



A G E N D A

The National Collegiate Athletic Association

Division III Presidents Council/Presidents Advisory Group

NCAA National Office
Indianapolis, IN

August 6, 2019
6:05 to 9 p.m.

Dinner: 5:30 to 6:05 p.m. – Foyer in the Brand Building
Meeting: 6:05 to 9 p.m. – Grant Ballroom A [Brand Building]

- | | | |
|-------------------|-----|---|
| 6:05 p.m. | 1. | Welcome. (Sue Henderson) |
| 6:05 to 6:15 p.m. | 2. | Rosters and Presidents Advisory Group charge. [Supplement Nos. 1 and 2] (Henderson) |
| 6:15 to 6:45 p.m. | 3. | NCAA Association – Mark Emmert, Donald Remy and Cari Van Senus. [Supplement Nos. 12a, 12b, 12c, 12d, 12e, 12f, 12g, 12h, and 12i] |
| | 4. | Roundtable discussions. |
| 6:45 to 7:15 p.m. | a. | Conference Office Business Management Resource. [Supplement No. 3] (Louise McCleary) |
| 7:15 to 7:45 p.m. | b. | NCAA Learning Management Portal. (Jeff Myers/McCleary) |
| | (1) | Attestation of compliance. [Supplement Nos. 4a, 4b and 4c] |
| | (2) | Division III University. |
| 7:45 to 8 p.m. | | BREAK |
| 8 to 8:35 p.m. | 5. | 2020 Key Legislative Proposals. (Myers/Bill Regan) |
| | a. | Review Report of the Joint Legislative Steering Subcommittee. [Supplement No. 5 will be posted later] (Mary Beth Cooper) |
| | b. | Discuss legislative proposals. |
| | | <ul style="list-style-type: none">• Membership. [Supplement No. 5, Attachment A]• Governance. [Supplement No. 5, Attachment B] |
| 8:35 to 8:50 p.m. | 6. | Division III budget. (Tori Murden McClure/Dan Dutcher) |
| | | <ul style="list-style-type: none">• 2019-20 final approved budget. [Supplement No. 6] |

8:50 to 9 p.m.

7. Future meetings.

- a. Thursday, January 23, 2020; Anaheim, California – 11:30 to 1 p.m. in conjunction with the 2020 NCAA Convention. [Supplement No. 7]
- b. Tuesday, August 4, 2020; Indianapolis, IN – 5:45 to 9 p.m. [Annual meeting]

8. Adjournment.

PRESIDENTIAL LEADERSHIP GROUPS
DIVISION III GOVERNANCE STRUCTURE

Presidents Council [PC] – The Presidents Council includes 18 members that meet the various representative and distributional regulations per Constitution 4.4.1.

Management Council [MC] – Per the Division III Constitution, two presidents or chancellors serve on the Management Council, which reports to the Presidents Council.

President's Advisory Group [PAG]– The President's Advisory Group consists of one president or chancellor from each Division III voting conference not currently represented on the Presidents Council or Management Council. The group may include a representative from the Association of Division III Independents. Appropriate efforts shall be made to ensure the diversity of the group. As a minimal goal, group membership should include at least one person who is an ethnic minority and at least two persons of each gender; a single member shall not be considered to meet both minimums. In August 2012, the Presidents Council approved a new policy to permit a president from the same conference to be appointed to the PAG if that conference already has a president serving on the Presidents/Management Councils and has a second president who is interest in serving in a leadership capacity (especially a president from a group historically underrepresented in the governance structure) to help ensure a diversity of viewpoints. The PAG serves as a source of potential nominees for the Presidents Council's Nominations Subcommittee.

Conference	Name/Institution	Current Contact Information	Assistant's Name and Contact Information	Term Expiration
Allegheny Mountain Collegiate Conference	Lorrie Clemo [PAG] D'Youville College	420 Porter Avenue Buffalo, New York 14201 Phone: 716/829-7671 Email: clemo@dyc.edu	Kerri Mills Email: millsk@dyc.edu	January 2021
American Collegiate Athletic Association	Elizabeth Hillman [PAG] Mills College	5000 MacArthur Boulevard Oakland, California 94613-1301 Phone: 510/430-2094 Email: president@mills.edu	Carrie Milligan Hall Email: cmilliga@mills.edu	January 2021
American Rivers Conference	Josh Merchant [PAG] Buena Vista University	610 West 4 th Street Storm Lake, Iowa 50588 Phone: 712/749-2103 Email: merchantj@bvuu.edu	Katelyn Adams Email: AdamsK@bvuu.edu	June 30, 2020
American Southwest Conference	Richard Dunsworth [PC] University of the Ozarks	415 North College Avenue Clarksville, Arkansas 72830 Phone: 479/979-1242 Cell Phone: 217/521-1727 Email: rdunsworth@ozarks.edu	Connie Booty Email: cbooty@ozarks.edu	January 2023
Atlantic East Conference	TBD			
Capital Athletic Conference	Troy Paino [PC] University of Mary Washington	1301 College Avenue Fredericksburg, Virginia 22401 Phone: 540/654-1301 Email: tpaino@umw.edu	Paula Zero Email: pzero@umw.edu	January 2022
Centennial Conference	Roger Casey [PAG] McDaniel College	2 College Hill Westminster, Maryland 21157 Phone: 410/857-2223 Cell Phone: 410/972-1374 Email: rcasey@mcdaniel.edu	Marissa Cormier Email: mcormier@mcdaniel.edu	June 30, 2021

Conference	Name/Institution	Current Contact Information	Assistant's Name and Contact Information	Term Expiration
City University of New York Athletic Conference [CUNYAC]	William Fritz [PC] College of Staten Island	2800 Victory Boulevard Staten Island, New York 10314 Phone: 718/982-2400 FAX: 718/982-2404 Email: William.Fritz@csi.cuny.edu	Janet Arata Email: Janet.Arata@csi.cuny.edu Debbie Mahoney Email: Debbie.Mahoney@csi.cuny.edu	January 2020
College Conference of Illinois and Wisconsin	Troy Hammond [PC] North Central College	30 North Brainard Naperville, Illinois 60540 Phone: 630/637-5454 Email: president@noctrl.edu	Kimberly Salzbrunn ksalzbrunn@noctrl.edu	January 2023
Colonial States Athletic Conference	James Lytle [PAG] Clarks Summit University	538 Venard Road Clarks Summit, Pennsylvania 18411 Phone: 570/585-9201 Email: jlytle@ClarksSummitU.edu	Lakin Harris Email: harris@ClarksSummitU.edu	January 2022
Commonwealth Coast Conference	Kenneth Quigley, Jr. [PAG] Curry College	1071 Blue Hill Avenue Milton, Massachusetts 02186 Phone: 617/333-2236 FAX: 617/364-2310 Email: kquigley@curry.edu	Amy Bianchi Email: abianchi@curry.edu	January 2020
Empire 8 Conference	Margaret Drugovich [PC] Hartwick College	P.O. Box 4020 1 Hartwick Drive Oneonta, New York 13820-4020 Phone: 607/431-4990 FAX: 607/431-4206 Email: drugovichm@hartwick.edu	Lisa Corbett Email: corbettl@hartwick.edu	January 2020
Great Northeast Athletic Conference	Marc Camille [PAG] Albertus Magnus College	700 Prospect Street New Haven, CT 06511 Phone: 203/773-8529 Email: president@albertus.edu	Lynne M. Hennessy Email: lhennessy@albertus.edu	January 2022
Heartland Collegiate Athletic Conference	Richanne Mankey [PAG] Defiance College	701 N. Clinton Street Defiance, Ohio 43512 Phone: 419/783-2300 Email: rmankey@defiance.edu	Judy Lymanstall Email: jlymanstall@defiance.edu	January 2021
	Thomas Minar [PAG] Franklin College	101 Branigan Boulevard Franklin, IN 46131 Phone: 317/738-8010 FAX: 317/738-8013 Email: tminar@franklincollege.edu	Jan Schantz Email: jschantz@franklincollege.edu	January 2022

Conference	Name/Institution	Current Contact Information	Assistant's Name and Contact Information	Term Expiration
Independents	TBD			
Landmark Conference	Jim Troha [PAG] Juniata College	1700 Moore Street Office of the President Huntington, PA 16652 Phone: 814/641-3101 FAX: 814/641-3355 Cell Phone: 814/599-1862 Email: trohaj@juniata.edu	Bethany Sheffield Email: sheffib@juniata.edu	January 2020
Liberty League	TBD			
Little East Conference	Frank Sanchez [PAG] Rhode Island College	600 Mt. Pleasant Avenue Providence, RI 02908 Phone: 401/456-8101 Email: fsanchez@ric.edu	Michelle Cardono Email: mcardono@ric.edu	January 2021
	Elsa Nunez [PC] Eastern Connecticut State University	83 Windham Street Willimantic, Connecticut 06226 Phone: 860/465-5222 FAX: 860/465-4690 Email: nunez@easternct.edu	Katherine Atkinson Phone: 860/465-4484 Email: atkinsonk@easternct.edu	January 2020
Massachusetts State Athletic Conference	Javier Cevallos [PC] Framingham State University	100 State Street Framingham, Massachusetts 01701 Phone: 508/626-4575 Cell Phone: 610/780-5438 Email: jcevallos@framingham.edu	Katie Hebert Email: khebert@framingham.edu	January 2021
Michigan Intercollegiate Athletic Association	Steven Corey [PAG] Olivet College	320 South Main Street Olivet, Michigan 49076 Phone: 269/749-7642 Email: scorey@olivetcollege.edu	Barb Spencer Email: bspencer@olivetcollege.edu	January 2021
Middle Atlantic Conference	Kent Trachte [PC] Lycoming College	700 College Place Williamsport, Pennsylvania 17701 Phone: 570/321-4101 Email: trachte@lycoming.edu	Diane Carl Email: carl@lycoming.edu	January 2022
Midwest Conference	Teresa Amott [PC] Knox College	640 N. Prairie Street Galesburg, Illinois 61401 Phone: 309/341-7211 FAX: 309/341-7856 Cell Phone: 309/335-2546 Email: tamott@knox.edu	Peggy Ware Phone: 309/341-7211 Email: pjware@knox.edu	January 2022

