies and general principles of the Association.
- In the summer of 2016 multiple Division III conferences worked on legislation that would increase Division III representation on the Board of Governors from two to four chancellors or presidents. The rationale focused on the fact that current representation on the Board of Directors does not represent the divisional numbers of the Association. Division III represents approximately 40 percent of all member institutions in the NCAA and with 451 members in Division III, it is the largest division by nearly 100 members. Increasing representatives from Division III would allow for greater input into the leadership and direction of the NCAA and ensure broad perspective and consideration of impact in decisions on all three divisions. This proposal was eventually ruled out of order and pulled from the NCAA legislation docket.
- Only the Board of Governors (BOG) can sponsor Association-wide legislation to revisit the composition of the BOG. For approximately three years, a BOG working group explored this and related issues, focusing on its Division II and Division III membership. Ultimately, the working group recommended against changing the BOG composition "at this time." A key rationale was the ongoing evolution of the Division I governance structure, and especially the establishment of a new Division I budget committee. Until that time, the BOG had exercised direct authority over the Division I budget, which made the addition of non-Division I members more controversial. The same working group successfully recommended changing the name of BOG from its former title, "NCAA Executive Committee," and also sponsored the creation and appointment of a vice chair to the BOG from a division other than that of the chair (traditionally from Division I).

Division III Commissioners Association (DIIICA) Talking Points

- An Association-wide business session and vote will occur after the NCAA Convention's "Plenary Session: State of College Sport" Thursday, January 24 in the Grand Ballroom 7-8 at the Orlando World Center Marriott. A "General Business Session" to address the BOG proposal is expected to gavel in at 5:45 p.m. This vote requires a 2/3 affirmative vote of those present to pass. The DIIICA has strongly encouraged each Division III institution to be present for this vote.
- If the proposal passes, the public members would outnumber Division III's representation on the Board of Governors. There is no legislative requirement that these five public members be diverse in their background. In order to add to the legitimacy and diversity of the Board of Governors' proposal, the DIIICA supports the concept that at least one of the five public members has a Division III perspective in order to help ensure appropriate balance.
- It is understood that the five public members would be nominated by the Board of Governors Executive Committee and approved by the full board. All three divisions have representation on the Executive Committee, as the committee includes the chair and vice chair of the Board of Governors (who must represent different divisions) and the members of the board who are the chairs of each divisional presidential body (Division I Board of Directors, Division II Presidents Council, Division III Presidents Council). Thus, the Executive Committee has a

majority Divisions II and III makeup. In addition, the proposal would add one of the new public members to the Executive Committee, furthering its non-Division I composition. If the proposal is adopted, it will be incumbent upon institutions and/or conferences to provide the names of “nominees” with a Division III perspective to the Board of Governors Executive Committee for appropriate consideration.

- If this proposal passes and the public-member choices are made, the DIIICA would encourage the on-boarding process of the five new members (and any subsequent members) include one-on-one time with the Division III BOG representatives and/or the Division III Presidents Council in order to review issues specific to our division.
- There is also continued support to review the appointment of two additional Division III presidents or chancellors to the Board of Governors (BOG). It is integral for Division III that the BOG comprehends the differences between the Association’s Divisions when proposing Association wide-policies. This would prevent adoption of policies that disproportionately affect smaller institutions (e.g., unfunded mandates) or potentially the entire membership (e.g., officiating).

NCAA Strategic Plan Timeline