Conference	Name/Institution	Current Contact Information	Assistant's Name and Contact Information	Term Expiration
Minnesota Intercollegiate Athletic Conference	Fayneese Miller [PC] Hamline University	1536 Hewitt Avenue Saint Paul, Minnesota 55104 Phone: 651/523-2202 Email: fmiller04@hamline.edu Email: president@hamline.edu	Anne Pierre Email: apierre01@hamline.edu	January 2022
New England Collegiate Conference				
New England Small College Athletic Conference	David Greene [PAG] Colby College	4600 Mayflower Hill Waterville, Maine 04901 Phone: 207/859-4600 Email: David.greene@colby.edu	Regina Ouimette Email: rouimmet@colby.edu	January 2021
New England Women's and Men's Athletic Conference	Mary Beth Cooper [PC] Springfield College	263 Alden Street Springfield, Massachusetts 01109 Phone: 413/748-3241 FAX: 413/748-3746 Email: mbcooper@springfieldcollege.edu	Lorie Pieterse Phone: 413/748-3214 Email: lpieterse@springfieldcollege.edu	January 2019
New Jersey Athletic Conference	Sue Henderson [PC Chair] New Jersey City University	2039 Kennedy Boulevard Jersey City, New Jersey 07305 Phone: 201/200-3111 FAX: 201/200-2353 Email: shenderson@njcu.edu	Virginia Melendez Email: vmelendez@njcu.edu Phone: 201-200-2084	January 2020
North Atlantic Conference	TBD			
North Coast Athletic Conference	Gregory Hess [PAG] Wabash College	301 West Wabash Avenue Crawfordsville, IN 47933 Phone: 765/361-6221 Email: hessg@wabash.edu	Beverly Cunningham Email: cunningb@wabash.edu	January 2021
North Eastern Athletic Conference	Davie Jane Gilmour [PAG] Pennsylvania College of Technology	One College Avenue Williamsport, PA 17701 Phone: 570/320-2400 Email: dgilmour@pct.edu	Valerie Baier Email: vbaier@pct.edu Phone: 570/320-8010	January 2021
Northern Athletics Collegiate Conference	Andrew Manion [PAG] Marian University (Wisconsin)	45 S. National Avenue Fond du Lac, Wisconsin 54935 Phone: 920/923-7616 Email: amanion@marianuniversity.edu	Carey Gardin Email: CGardin@marianuniversity.edu	January 2020
Northwest Conference	Kathleen Murray [PC] Whitman College	345 Boyer Avenue Walla Walla, Washington 99362 Phone: 509/527-5132 Email: kmurray@whitman.edu	Jennifer Casper Email: casperja@whitman.edu Joanie Lucarelli Email: lucarei@whitman.edu	January 2023

Conference	Name/Institution	Current Contact Information	Assistant's Name and Contact Information	Term Expiration
Ohio Athletic Conference	Susan Hasseler [PAG] Muskingum University	163 Stormont New Concord, Ohio 43762 Phone: 740/826-8115 Email: hasseler@muskingum.edu	Kathleen Smout Email: ksmout@muskingum.edu	January 2022
Old Dominion Athletic Conference	Robert Lindgren [PC] Randolph-Macon College	Peele Hall 204 Henry Street Ashland, Virginia 23005 Phone: 804/752-7211 Cell Phone: 804/291-8283 Email: rlindgren@rmc.edu	Emily Harrison Email: emilyharrison@rmc.edu	January 2023
Presidents Athletic Conference	Paul McNulty [PAG] Grove City College	100 Campus Drive Grove City, Pennsylvania 16127 Phone: 724/458-2500 FAX: 724/458-2190 Email: pjmcnulty@gcc.edu	Deborah A. McComb Email: damccomb@gcc.edu	January 2021
Saint Louis Intercollegiate Athletic Conference	Tori Murden McClure [PC Vice Chair] Spalding University	845 South Third Street Louisville, Kentucky 40203 Phone: 502/588-7164 FAX: 502/992-2404 Email: tmccclure@spalding.edu	Mara Baker Email: mbaker04@spalding.edu	January 2021
Skyline Conference	John Nader [PAG] Farmingdale State College	Horton Hall, Room 241 2350 Broadhollow Road Farmingdale, New York 11735-1021 Phone: 631/420-2239 Email: president@farmingdale.edu	Carolyn Fedder Email: Carolyn.fedder@farmingdale.edu	January 2020
Southern Athletic Association	Stephen Briggs [MC] Berry College	P.O. Box 39 Mount Berry, Georgia 30149 Phone: 706/236-2281 FAX: 706/236-2238 Email: sbriggs@berry.edu	Diane Clonts Email: dclonts@berry.edu	January 2023
	William (Bill) Tsutsui [PC] Hendrix College	1600 Washington Avenue Conway, Arkansas 72032 Phone: 501/329-6811 Email: tsutsui@hendrix.edu	Donna Plemmons Email: plemmons@hendrix.edu	January 2023
Southern California Intercollegiate Athletic Conference	Chris Kimball [PAG] California Lutheran University	60 West Olsen Road #1400 Thousand Oaks, California 91360 Phone: 805/493-3145 Cell Phone: 805/791-1225 Email: ckimball@callutheran.edu	Nancy Trube Email: ntrube@callutheran.edu	January 2022

Conference	Name/Institution	Current Contact Information	Assistant's Name and Contact Information	Term Expiration
Southern Collegiate Athletic Conference	TBD			
State University of New York Athletic Conference [SUNYAC]	Katherine (Kate) Conway-Turner [PC] Buffalo State, State University of New York	1300 Elmwood Avenue Buffalo, New York 14222 Phone: 716/878-4101 Email: conwayks@buffalostate.edu	Tom Gwitt Email: gwitttj@buffalostate.edu	January 2021
University Athletic Association	Barbara Snyder [PAG] Case Western University	10900 Euclid Avenue Cleveland, Ohio 44106-7001 Phone: 216/368-5094 FAX: 216/368-4325 Email: Barbara.snyder@case.edu	Diane Hoard Email: diane.hoard@case.edu Jane Vondrak Email: jane.vondrak@case.edu	June 30, 2021
Upper Midwest Athletic Conference	Joel Wiggins [PAG] Crown College (Minnesota)	8700 College View Drive Saint Bonifacius, MN 55375 Phone: 952/446-4112 Cell Phone: 612/240-7044 Email: wigginsj@crown.edu	Emily Honebrink Email: honebrinke@crown.edu	January 2021
USA South Athletic Conference	Tiffany Franks [PC] Averett University	420 West Main Street Danville, Virginia 24541 Phone: 434/791-5670 FAX: 434/799-5601 Email: tfranks@averett.edu	Cyndie Basinger Phone: 434/791-5671 Email: cbasinger@averett.edu	January 2022
Wisconsin Intercollegiate Athletic Conference	James Schmidt, Chancellor [PAG] University of Wisconsin-Eau Claire	105 Garfield Avenue Eau Claire, Wisconsin 54701 Phone: 715/836-2327 Email: jschmidt@uwec.edu	Kelly Olson Email: olsonke@uwec.edu	June 30, 2022
Wisconsin Intercollegiate Athletic Conference	Dennis Shields [MC] University of Wisconsin, Platteville	1 University Plaza 2508 Ullsvik Hall Platteville, Wisconsin 53818-3099 Phone: 608/342-7321 Cell Phone: 480/250-6018 Email: shieldsd@uwplatt.edu	Joyce Burkholder Email: burkholj@uwplatt.edu	January 2022

NCAA Staff Liaisons	
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Division III Presidents/Chancellors Advisory Group

Rationale for Establishment of Division III Presidents/Chancellors Advisory Group

The Division III Presidents/Chancellors Advisory Group (PAG) was established in response to the desire of the Division III Presidents Council to more directly and effectively engage presidents and chancellors in governance discussions at the national, conference and institutional levels.

Current Position of this Advisory Group within the Governance Structure

The Division III Presidents/Chancellors Advisory Group is not a legislated entity within the Division III governance structure. This allows the opportunity to develop a meeting structure and schedule that best benefits the Division III presidents/chancellors, conferences and the Division III Presidents Council.

Goals and Objectives of the Division III Presidents/Chancellors Advisory Group

The main objectives of the Division III Presidents/Chancellors Advisory Group are:

- ☐ To enhance the level of understanding by presidents/chancellors in the NCAA governance process related to key issues facing Division III.
- ☐ To enhance the leadership of presidents/chancellors in the governance of intercollegiate athletics at the national, conference/independent and institutional levels. Special emphasis will be placed on key legislative proposals and policies and strategic direction.
- ☐ To enhance the integration of athletics programs within the educational mission of Division III schools and conferences. Special emphasis will be placed on strategic initiatives implemented through the new Division III Conference Grant Program.
- ☐ To better recognize and accommodate the differing models of conference governance and expectations of leadership by chancellor/presidents within Division III.
- ☐ To establish a pool of candidates for potential service on the Presidents Council or Management Council.
- ☐ Although not mandated, vacancies on the Division III Presidents Council are generally filled from the PAG.

Structure of the Division III Presidents/Chancellors Advisory Group

Composition

The Division III Presidents/Chancellors Advisory Group consists of one chancellor or president from each Division III voting conference not currently represented on the Presidents Council or by a chancellor/president on the Management Council. The group may include a representative from the Association of Division III Independents. Appropriate efforts shall be made to ensure the diversity of the group. As a minimal goal, group membership should include at least one person who is an ethnic minority and at least two persons of each gender; a single member shall not be considered to meet both minimums.

During its August 2012 meeting, the Presidents Council approved a policy to permit a president from the same conference to be appointed to the PAG if that conference already has a president serving on the Presidents/Management Councils and has a second president who is interested in serving in a leadership capacity. In October 2017, the Council again discussed the role and makeup of PAG, noting that it allows conferences not represented on the Presidents Council or Management Council to have presidential voices heard regarding key Division III issues. In addition, a president can be appointed to the Presidents Advisory Group from a conference that already has a member on the Presidents Council or Management Council, provided the second president represents a minority group (race, gender, sexual orientation, etc.) to ensure a diversity of viewpoints. The Presidents Council will continue its evaluation of how to better ensure President's Advisory Group members have the opportunity to make meaningful contributions to the Council, and to better prepare them for potential roles on the Presidents Council.

Appointment

Each commissioner of conferences not currently represented by a president/chancellor on the Presidents or Management Councils will be asked to identify a president/chancellor to serve on the Advisory Group.

Duties

The Division III Presidents/Chancellors Advisory Group advises and provides input to the eighteen members of the Division III Presidents Council, and facilitates communication from the Council to president/chancellor colleagues in their respective conferences/group of independents.

Term of Office

Representatives to the group serve a minimum of two years, and a maximum of three years. If a representative assumes responsibility for a term midyear, that individual shall still complete his or her term in conjunction with an NCAA Convention, and shall not exceed three years of service. Each Division III conference and the Association of Division III Independents are authorized to determine the exact term of office of their respective Advisory Group member.

Further, after completing a term of office, members of the Advisory Group may not serve again for two years. The term of office shall be annually reported to the Division III Presidents Council. Alternates or designees may be invited to attend the meeting, if necessary.

Frequency of Meetings and Conference Calls

- ☐ In-person meetings will be held the first Tuesday in August and during the NCAA Convention in January given the Division III legislative cycle.
- ☐ The August in-person meeting shall be held the evening before the Division III Presidents Council meeting. The January in-person meeting shall coincide with the annual presidential luncheon at the NCAA Convention.
- ☐ Conference calls may occur before the October or April Presidents Council meeting and as required during other times of the year. Conference calls will be no longer than one hour in length.
- ☐ Communication also will occur via email as necessary.



Division III
DISCOVER | DEVELOP | DEDICATE

Division III Conference Office Business Management Resource



Conference Office Business Management Resource

Spring 2019

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Table of Contents

Introduction	3
Conference Office Structure	7
Core Responsibilities	8
Staff Responsibility	9
Staff Expectations	9
Resources	10
Staffing Needs Assessment	11
Division III Conference Sample Organizational Chart	12
Job Descriptions	13
Accounting Controls	17
Policies and Procedures	18
Budgeting	18
Cash Reserve Policy	18
Audit	18
Cash Management	19
1099s for Officials	21
Conference Incorporation	21
Filing Local, State and Federal Forms	23
Trademarks and Logos	24
Conference Championship and Bowl Host	25
Conference Grant Distribution	26
Resources	27
Crisis Management	31
The Crisis Management Team (CMT)	32
The Crisis Management Plan (CMP)	33
Communication Considerations	34
Use of Practice Vignettes	35
Visibility Between the Conference and Its Members	35
Hiring Risks and Considerations	39
The Search and Selection Process	39
International Hiring Considerations	40
Virtual Workplace Considerations	40
Directors and Officers	42
Human Resources Function	45
Human Resources Function	45
Three Basic Personnel Compliance Areas	46
Key Employment Laws	47

Whistleblower Policy.....	48
Resources	48
Information Security Considerations	51
The Goal of Information Security	52
Principles of Information Security	52
First Steps.....	53
Basic Controls.....	53
Insurance Considerations	57
Financial Strength of Insurer.....	58
Selecting Limits	58
Other Considerations.....	58
Commercial General Liability (CGL) Insurance.....	59
Directors & Officers Liability (D&O)/Employment Practices Liability (EPL) Insurance.....	61
Additional Insurance Coverages for Consideration	62
Legal Counsel Considerations	67
Types of Issues That may be Addressed by Internal/External Counsel	67
Internal vs. External Hiring Considerations.....	67
Identifying and Engaging Outside Counsel.....	68
Managing Outside Counsel	69
Shared Resource Considerations	69
Protecting Tax-Exempt Status	73
Organizational and Structural Formalities.....	74
Records and Documentation	74
Politics and Lobbying.....	74
Fundraising.....	74
Limitations on Other Activities	75
Officiating Contracts and Background Checks	79
NCAA Background Check Program	79
Institutional Background Check Program.....	80
Officiating Assignor Considerations	81

Introduction

A subgroup of Division III conference commissioners, in collaboration with NCAA national office staff, developed the *Conference Office Business Management Resource* to assist conference offices and oversight bodies in establishing procedures and content to know related to the business management of a Division III conference office.

Conference commissioners and institutions may wish to consult this document in establishing or refining business policies for consideration by their conference's oversight group and/or membership. The commissioner subgroup's intent was to produce a document that may guide discussion with conference presidents, chancellors and athletics administrators active in conference oversight and policy review.

As individual conferences operate in various settings, the information contained in the *Conference Office Business Management Resource* may apply to each conference in different ways. Typical settings include, but are not limited to:

- Free-Standing Conference Office;
- Campus-Based Office Operated Independently;
- Campus-Based Office Operated Under Auspices of an Institution;
- Home-Based Office.

The setting in which the conference office operates may dictate specific policies and situations that affect the usage of information contained within the *Conference Office Business Management Resource*.

Finally, the *Conference Office Business Management Resource* should be considered neither legal advice nor a best practice guide, but as a sample resource to assist conference commissioners and conference membership in creating, understanding and refining a business model best suited to their specific organization. Conference commissioners and oversight bodies are strongly advised to consult legal counsel, risk management, human resources and accounting professionals familiar with geographic locales in which the conference operates to ensure compliance with all applicable laws and requirements.

CONFERENCE
OFFICE
STRUCTURE

ACCOUNTING
CONTROL

CRISIS
MANAGEMENT

HIRING RISKS
AND
CONSIDERATIONS

HUMAN
RESOURCES
FUNCTION

INFORMATION
SECURITY
SYSTEMS

INSURANCE
CONSIDERATIONS

LEGAL
COUNSEL
CONSIDERATIONS

PROTECTING
TAX-EXEMPT
STATUS

OFFICIATING



Conference Office Structure

A great hallmark of Division III is the autonomy that conferences have to develop an identity and structure unique to their membership. While we celebrate our uniqueness, we do have many elements that share different degrees of commonality. This section provides a look at organizational structures and position descriptions that several conferences have successfully implemented. While not an exhaustive list, these items may be helpful to conferences looking to refine their existing processes.

CORE RESPONSIBILITIES

The conference office is generally responsible for all fiscal matters, including the collection of revenue (member dues, NCAA conference grant funds, sponsorship monies, championship gate receipts) and the payment of expenses. Additional duties associated with the NCAA Strategic Initiatives Grant Program (conference grant) include working with conference-member institutions to develop grant funding allocation policies and procedures as well as proposals for accounting and tracking proper use for each tier. An annual impact form also must be submitted to the NCAA along with the annual third-party review form.

CORE RESPONSIBILITIES

- *Budgeting*
- *Championships*
- *Compliance*
- *Marketing and promotions*
- *NCAA form submissions*
- *Officiating*
- *Policies and procedures*
- *Scheduling*
- *Strategic planning*

The conference office should maintain consistent and regular communication with its membership and the NCAA.

As the primary compliance officer, the conference office should assist its members with NCAA bylaw interpretation questions, reviewing, determining and processing medical hardship waiver requests, and assisting with institutional violations. The conference also should be engaged and provide compliance education for its member institutions. A member of the conference office is encouraged to attend the NCAA regional rules seminar on a regular basis; however, attendance is not required.

If the conference office is responsible for scheduling, general parameters should be established along with any sport-specific requirements. Policies for change-of-schedule requests should be defined for member institutions.

The conference office should maintain consistent and regular communication with its membership and the NCAA. The conference office is responsible for submitting the Championship Automatic Qualifier and Declaration forms and the annual Sport Sponsorship and Demographic forms to the NCAA.

The conference office staffing structure, reporting structure and service agreements should be described in official conference documents such as bylaws and various statements of policy.

Conferences may have coordinators of officials for specific sports. These positions could be independent contractors or employees. The coordinator of officials assigns officials to contests and should recruit and educate officials throughout the year. Conference offices also may be responsible for the payment of officials either during the regular season and/or for the postseason.

The conference office duties related to conference championships/postseason can include securing officials, providing awards, marketing and media coverage of the event, supervising, staffing and working the event, and finding neutral sites for events if needed.

Conference offices typically are responsible for updating and ensuring accurate conference Bylaws, Articles of Incorporation, and sport codes.

STAFF RESPONSIBILITY

The conference office staffing structure, reporting structure and service agreements should be described in official conference documents such as bylaws and various statements of policy. It is recommended that these documents are reviewed and updated regularly to ensure that conference needs are being met. Subcommittees consisting of various governance groups can be formed to help in the review of these documents.

Job descriptions and the responsibilities for conference office staff should be updated as new hires are made and/or following a performance review during which staff members' goals and objectives are discussed. These should be kept on file.

Generally, conference members establish the structure, area of focus and responsibilities of staff members.

STAFF EXPECTATIONS

There should be an established review process for conference office employees, including an evaluation and designating individuals with oversight of it (e.g., chair of the Presidents' Council). As dictated by conference policy, input could be sought from different governance groups such as presidents, faculty athletics representatives and





Conferences must be able to demonstrate that chancellors or presidents have ultimate responsibility and final authority for the operation of the conference and any institution that is a member of the conference.

athletics administrators with regard to the performance of the conference office staff. A self-assessment by the different conference employees also could be included in this process, along with the establishment of future performance goals.

Conferences must be able to demonstrate that chancellors or presidents have ultimate responsibility and final authority for the operation of the conference and any institution that is a member of the conference [NCAA Constitution 3.3.4.4 (president or chancellor involvement)]. This responsibility should be clearly reflected in the bylaws and constitution.

RESOURCES

Staffing resources might include full- and part-time staff, students, interns and graduate assistants. There are numerous ways to address staffing needs, including several models that provide professional development opportunities for recent graduates, especially former student-athletes transitioning to be administrators. The conference office can use the NCAA Division III Strategic Matching Alliance Grant or the Women and Ethnic Minority Internship.

There should be an established process to review staffing needs, membership needs and growing trends in intercollegiate athletics, Division III institutions and conference offices.

Conference office employees should have access to laptops, tablets, cell phones and internet as needed. Office space should be provided, which could be free-standing, campus-based or in a home. The type of conference arrangement for space will dictate the types of resources available to the conference office staff.


Financial assets typically include membership dues, the conference strategic grant funding, other NCAA grants/scholarships, sponsorship revenue, merchandise sales, interest-bearing accounts, conference tournament/championship revenue and institutional fines/penalties for failing to adhere to policies.

STAFFING NEEDS ASSESSMENT

There should be an established process to review staffing needs, membership needs and growing trends in intercollegiate athletics, Division III institutions and conference offices. This could be included in the review process of the commissioner and the conference office performance. Additionally, the commissioner should address this in their self-evaluation.

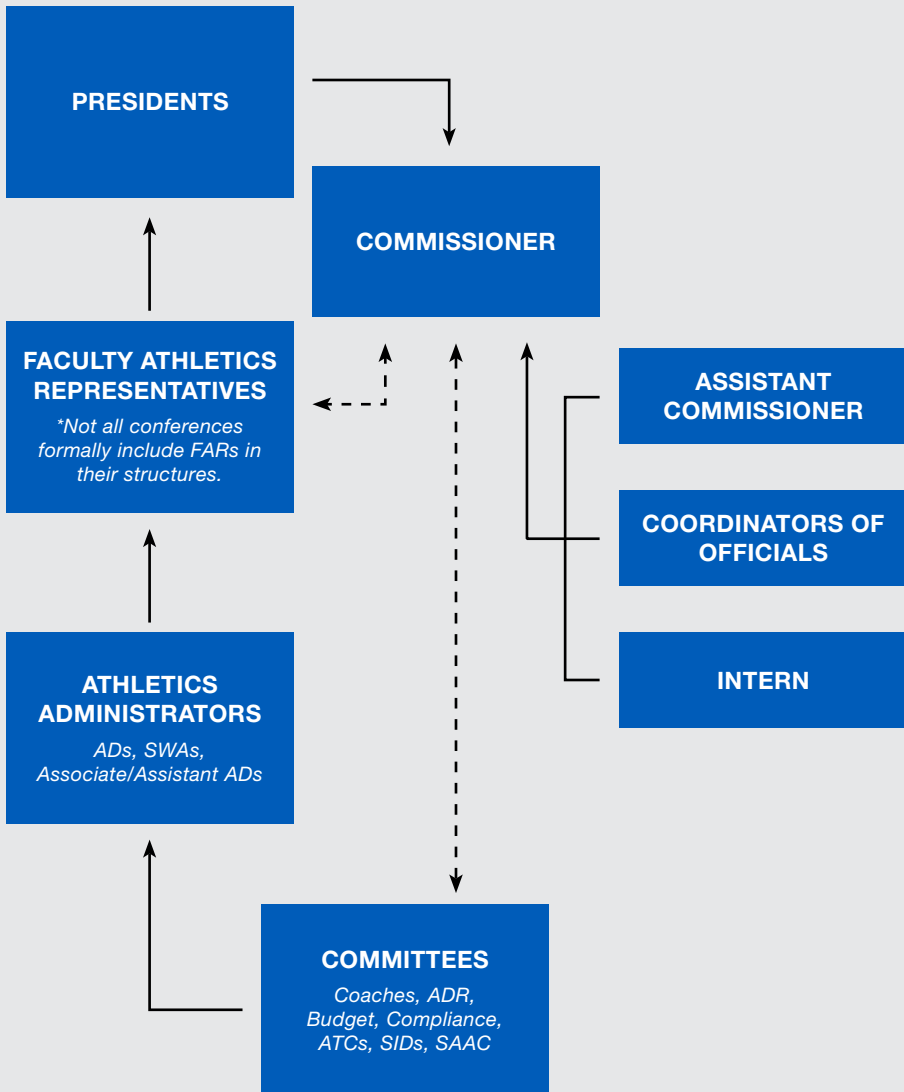
DIIICA CONTACT INFORMATION

www.diiica.org

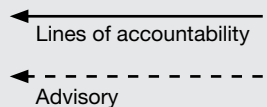


The Division III Commissioners Association (DIIICA) can serve as a resource for conference office and staffing data. Through a series of annual meetings, a newly enhanced committee structure and an organizational mentoring program, the DIIICA offers conferences the ability to seek valuable information in a number of different organizational and operational areas. The DIIICA conducts an annual conference office survey focused on staffing, financials, office organization and benefits.

DIVISION III CONFERENCE SAMPLE ORGANIZATIONAL CHART



KEY



JOB DESCRIPTIONS

The conference executive is the chief operating officer and responsible for the leadership of conference operations. The position reports directly to the Presidents Council, but works with all conference governance groups, including presidents, faculty athletics representatives, athletics administrators, coaches and the Student-Athlete Advisory Committee. The conference executive duties include, but are not limited to, the following:

Administration and Conference Governance

- Promote and uphold the mission of the conference that is consistent with the philosophy, rules and regulations of the league and NCAA Division III.
- Advise and guide the presidents, faculty athletics representatives and athletics administrators on issues related to the general welfare of the conference.
- Maintain daily conference operations.
- Review, update, maintain and distribute the conference bylaws, policy, sport rules, calendars and other organizational documents.
- Hire, supervise and evaluate conference staff.
- Arrange conference meetings and serve as an ex-officio member of Presidents, FARs, AAs and coaches groups in each sport and all other standing and ad hoc conference committees.
- Ensure that the physical assets of the conference office are maintained.
- Assist membership in conference strategic planning when applicable.

Fiscal Management

- Prepare and submit to the membership a budget for conference operations, including assessing annual member dues.
- Collect dues and other income and invest any short- or long-term financial assets.
- Responsible for the payment of all budgeted expenses.
- Submit regular financial reports to the membership.
- Oversee NCAA Division III Conference Grant.

Compliance

- Serve as the conference's chief compliance, enforcement and education officer by interpreting and monitoring NCAA and conference rules, bylaws and policies.
- Manage hardship waiver process.
- Regularly educate the members on effective utilization of NCAA rules and interpretation resources.

Sport Management

- Produce team sport schedules and oversee team postseason contests.
- Coordinate championship events for individual sports without a regular-season league schedule including securing neutral-site facilities if needed.
- Negotiate independent agreements with coordinator of officials and monitor the selection, assignment and evaluation of game officials in all sports.
- Monitor and promote a culture of sportsmanship.

Conference Sports Information

- Develop overall branding and marketing strategies for the conference.
- Supervise conference sports information through management of the assistant/associate director.
- Serve as the primary point of conduct with media on issues beyond the scope of sports information.

NCAA and Professional Association Relations

- Ensure league compliance with NCAA conditions of membership.
- Serve as the conference voting delegate.
- Attend NCAA programs and actively participate in professional associations.
- Promote the involvement of individuals at member institutions on NCAA committees.
- Assist the conference in sponsoring legislation at NCAA meetings.

CONFERENCE
OFFICE
STRUCTURE

ACCOUNTING
CONTROL

CRISIS
MANAGEMENT

HIRING RISKS
AND
CONSIDERATIONS

HUMAN
RESOURCES
FUNCTION

INFORMATION
SECURITY
SYSTEMS

INSURANCE
CONSIDERATIONS

LEGAL
COUNSEL
CONSIDERATIONS

PROTECTING
TAX-EXEMPT
STATUS

OFFICIATING



Accounting Controls

The NCAA has created the following considerations for conference administrators to consider using when establishing accounting controls. Please note that this document provides suggestions and considerations only and may not be applicable to each conference. Conference administrators should determine the appropriate controls necessary to meet their circumstances.

The suggested policy and procedural guidelines are designed to:

- Protect the assets of the conference;
- Ensure the maintenance of accurate records of the conference's financial activities;
- Provide a framework for the conference's financial decision making;
- Establish operating standards and behavioral expectations;
- Serve as a training resource for staff; and
- Ensure compliance with federal, state and local legal and reporting requirements.

POLICIES AND PROCEDURES

At least annually, conference policies and procedures should be reviewed and updated, as necessary, to ensure that the information in the policy remains accurate, necessary and effective in its current form. Prior versions of policies should be archived in accordance with the conference's document retention guidelines.

BUDGETING

Each conference shall establish an annual budget based upon the preceding year's budget and adjust for any anticipated changes in revenue or expense, including, but not limited to, fee changes, distributions, changes to other programs or services and inflation. Types of budgets include: 1) Incremental; 2) Activity-based; 3) Value propositioning; and 4) Zero-based.

Revenues and expenses shall be categorized by major sports programs and non-program-specific activities by source of revenue/object of expense. As an option, conferences could follow the template of the Statement of Revenues and Expenses and Classifications of Revenues and Expenses provided to NCAA member institutions. A sample of this document is located within Appendixes A and B of the NCAA Agreed-Upon Procedures.

Each conference should review its budget to actual results on a regular basis to ensure it remains within established spending limits.

Each conference should review its budget to actual results on a regular basis to ensure it remains within established spending limits.

CASH RESERVE POLICY

Each conference should determine the appropriate level of cash reserves necessary for its operations. This could range from three months to six months of cash to maintain operations. When developing a policy, the conference should consider the following: (1) the appropriate amount of funds that should be set aside at any given time; (2) how the reserve will be calculated; (3) the acceptable situations that would necessitate the reserve being used; (4) the process to authorize the use of the funds; and (5) the process and established time to replenish the reserve.


The actual reserve needed should be determined in conjunction with the conference's insurance policies in force.

AUDIT

Each conference office should evaluate the need for a third-party audit or financial review based on lender requirements, contractual requirements, external stake-

holder requirements, etc. If deemed necessary, the conference should determine the frequency of the review, the entity performing the review (i.e., internal or external), the completion date of the review, the report format and the recipients of the report.

Additionally, each year, conferences are required to provide documentation of a third-party review of grant fund usage to the NCAA not later than October 15 of each year. These reviews may be completed by an institutional member's business unit office that does not directly handle conference finances, chair of conference's presidential oversight body, the conference's bank or an external accounting firm.



CASH MANAGEMENT

- ▶ *Petty cash*
- ▶ *Cash disbursements*
- ▶ *Physical assets*
- ▶ *Bank account signatories*

CASH MANAGEMENT

Petty Cash Policy

Each conference should evaluate the need for maintaining petty cash. If it is determined that a petty cash fund is necessary, then the conference should assign someone to be the custodian of petty cash, the appropriate uses of these funds (e.g., office supplies, snacks, delivery tips, etc.), documentation required for each distribution, how and where the cash will be secured, and the process required to reimburse the fund.

Cash Disbursements

The conference must determine the appropriate procedures for all cash disbursements. This includes the documentation required from vendors to pay invoices and approvals for check requests and employee expense reimbursements. Additionally, the conference office should ensure that appropriate segregation of duties exists to reduce the risk of employee fraud and embezzlement. The following roles should be segregated: the person who authorizes distributions, the person who writes checks, and the person who records the transaction in the accounting system. Additionally, the conference should evaluate if multiple signatures for disbursements would be a value-added control (e.g., two signatures required on checks greater than \$1,000).

Physical Assets of Cash, Checks and Credit Card Machines

Each conference should evaluate the need for maintaining a safe or other locked storage container based on the amount of cash received. All cash and checks should be kept in a locked or combination safe or cabinet. Access to these areas should be



limited to employees who need access. For additional security, the conference should consider establishing a lockbox with its bank to receive checks.

Credit card machines and receipts also should be locked and never left unattended.

Cash and checks should be deposited within a timely manner, not to exceed three business days. If possible, all deposits should be made by more than one person. All cash collected should be counted by more than one person. A log of amounts to be deposited should be maintained by someone independent of the collection process. Someone independent of the deposit process should reconcile the deposit ticket to the amount collected.

Conference checks should be stored and secured, and a numerical log should be maintained by someone separate of the check writing process.

Bank Account Signatories

Each conference office must determine the number of and appropriate persons to be signatories on each of its accounts. The appropriate level of segregation of duties should be maintained to avoid fraud or error. Maintenance of bank accounts is a regular activity of any finance department. When it becomes necessary to change the signatories of a bank account due to termination or reassignment of duties, below are some of the steps that may need to be considered.

The documentation required to change the signatories may differ by bank. However, there is certain documentation that is commonly asked for by all banks to update authorized signatures. Some of the documents required for change in bank account signatories include:

1. Letter covering the authorized signatory request with applicable dates of change.
2. Signed authorization from the conference or authorizing body established when the account was opened.
3. Details of roles and responsibilities of new signatories on the update form of the bank.
4. Identity and proof of address of new signatories.
5. Color photo of new signatories.
6. Any other document as may be required by the bank.

1099s FOR OFFICIALS

A 1099 is required to be issued to the IRS and to certain entities (as defined by the IRS) when an organization has made payments in excess of \$600 to these entities during the calendar year. Many accounts payable systems (AP) can track 1099 entities and 1099 transactions. At the end of the year, the conference should review its vendor data and export the 1099 values from the AP system to report to the IRS and individuals. For officials, the NCAA uses ArbiterSports, which tracks and is responsible for 1099 reporting.

CONFERENCE INCORPORATION

- ▶ *Unincorporated Associations*
- ▶ *Corporations vs. Limited Liability Companies (LLCs)*
- ▶ *LLC Benefits as Opposed to Corporations*
- ▶ *Corporation Benefits as Opposed to an LLC*
- ▶ *Taxation*
 - *Corporations*
 - *LLCs*

CONFERENCE INCORPORATION

The following is not intended as legal advice. Before making any changes to the conference structure, the conference should consult with its financial advisor and legal counsel.

Unincorporated Associations

Absent some affirmative registration with a state, a group operating by mutual consent for a common lawful purpose is considered an unincorporated association. That mutual consent typically is shown through a set of bylaws and operating principles. Although unincorporated associations, like the NCAA, operate for educational or charitable purposes, the entity must seek federal non-profit IRS status through a separate application procedure. Unincorporated associations essentially have no state regulation, which can make them attractive from a governance perspective. However, unincorporated associations do not provide their members with any liability protection in the event that the association faces liabilities.

Corporations vs. Limited Liability Companies (LLCs)

Corporations and LLCs are formed by filling out the articles of incorporation or articles of organization, which typically can be found online through the state

agency that regulates business entities. Organization papers are filed with the state's business entity filing office (the state in which you file is the corporation or LLC's home state).

- A corporation or LLC will then have to comply with certain requirements of the home state's corporation or LLC law.
- A corporation or LLC typically must maintain a registered agent, file an annual report, pay an annual fee, and file documents if it makes structural or other material changes.
- If formed and maintained properly, the corporate or LLC structure provides liability protection against individual shareholder or member assets.
- State and federal tax consequences arise from the choice of entity structure. Obtaining nonprofit status at the state and federal levels is a different process from the establishment of an organizational structure.
- A membership entity may choose to operate as an unincorporated association of members.

LLC Benefits as Opposed to Corporations

- LLCs can be governed more informally than corporations. Corporation laws require a board of directors, meetings, quorums, minutes keeping and other management "formalities" that LLC laws typically don't require.
- LLCs have greater flexibility in deciding how to split financial interests. An LLC can distribute its income to each member equally, based on their capital contributions, or in many other ways. A corporation distributes its income to shareholders on a per-share basis.

Employers are required to report their tax obligations and make federal tax deposits.

- An LLC can be a pass-through tax entity without the restrictions imposed on corporations.
- Owners of an LLC are called members, and most states do not restrict ownership, so members may include individuals, corporations, other LLCs and foreign entities.
- Depending on elections made by the LLC and the number of members, the IRS, for federal tax purposes, will treat an LLC as either a corporation, partnership, or as part of the LLC's owner's tax return.

Corporation Benefits as Opposed to an LLC

- The corporate legal structure has existed for a longer period than LLCs and is generally more familiar to the public and to those in the financial services and legal services industries. A corporation with proper records may be afforded more deference to shield individual shareholders from corporate liability and debt.
- An LLC may not obtain nonprofit tax status directly but may operate as a wholly owned subsidiary of a nonprofit corporation.
- Because the corporate ownership structure is based on issuance of stock, corporations can offer stock options and stock bonuses as incentives to employees and managers.

Taxation

- **Corporations**

C corporation is a separate taxable entity that pays tax on income from the business separate from its shareholders. Shareholders may be taxed on income distribution or dividends that are received from the corporation.

S corporation is a pass-through entity that does not pay corporate income taxes. Its income passes through to its shareholders, who pay personal income taxes on their share of the corporation's income. A corporation can be taxed as an S corporation by filing a form with the IRS and meeting a number of restrictions, including not having more than 100 stockholders, not having non-resident aliens as shareholders, and only having one class of stock.

- **LLCs**

The IRS has default rules under which an LLC is a pass-through entity. (By default, an LLC with one member is taxed as if it were a sole proprietorship, and an LLC with more than one member is taxed like a partnership).

An LLC is not subject to the restrictions a corporation is subject to in order to be a pass-through entity.

An LLC can elect to be taxed as a C corporation. This election is made by filing a document with the IRS. If it meets the requirements, it also can choose to be taxed as an S corporation.

FILING LOCAL, STATE AND FEDERAL FORMS

The information provided here is not intended to be a comprehensive list of all tax-filing requirements.

Payroll Taxes

Payroll taxes must be withheld from employees' paychecks. These withholdings, including federal tax, social security tax, Medicare tax, state income tax and various local withholdings (such as city, county or school district taxes, state disability or unemployment insurance), should be remitted to the respective agencies. In addition to employee withholdings, companies also are required to pay their portion of payroll taxes. These taxes are in addition to the employee's gross pay and include social security tax, Medicare taxes and federal and state unemployment taxes.

Additionally, employers are required to report their tax obligations and make federal tax deposits, including the following:

- Make federal tax deposits
- Annual federal unemployment tax return (Form 940 or 940EZ)
- Employer's quarterly payroll tax return (Form 941)
- Annual Return of Withheld Federal Income Tax (Form 945)
- Wage and Tax Statements (Form W-2)

Employers also have requirements to file reports with various state and local agencies. Refer to the American Payroll Association website for links to state tax agencies.

Local and State Taxes

Most states require nonprofit corporations to file an annual or biannual report. These reports must be submitted to the agency that maintains the records for nonprofit organizations that are registered within each state. Visit [<https://www.hurwitassociates.com/resources>] for a list of requirements by state.

Some states require organizations to periodically renew their tax-exempt status. For example, many states issue their own “tax-exempt certificate” for sales and use tax purposes that nonprofits must apply for and periodically renew. Additionally, states may require unrelated business income returns to be filed. Visit [<https://www.haborcompliance.com/information/authority/department-of-revenue>] to identify the filings required by each state.

Federal Taxes

In general, tax-exempt organizations must file annual information returns. These forms usually are due four-and-a-half months after the end of the fiscal year. However, there are certain exceptions. Visit [<https://www.irs.gov/charities-non-profits>] to determine whether the conference meets the requirements to file a return.

TRADEMARKS AND LOGOS

Each conference should evaluate their current trademark and licensing program as the foundation to a strong program is establishing and tracking your trademark portfolio. A strong program builds affinity, increases brand awareness and generates excitement and revenue.

An important first step for each conference is to survey your internal environment. That process includes an inventory of your marks, logos and colors, identifying and understanding your licensing policy, knowing your conference partners and making sure that your program aligns with the conference mission and goals. Likewise, perform a survey of your external environment. This includes identifying who are your top licensees and retailers and how fans support the program.

Each conference should work with your general counsel to protect your marks and program. Develop a basic understanding of trademark law and various protection and enforcement strategies. Collaborate with counsel to determine marks to be registered and ensure that registrations are maintained. Provide clear-use guidelines that tie into the conference's brand guidelines.

A basic guideline to a successful program is to refer to the four P's of licensing: Protect, Promote, Preserve and Profit.

An important first step for each conference is to survey your internal environment.

CONFERENCE CHAMPIONSHIP AND BOWL HOST

In the event that institutions apply to host a conference championship or football bowl event, as part of the site-selection process, each prospective host institution should submit a proposed budget for approval by the conference office according to conference guidelines. All receipts and expenses associated with the conduct of the championship competition, including lodging, officials and site representatives, should be included in the proposed budget.

Should the conference have financial policies in place for championship events, the host institution should adhere to championship expenses as approved by the conference office, including (but not limited to) competition site rental, maintenance, insurance, printing of tickets, ushers, maintenance personnel, ticket sellers, ticket takers, minor officials, police and security, promotion, publicity, advertising, meetings, banquets, and medical staff. Any expenses not included in the original proposed budget should be approved in advance by the respective conference.

Apart from financial requirements, host institutions and the conference office should be clear on the delineation of responsibilities associated with all conference championship events including, but not limited to, game management, communication with competing institutions, postgame duties and award ceremonies.

For football bowl games, participating conferences should coordinate as early as possible the policies on the various items described above, as well as procedures for team and site selection and the delineation of tasks for each participating conference before, during and after all bowl games. As with conference championships, all policies should appear in writing and be reviewed by the participating conferences on a regular basis.

After each championship and football bowl game, it is recommended that the host institution provide the conference with a detailed financial report. Any amounts due to the conference office should be remitted within a prescribed timeframe. Penalties



should be assessed to those host institutions that do not submit financial reports or amounts due within the required time.

CONFERENCE GRANT DISTRIBUTION

Conference grant distributions should be used in accordance with the guidelines established by the Division III Strategic Planning and Finance Committee. Each year, conferences should submit an annual report of uses form. Penalties and potential loss of funding could be applicable if the funds are not used as prescribed.

RESOURCES

Annual Exempt Organization Returns, Notices and Schedules

[<https://www.irs.gov/charities-non-profits/annual-exempt-organization-returns-notices-and-schedules>]

Bank Account Signatory Change Procedure

[<https://www.indiastudychannel.com/resources/153823-Procedure-change-bank-account-signatory-company.aspx>]

Business Structures

[<https://www.irs.gov/businesses/small-businesses-self-employed/business-structures>]

Department of Revenue State Directory

[<https://www.harborcompliance.com/information/authority/department-of-revenue>]

Intercollegiate Athletics, Fiscal and Accounting Procedures

[https://www.suny.edu/sunyp/ documents.cfm?doc_id=459]

LLCs, S Corporations and C Corporations

[<https://www.bizfilings.com/docs/default-source/pdfs/llc-vs-inc-comparison-infographic.pdf?sfvrsn=2>]

LLCs vs. Corporations

[<https://www.bizfilings.com/toolkit/research-topics/incorporating-your-business/llc-vs-inc>]

National Association of College and University Business Officers

[http://efarm.nacubo.org/search-results/site-search-7.360987?q=operational+budgets+for+non+profits&ty=&ev=&tr=&pe=&pn=&tag_co=&tag_lo=&tag_or=&tag_pe=Financial+Accounting+and+Reporting+Manual+for+Higher+Education&tag_ta=&tag_su=]

National Council of Nonprofits – Financial Management

[<https://www.councilofnonprofits.org/tools-resources/financial-management>]

National Council of Nonprofits – Operating Reserves

[<https://www.councilofnonprofits.org/tools-resources/operating-reserves-nonprofits>]

NCAA Statement of Revenues and Expenses and Classifications of Revenues and Expenses

[<http://www.ncaa.org/about/resources/finances/ncaa-membership-financial-reporting-system>]

Nonprofit Law Library

[<https://www.hurwitassociates.com/resources>]

Payroll Taxes and Employer Responsibilities

[<https://www.thebalancesmb.com/payroll-taxes-3193126>]



NCAA CONTACT INFORMATION

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Crisis Management

The organizational crisis experience is inevitable. It is not predictable or preventable and can manifest in a variety of ways including, among others, events involving physical/safety threats and social media and other reputational challenges. A thoughtfully constructed organizational crisis management plan can go a long way to mitigate and avoid the potential fallout that is often associated with organizational crisis. Below is a summary of some of the considerations that should go into developing and implementing an organizational crisis management plan.

THE CRISIS MANAGEMENT TEAM (CMT)

- Identify a core group of trusted individuals who will serve as the crisis management team (CMT). The CMT should be broad enough to represent all applicable stakeholders but small enough to remain agile and focused during a crisis scenario.
- Consider whether and how best to include representation from member institutions.
- Each member of the team should have a clearly defined role in management activities and should have the authority necessary to carry out protocol responsibilities.
- The use and monitoring of social media is an integral part of any crisis management communications plan. Consider including at least one individual whose role and responsibilities are focused on social media. That individual should have access to and expertise/fluency in all social media platforms that may be relevant to the organization and its identified stakeholders.
- Similarly, consider selecting an individual who is well versed in the legal and discovery implications pertaining to social media posts and ensure that the individual has access to and regular communications with conference legal counsel. Because content limitations can vary from platform to platform, practice vignettes and response plans should include potential social media responses and considerations.

At a minimum, input from and communication with legal counsel should be considered an integral piece of any response plan.

- Consider including conference legal counsel as part of the CMT, either in a consultancy capacity or, if resources permit, as a defined role on the broader team. At a minimum, input from and communication with legal counsel should be considered an integral piece of any response plan. It should be noted that communications by and between members of the CMT will *not* automatically be considered legally privileged communications. However, in instances when CMT participants are soliciting or receiving legal advice, or advice that will be used by organizational attorneys in anticipation of litigation, those communications often will be protected.
- **Make sure each CMT member accepts the role and responsibilities that they are assigned.** Ensure each fully understands the nature and breadth of all potential crisis scenarios. Some individuals may have personal sensitivities to certain types of scenarios that may make them unable or less able to effectively implement specific management responsibilities or activities during one type of crisis scenario or another. It is important to understand these types of limitations ahead of time and to develop the CMT in a way that accounts for these considerations.

THE CRISIS MANAGEMENT PLAN (CMP)

- Identify clear criteria by which to distinguish urgent material and/or challenging events from true crisis scenarios. One consideration may be whether there is a risk or allegation of immediate material harm to or by any individual, the organization or any member.
- Because crisis scenarios have become so commonplace, the public expects and feels entitled to warp speed and near-perfect responses. Any delay can be the death knell for even the most otherwise reputable organizations and qualified leaders. Consider developing a variety of “playbooks” that pertain to different types of potential crisis scenarios. Leverage and adjust each playbook as part of your implementation of practice vignettes and as new potential crisis scenarios are identified.
- Consider implementing a “direct dial” policy around hot issues. Higher education, and its governing bodies, are well known for hierarchal communication protocols that are navigated only at a glacial pace. While there are certainly benefits to a carefully constructed communication protocol, consider whether it makes sense to create a “direct line” to the commissioner’s office and/or other management personnel for anyone with material information relating to a potential crisis scenario.

The two most important decisions around effective crisis communications may arguably be “What will we say?” and “When will we say it?”



- **Consider confidentiality implications as they relate to communications within the CMT and between the CMT and third-party stakeholders.**

Crisis management typically involves the type of sensitive, non-public, strategic information and advice that would be deemed confidential to an organization. In evaluating how best to protect the confidentiality of the information being conveyed during crisis management, consider the type of information that is being shared, whether it is better communicated by phone vs. email, and limiting the communication to only those who need to be included. Also consider implementing the use of a standard “Confidential Internal Communication” or similar template header on all such written communications and training all CMT members about the importance of confidentiality practices.

Avoid jumping to early conclusions that are based on partial facts and information.

COMMUNICATION CONSIDERATIONS

- The two most important decisions around effective crisis communications may arguably be “What will we say?” and “When will we say it?”
- The intended audience also is very important; a list of relevant stakeholders and the prioritization of communications can often be (and should be) largely identified ahead of any crisis as part of the CMP.



- Avoid jumping to early conclusions that are based on partial facts and information. There often is significant public pressure to deliver a particular response to a crisis scenario. Just because there is a loud cry for a specific response, does not necessarily mean it is the best response. Sometimes, overreaction and knee-jerk reaction can be worse than a delayed response.
- While seeking additional facts and information, consider sharing what you do know. Messages about all the reasonable precautionary steps previously taken to prevent similar situations and all the actions taken to address the current situation can go a long way to fill the void when the public is clamoring for some transparent communication, but a definitive conclusion or detailed path forward has not yet been identified.

- Consider including a variety of communication templates as part of your CMP playbook and routinely leverage them as part of practice vignettes.
- Accuracy and authenticity are everything. Even under the duress and urgency of a crisis scenario, the CMT must take the time to ensure all messaging is true and factually supportable. We are in an era of fundamental public mistrust of higher education and the athletics industry. As a result, it is imperative that CMT communications reflect genuine concern and commitment.
- Consider using a media monitoring service to gather real-time feedback around public response to messaging and to inform necessary shifts in the CMP. These types of monitoring services also can be used to proactively monitor social media for potential and festering issues before they become true crises.

Consider confidentiality implications as they relate to communications between the conference and its members.


USE OF PRACTICE VIGNETTES

- Time is of the essence when responding to crisis scenarios. There is no time, during a crisis, to develop and vet appropriate response activities and related communication plans.
- Mapping out potential alternative responses to various crisis scenarios ahead of time (e.g., a CMP Playbook) is key to successful crisis management.
- Practice vignettes can be developed from real-life scenarios. Avoid discounting any vignette ideas as “not realistic” or “too unlikely” for your organization. The great majority of organizations that have experienced major crises never would have predicted their involvement ahead of time.
- Create practice scenarios that are as realistic as possible and use them, frequently.

VISIBILITY BETWEEN THE CONFERENCE AND ITS MEMBERS

- Conference leadership should be considered a relevant stakeholder with respect to any crisis scenario arising out of membership activities related to collegiate athletics or involving student-athletes. Consider strategies on how best to connect with campus crisis management teams to ensure that the conference is a relevant stakeholder and part of the early stages of any communication plan with respect to events that can impact conference risk.
- Consider confidentiality implications as they relate to communications between the conference and its members. Crisis management typically involves the type of sensitive, non-public, strategic information and advice that would be deemed confidential to an organization. In evaluating how best to protect the confidentiality of the information being conveyed during crisis management,

consider the type of information that is being shared, whether it is better communicated by phone vs. email, and limiting the communication to only those who need to be included. Also consider implementing the use of a standard “Confidential Conference Communication” or similar template header on all such written communications and training applicable member contacts about the importance of confidentiality practices.



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CONFERENCE
OFFICE
STRUCTURE

ACCOUNTING
CONTROL

CRISIS
MANAGEMENT

HIRING RISKS
AND
CONSIDERATIONS

HUMAN
RESOURCES
FUNCTION

INFORMATION
SECURITY
SYSTEMS

INSURANCE
CONSIDERATIONS

LEGAL
COUNSEL
CONSIDERATIONS

PROTECTING
TAX-EXEMPT
STATUS

OFFICIATING



Hiring Risks and Considerations

THE SEARCH AND SELECTION PROCESS

- While search firms can provide tremendous expertise and benefit, neglecting to carefully oversee the search, selection and hiring of employees, especially at the executive level, can have disastrous effects.
- The significant number of interested stakeholders can quickly muddy hiring waters and circumvent an otherwise robust process. A definitive position statement should be finalized before any potential candidates are contacted. Establish clear expectations from the start about who will participate, the process that will be followed, and any important timelines.
- Whether using a search firm or internal resources, consider the following as part of the candidate vetting process:
 - Implement thorough background checks that comply with all applicable federal and state laws.
 - Diligently check prior employment history and references – especially references from individuals who stand to gain or lose nothing by the hire.
 - Beware of “recycled” candidate lists. Leverage local and national court filings and other public records, historical compliance reports and social media, as available, permitted and appropriate.
- Consider claw back protections if using search firms.

INTERNATIONAL HIRING CONSIDERATIONS

International hiring is high risk and process-intensive. It involves several federal agencies and numerous procedural steps – all of which take considerable time:

- Petition UCSIS for non-immigrant visa.
 - o Limited availability.
 - o Eligibility requirements.
 - o Various filing fees.
 - o Time limited if granted.
 - o Employer's responsibility to maintain a public access file.
- Initiate permanent residency certification for the employee via the Department of Labor.

NOTE: Student employees have different, and often less challenging, documentation requirements.

Virtual employees can offer flexibility and other potential benefits for conference employers who often operate in limited and/or shared office spaces.

VIRTUAL WORKPLACE CONSIDERATIONS

Virtual employees can offer flexibility and other potential benefits for conference employers who often operate in limited and/or shared office spaces. The following are some considerations related to remote employment arrangements:

- **Employer Property**
 - o For information security purposes, consider issuing employer-owned technology and prohibiting use of employer property for non-work purposes or use of employee-owned technology for work purposes.
 - o Consider a written agreement that clearly identifies company property, and that secures the employee's agreement to properly care for and protect the property, and the organization's authority to deduct wages for any damage to property in accordance with applicable state laws.
- **Security**
 - o Employers are responsible for ensuring the security of sensitive documents and data that are handled by employees, regardless of where the work is performed. Consider establishing information access controls (e.g., VPN access, encryption, network firewalls, mandatory password changes) and setting clear expectations regarding proper storage (e.g., work-issued technology only, locked cabinets/drawers) and protection of proprietary and confidential information.
- **Workers Compensation**
 - o Employers are typically responsible for providing a safe working environment for on-site and remote work locations.

VIRTUAL WORKPLACE CONSIDERATIONS

- ▶ *Employer property*
- ▶ *Security*
- ▶ *Workers compensation*
- ▶ *Payroll*
- ▶ *State laws*
- ▶ *Virtual status*

- Consider asking virtual employees to designate a specific area of the home that is considered work space and specific hours of the day in which they will perform work-related activities. Also consider providing notice to virtual employees about potential in-home safety hazards and asking them to agree (in writing) to take certain precautionary safety measures and to maintain safe conditions as a condition precedent to employment.
- **Payroll Records/Compensation**
 - FLSA requires employers to pay nonexempt employees at or above minimum wage for all hours worked and to pay overtime for all hours worked more than 40 in a given work week. In most instances, hours must be counted as “worked hours” if the employer knows or has reason to believe that the work is being performed. Strongly consider setting clear written expectations around work schedules and hour limits for all non-exempt virtual employees and working with employees to carefully track and report all hours worked.
- **Other State Laws**
 - There are a host of state laws the applicability of which will be determined by the location where the virtual employee is performing the work (e.g., his or her residence). These include, among others, vacation accrual and payout, final compensation payout, intellectual property use and ownership, paid and unpaid leave rights, non-compete agreements and background checks.
- **Position Criteria/Changes in Virtual Status**
 - When remote employment is only offered to certain employees or on certain projects, consider establishing and documenting the objective criteria by which you will evaluate virtual employment opportunities.
 - To adequately prepare for and address any organization need to change the virtual employment model, consider clarifying in employment policies and/or employment

Employers are responsible for ensuring the security of sensitive documents and data that are handled by employees, regardless of where the work is performed.

agreements that it is in the full discretion of the organization whether to continue to permit remote employment arrangements and that the organization reserves the right to reestablish a workplace office requirement at any time.

DIRECTORS AND OFFICERS

- Exposure and standards for nonprofit directors and executives are at least as high, and perhaps higher, than those applicable to their for-profit counterparts.
- Consider the adequacy of your D&O insurance coverage in light of stated/unstated expectations and responsibilities and D&O-specific risks identified through assessment.
- General liability insurance and umbrella policies typically limit coverage to bodily injury, property damage and certain personal injury claims. Separate D&O coverage is required for a host of other types of claims that can arise out of a variety of daily decisions and activities involving conference management.
- Adequate D&O coverage is typically considered a prerequisite to attract an appropriate pool of D&O candidates.
- Most policies now include full entity coverage for claims made against the organization, even if no directors or officers are personally named.
- While most policies do not limit coverage for prior wrongful acts, consider indemnity carveouts related to activities that predate position start dates.
- See also the NCAA guidance document at: http://www.ncaa.org/sites/default/files/2017Conference_Insurance_Considerations20171207.pdf



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CONFERENCE
OFFICE
STRUCTURE

ACCOUNTING
CONTROL

CRISIS
MANAGEMENT

HIRING RISKS
AND
CONSIDERATIONS

HUMAN
RESOURCES
FUNCTION

INFORMATION
SECURITY
SYSTEMS

INSURANCE
CONSIDERATIONS

LEGAL
COUNSEL
CONSIDERATIONS

PROTECTING
TAX-EXEMPT
STATUS

OFFICIATING

Human Resources Function

The intent of this guide is to provide NCAA Division III commissioners with resources related to human resources function for the conference offices. Please note that this provides suggestions and considerations only and is not inclusive of all human resources-related policy or law. In addition, conferences that are housed on an institution's campus, or if wages and compensation are facilitated through an institution's campus, may be subject to additional policies and procedures specific to that institution.

HUMAN RESOURCES FUNCTION

The human resources function includes:

- Talent acquisition (e.g., recruiting, sourcing, hiring).
- Performance management and reviews.
- Employee relations.
- Employee learning, development and training.
- Safety and wellness.
- Employee benefits.
- Total compensation strategy.

THREE BASIC PERSONNEL COMPLIANCE AREAS

There are three basic compliance areas [<https://www.reallyeasyhr.com/hrbasics/>] for conference offices to be aware of and be compliant with:

- The creation and maintenance of three specific employee file types.
- The publication of an employee handbook with key policies.
- The posting of required state and federal notices.

Employee Files [<https://www.reallyeasyhr.com/hrbasics/>]

- **I-9 file** – I-9 forms are used by the U.S. government to identify and verify your employees' eligibility to work in the United States. Keep all I-9 forms together in one file, rather than in individual employee files. Visit the United States Citizenship and Immigration Services [<https://www.uscis.gov/i-9-central/i-9-central>] website for all I-9 related questions.
- **Employee general file** – Keep any documentation associated with the employee in this file. Documentation could include resumes, performance reviews, disciplinary actions, training records, compliance documents, W-4 or other tax forms, and payroll forms.
- **Employee medical file** – All medical documentation should be kept in a separate file, physically away from the employee general file. Medical documentation could include notes from doctors, disability information and any other information you have from an employee. Medical information is considered Protected Health Information (PHI), which is protected by law. PHI is any information about health status or documentation that can be linked to a specific individual.

The employee handbook is designed to be used to inform employees of policies, and to set mutual expectations between the conference and the employee. It also can protect the conference in the event of a dispute with a former employee.

Employee Handbook

The employee handbook [<https://wheniwork.com/blog/what-is-human-resources/>] is designed to be used to inform employees of policies, and to set mutual expectations between the conference and the employee. It also can protect the conference in the event of a dispute with a former employee.

Some components of a conference employee handbook could include:

- Confidentiality agreement.
- Conflict of interest policy.
- Anti-discrimination policies.
- Whistleblower policy.
- Safety and security (e.g., facility, inclement weather, information security).

- Compensation and benefits (e.g., benefits required by law, benefits that are unique to your conference).
- Work schedules and personal time off (e.g., office hours of operation, flexible work benefits, personal and/or sick time).
- Standards of conduct (e.g., dress code, professional behavior, social media policy).
- General employment information (e.g., promotions, employee reviews, termination, employee records).

Ensure that each employee has received a copy of the employee handbook and signs an acknowledgement. Place the signed acknowledgement in the employee's general file.

Required State and Federal Posters

As an employer in the United States, the Department of Labor (DOL) requires posters or notices to be posted in the workplace.

Poster/notice subjects could include:

- Fair Labor Standards Act (FLSA).
- Family and Medical Leave (FMLA).
- Government Contracts.
- Immigration.

Helpful Links for Ordering Posters

- e-laws Poster Advisor can be used to determine which poster(s) employers are required to display at their place(s) of business. Posters, available in English and other languages, may be downloaded and printed directly from the Advisor.
- Workplace Poster Requirements for Small Businesses and Other Employers [<https://www.dol.gov/general/topics/posters>].
- Order the DOL Poster Package [<https://www.dol.gov/whd/resources/posters.htm>], which includes FLSA, FMLA, OSH Act, EEO and EPPA posters.

***The U.S.
Department
of Labor's key
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KEY EMPLOYMENT LAWS

The U.S. Department of Labor's key employment laws are meant to foster, promote and develop the welfare of wage earners, job seekers and retirees. Some key employment law areas to be aware of are:

- Wages and Hours.
- Workplace Safety and Health.
- Worker's Compensation.
- Employee Benefit Security.
- Unions and Their Members.
- Employee Protection.

- Garnishment of Wages.
- Family and Medical Leave Act.
- Veterans' Preference.
- Government Contracts.

Note: *This list is not inclusive of all employment laws; rather, it is a listing that may be most applicable to your conference. All major employment laws can be reviewed on the U.S. Department of Labor [<https://www.dol.gov/general/aboutdol/majorlaws>] website.*

WHISTLEBLOWER POLICY

A whistleblower is defined as a person who reports potential or perceived unethical or illegal actions as it relates to employer policies and procedures. The whistleblower does not have responsibility for investigating the action or for determining the outcome of the investigation.

Conference offices located on an institution's campus should be aware of the institution's whistleblower policy, and make sure that the whistleblower policy is included in the conference employee handbook.


RESOURCES

United States Department of Labor [<https://www.dol.gov/general/aboutdol>]

Society for Human Resources Management [<https://www.shrm.org/>]

College and University Professional Association for Human Resources
[<https://www.cupahr.org/>]

When I Work – HR Resources Toolkit, including checklists, templates, best practices and interactive forms. [<https://wheniwork.com/hr>]



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CONFERENCE
OFFICE
STRUCTURE

ACCOUNTING
CONTROL

CRISIS
MANAGEMENT

HIRING RISKS
AND
CONSIDERATIONS

HUMAN
RESOURCES
FUNCTION

INFORMATION
SECURITY
SYSTEMS

INSURANCE
CONSIDERATIONS

LEGAL
COUNSEL
CONSIDERATIONS

PROTECTING
TAX-EXEMPT
STATUS

OFFICIATING



Information Security Considerations

The NCAA has prepared the following considerations for Division III conference administrators to use when determining appropriate controls to protect data. Please note that this document provides suggestions and considerations only and may not address all risks and threats of an NCAA Division III conference.

Conference administrators should assess their unique environment and apply the controls that mitigate the threats to that environment. For this document, information security and cybersecurity should be considered closely related and approached through a risk-based analysis.

THE GOAL OF INFORMATION SECURITY

Information security, at a base level, is concerned with three characteristics regarding information:

CIA TRIAD

- ▶ **Confidentiality** – *Information is only seen and/or used by those authorized to access it.*
- ▶ **Integrity** – *Information is in a trustworthy state. It is not changed by unauthorized individuals and changes by authorized individuals are known and tracked.*
- ▶ **Availability** – *Information is accessible by authorized individuals when needed*

This is known as the CIA triad and it is the goal of a risk-based information security program to address these characteristics.

PRINCIPLES OF INFORMATION SECURITY

Developing an information security program is the first step in accomplishing the goals of the CIA triad.

- An information security program should be guided by a management-approved policy that has supporting standards, procedures and guidelines.
- Exceptions to the policy and program are only permissible in those instances in which a risk assessment has been performed outlining the implications of being out of compliance and the exception has been reviewed by the appropriate oversight committee or management team.
- Use of information must be consistent with the established policy and its supporting standards, procedures and guidelines.
- Information must be consistently protected in a manner commensurate with its sensitivity, value and criticality.
- Information will only be used for its intended business purpose as authorized by management.

The NIST Cybersecurity Framework identifies five functions with expanded categories and controls on which to focus a program:

NIST CYBERSECURITY

- ▶ **Identify** – Know what information you have, where information is stored and on what resources.
- ▶ **Protect** – Apply appropriate safeguards to the information based on its risk assignment.
- ▶ **Detect** – Know when potential malicious activity has occurred.
- ▶ **Respond** – Have processes in place to act upon information security incidents.
- ▶ **Recover** – Identify appropriate activities to maintain plans for resilience and to restore capabilities or services.

FIRST STEPS

Every organization has a unique environment and values information differently. Therefore, each organization will need to determine the appropriate course to accomplish the intent of the five functions listed above. Here are suggested steps:

1. **Research** – There are many resources from which to learn the concepts of information security and cybersecurity.
2. **Framework** – Choose one or more frameworks on which to base your program. When choosing a framework, remember that not every aspect of a framework may apply to your environment. The key is to adopt the appropriate aspects of a framework and expand upon that.
3. **Develop a Plan** – This should be a documented, management-approved plan to guide the program.
4. **Assign Responsibility** – An individual or group of individuals should be assigned responsibility for the program, and its implementation and monitoring.
5. **Train** – All employees are responsible for adopting and adhering to practices to safeguard information. To do this, an effective training program is required.

BASIC CONTROLS

Within any program, there are basic controls that should be considered after a risk assessment has been performed:

- **Patching** – Having a process to apply security patches and updates on software and hardware will correct many vulnerabilities that hackers take advantage of.

- **Authentication** – For important or sensitive information, a username and password may not provide adequate protection. Consider multi-factor authentication.
- **User Access Controls** – The concept of least privilege should be enforced, meaning an individual can only access what they need and nothing more.
- **Continual Training** – Staff and contractors must be trained and tested on expected secure behavior.
- **Cloud Configuration** – If you use cloud storage and hosted environments, they must be configured securely.
- **Monitor** – The environment must be monitored for potentially malicious behavior.
- **Response Plans** – An incident response plan and business continuity plan should be in place to respond to incidents.
- **Consider Cybersecurity Insurance** – Insurance coverage for breaches and other incidents help to cover the costs of recovery.
- **Security Testing** – Periodic penetration and vulnerability testing should occur to determine if a network's security is configured and maintained properly.



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Insurance Policy

CONFERENCE
OFFICE
STRUCTURE

ACCOUNTING
CONTROL

CRISIS
MANAGEMENT

HIRING RISKS
AND
CONSIDERATIONS

HUMAN
RESOURCES
FUNCTION

INFORMATION
SECURITY
SYSTEMS

INSURANCE
CONSIDERATIONS

LEGAL
COUNSEL
CONSIDERATIONS

PROTECTING
TAX-EXEMPT
STATUS

OFFICIATING

Insurance Considerations

The NCAA has prepared the following insurance considerations for Division III conference administrators to use when purchasing insurance. Please note that this document provides suggestions and considerations only and may not address all exposures of an NCAA Division III conference. Conference administrators should work with their chosen insurance advisor/broker to determine the type, level and scope of insurance coverage necessary to meet their unique circumstances. A more extensive resource for insurance considerations is also available to all NCAA conferences at www.ncaa.org.

FINANCIAL STRENGTH OF INSURER

An occurrence today may result in a claim several years from now. Therefore, it is important that the insurer you select has the financial strength to pay claims both now and in the future. The A.M. Best Company provides insurance company ratings to help evaluate the strength of an insurer. An insurer's A.M. Best Rating can be verified via www.ambest.com, or by requesting this information directly from your insurance advisor.

SELECTING LIMITS

The type and number of activities that a conference organizes and the extent of the conference's direct involvement in these activities affect the conference's exposure to loss. The decision on how much insurance to carry should be discussed with the conference's insurance advisor, who may provide information on limits carried by

It is important to retain all occurrence-based policy documents (e.g., Commercial General Liability, Crime, Workers' Compensation policies) forever.

organizations of a similar size and nature. Unfortunately, it is not possible to know with 100% certainty what will prove to be an "adequate" limit because of the unknown factors associated with liability. A minimum limit standard is at least \$1,000,000 per occurrence/loss. This coverage amount is also the minimum amount typically required in third-party contractual arrangements.

OTHER CONSIDERATIONS

It is important to retain all occurrence-based policy documents (e.g., Commercial General Liability, Crime, Workers' Compensation policies) forever. Occurrence-based policies will be in effect for claims when the loss occurred, not necessarily when the loss was filed/reported to the insurer. For example, if a claim is reported today for a loss that occurred 10 years ago, the policy that was issued 10 years ago will be in effect rather than the one that is today.

It is of the utmost importance that you accurately complete all insurance applications and reveal all relevant exposures, including all sports applicable to your conference. Failure to disclose information may result in denial of a claim. Keep your insurance brokers/carriers apprised of any new developments relating to your conference.

It is also critical to review the claim-reporting requirements established within the insurance policy and proactively notify the insurance company of any claim, or even an incident that could give rise to a claim, to avoid a claim declination based on late reporting. It also may be prudent to report a claim on all relevant insurance policies and coverage types, including any excess and umbrella liability policies.

CLAIM-REPORTING REQUIREMENTS

- ▶ *Know when the coverage is for – when the claim is made or when the claim occurred.*
- ▶ *Discuss what the proper limit should be for the coverage.*
- ▶ *Keep all occurrence-based documents.*
- ▶ *Accurately complete all applications and also accurately report any claims.*

COMMERCIAL GENERAL LIABILITY (CGL) INSURANCE

Commercial General Liability (CGL) policies are designed to cover your organization with respect to claims of bodily injury, property damage and/or personal/advertising injury liability arising out of your conference's operations.

The most common CGL coverage form is an “occurrence-based” policy that offers permanent coverage for incidents that occur during the policy period. In comparison, a “claims-made” policy covers claims that are made (reported) during the policy term and will cover claims after the coverage period only if the insured purchases extended-reporting period or “tail” coverage. Third-party contracts will often specifically require an occurrence-based CGL policy.

A standard CGL policy is intended to provide coverage for the operations of a college conference, but there are certain exclusions and limitations that may restrict important coverages. The following provides a description of notable coverages you may consider, exclusions or limitations to look for, and coverage enhancements you may want or need:

- **Additional Insureds** – Many conferences have sponsorship relationships or venue-use agreements that require the conference to name a third party as an additional insured. Determine in advance whether there will be premium implications for such requests. Also determine whether the policy requires a written contract or agreement to provide additional insured status.

A standard CGL policy is intended to provide coverage for the operations of a college conference.

- **Participant Legal Liability** – **Confirm with your insurance advisor that the conference's policy provides coverage for claims of bodily injury resulting from sports participation (typically referred to as "participant legal liability")**. This is a primary source of exposure for a college conference, so you may want to confirm that coverage is in place and that you understand any restrictions or limitations that apply.
- **Athletic Trainers Liability** – If a conference arranges for or uses the services from athletic trainers and wants to provide liability coverage for these individuals, it is important to discuss whether the insurer offers an athletic trainers endorsement to provide coverage for medical services provided by athletic trainers **(standard policy language excludes coverage for individuals who provide professional medical services)**.
- **Liquor Liability** – Standard CGL forms typically include coverage for "Host Liquor Liability," but exclude alcohol-related losses if the insured is involved in "the business of ... selling, serving or furnishing alcoholic beverages." While college conferences may not do this as a primary business function,

coverage is sometimes restricted in the case of nonprofit and other organizations that may sell alcoholic beverages in connection with fundraising or other activities. As part of discussions with your insurance advisor, you should discuss any events where alcohol will be sold or provided to determine whether full Liquor Liability coverage is needed, or if the Host Liquor Liability coverage is sufficient. **It also is important to verify that concessionaires and vendors serving alcohol are properly licensed and insured with Liquor Liability coverage, and the conference is named as additional insured.**

- **Sport-Specific or Activity-Specific Exclusion** – If the policy includes sport- or activity-specific exclusions, be sure that they are not for any sports or activities with which your conference is involved (e.g., a policy could specifically exclude claims related to the use of a javelin).
- **Concussion/Neurodegenerative Exclusion** – Insurers in general are adding head trauma and concussion-related exclusions on liability policies, even on sporting activities in which concussions are not prevalent. Conferences may consider sharing their concussion protocols with insurers and explain what is being done to mitigate the problems relating to concussions. Consult with your insurance advisor to explore options to avoid such exclusions on your liability policies.



Insurers in general are adding head trauma and concussion-related exclusions on liability policies, even on sporting activities in which concussions are not prevalent.

- **Designated Operations or Activities Provision** – Insurers may limit the scope of coverage by specifically listing what the policy covers. If your policy contains such a limitation, you must ensure that the wording is broad enough to encompass all your regular day-to-day business operations plus any special events you conduct. If possible, this type of limitation should be avoided.
- **Fireworks Exclusion** – Some policies contain exclusions or limitations with respect to fireworks. If fireworks or pyrotechnics are a part of any conference activities, you should evaluate the coverage provided to ensure that it is appropriate for your situation.
- **Abuse/Molestation Exclusion** – If the conference organizes or operates activities that involve youth, you may have exposure with respect to claims of abuse or molestation and should confirm that your policy provides coverage for such exposures. Additionally, you may be required to carry this coverage if you plan to use a third-party's premises where youth are present (e.g., you may wish to hold a practice at a local high school, and the high school requires you to have abuse/molestation coverage because the high school has youth on its premises).

DIRECTORS & OFFICERS LIABILITY (D&O)/ EMPLOYMENT PRACTICES LIABILITY (EPL) INSURANCE

D&O policies are designed to cover an organization and individuals for claims alleging wrongful acts. There are many different policy forms that provide the same basic coverage but may have enhancements or exclusions that are of particular interest to a Division III conference. It also is prudent to verify whether outside directorship liability coverage is automatically extended to individual board members via their own employer's D&O policy. The following provides a description of core coverage, exclusions and limitations, and coverage enhancements that may be of interest to your conference.

- **Who is an Insured?** – Coverage should include past, present and future directors, officers, trustees, employees, committee members and volunteers. In addition, some policies extend coverage to spouses of these individuals in the event they are brought into a lawsuit. It is important that the correct entity be named on the policy declaration pages so that any subsidiaries also are covered under the policy. If not, they will need to be listed separately to be covered.
- **Non-Monetary** – **Coverage should apply to claims for which monetary and non-monetary demands are made.** It is important to confirm that the policy includes both triggers in the definition of a claim. Non-monetary claim examples include administrative proceedings or demands for injunctive relief. The defense costs associated with such claims could be significant, as this also could include antitrust or eligibility-related matters.

Coverage should include past, present and future directors, officers, trustees, employees, committee members and volunteers.

- **Anti-Trust** – Coverage may be available for anti-trust lawsuits. College conferences may have exposure in this area if the conference makes decisions that affect participants within the conference on a blanket basis and could be held to constitute a restriction of competition.
- **Employment Practices Liability (EPL)** – Many not-for-profit D&O policies contain EPL coverage. This also can be purchased on a separate policy should you not wish to combine the limits. This coverage should apply to claims brought by employees, former employees or prospective employees relative to employment practices (such as wrongful termination, failure to promote, age discrimination, etc.). **It also should contain coverage for claims by third parties, such as vendors or guests.**

ADDITIONAL INSURANCE COVERAGES FOR CONSIDERATION

Property/Mobile Equipment

A conference may own property (e.g., building and/furniture, computer equipment, or other contents) exposed to loss, which should be appropriately considered for property insurance coverage. It is important to confirm the valuation and type of coverage, such as Replacement Cost Value versus Actual Cash Value. Inland Marine insurance is used to cover movable equipment and unusual property. A college conference may have property such as sports equipment, valuable memorabilia, cameras and signage that would not be sufficiently covered by standard commercial property coverage. Therefore, when discussing property coverage with your insurance advisor, it is important to identify any unusual property you possess or equipment that you transport to tournaments or other events.

Auto Liability

If a conference owns, rents or uses vehicles through sponsorship arrangements, or if vehicles are operated on its behalf (such as a chartered bus), and/or if personnel rent vehicles or use their own vehicles for conference business, the conference should obtain appropriate auto coverage. It is important to note that primary liability typically “follows” the vehicle, but the conference also will inevitably have a non-owned auto exposure. Coverage for non-owned auto liability should be verified. Additionally, a conference may be contractually required to evidence coverage for its owned, hired and non-owned auto exposure.

Crime

A separate comprehensive crime policy may be considered to cover the conference in the event of an employee theft of funds.



Cyber Liability

Conferences likely hold data that is considered sensitive and personal. If this information is breached and released, there are exposures that may not be covered by other insurance policies. Such expenses could include regulatory, defenses, personal notification, forensic and public relations costs. In addition, many insurers have a list of vendors that can help you mitigate the exposures in the event of a data breach.

Media Professional Liability

If the conference is involved with publishing or broadcasting activities, there may be a need for separate Media Liability coverage. This coverage protects the conference from allegations of defamation, discrimination or trademark infringement related to content published or disseminated in print, on websites or via social media. Similar coverage may be available in Commercial General Liability coverage, but coverage is often restrictive.

Fiduciary Liability

If the conference administers an employee retirement program or any programs that may subject it to allegations of an ERISA violation, Fiduciary Liability coverage should be considered. This exposure typically is excluded in traditional D&O Liability policies.

Workers Compensation

Depending on the jurisdiction and number of employees, a conference may be required to carry workers' compensation coverage that covers employees for injuries or illnesses suffered on the job, including coverage for medical expenses and disability. It also is prudent to verify that any contractors/vendors maintain appropriate workers' compensation coverage. Please note that Ohio, Washington, North Dakota and Wyoming are monopolistic states in which employers must purchase workers' compensation insurance from a state-operated insurance fund.

*It is important
to identify
any unusual
property you
possess or
equipment that
you transport to
tournaments or
other events.*

Participant Accident Medical

The conference may consider providing accident medical coverage for event participants if it conducts events in which the participants do not have coverage through the NCAA or a college/university (such as a youth activity). Also, be cognizant that a conference could be contractually required to obtain this coverage (venues may require a conference to maintain this coverage for participants).



NCAA CONTACT INFORMATION

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CONTROL

CRISIS
MANAGEMENT

HIRING RISKS
AND
CONSIDERATIONS

HUMAN
RESOURCES
FUNCTION

INFORMATION
SECURITY
SYSTEMS

INSURANCE
CONSIDERATIONS

LEGAL
COUNSEL
CONSIDERATIONS

PROTECTING
TAX-EXEMPT
STATUS

OFFICIATING



Legal Counsel Considerations

TYPES OF ISSUES THAT MAY BE ADDRESSED BY INTERNAL/EXTERNAL COUNSEL

- Governance
- Employment
- Data and Information Security
- Taxation
- Crisis Management
- Other Federal and State Regulatory Laws
- Contracts
- Intellectual Property
- Litigation and Other Types of Dispute Resolution

INTERNAL VS. EXTERNAL HIRING CONSIDERATIONS

- Perceived benefits of hiring in-house counsel (attorneys employed by the organization):
 - Ready access and availability.
 - No competing interests.
 - Familiarity with unique conference and higher education legal and cultural issues.
 - Institutional memory and understanding of internal politics.
 - Fixed/budgeted costs and overhead savings.

- Perceived advantages of using outside counsel (independent attorneys/firms engaged via contract):
 - o Access to expertise in numerous areas of the law.
 - o Cross-institutional, cross-industry experience.
 - o Scalability.
 - o Professional detachment (the ability to bring a high level of objectivity that is not always easy to maintain via an employment relationship).
- When evaluating internal vs. external hiring models, consider the significance and timing (project, short or long term) of the resource need and give careful thought to the mission the role should serve (e.g., “ad hoc” tangential resource or permanent part of the team). Begin with an audit of current and predictable legal activities and expenses. Enterprise Risk Management assessments and plans can be valuable maps that can help predict potential areas of need and focus and facilitate a decision regarding internal vs. external hiring.
- Search and selection of internal candidates should be conducted like any other executive-level search. Member relations and collaboration will be key objectives, so member and other stakeholder input should be considered at various stages of the process.

Retaining outside counsel should be considered a significant investment. As with other capital outlays, it’s important to understand what you are buying to get the most out of your purchase.

IDENTIFYING AND ENGAGING OUTSIDE COUNSEL

- Retaining outside counsel should be considered a significant investment. As with other capital outlays, it’s important to understand what you are buying to get the most out of your purchase.
- Typically, to get the full benefit of the outside counsel model, counsel must begin with or quickly establish a high level of client familiarity and must create and maintain regular and consistent interaction and communication with the client and its personnel. Accordingly, a passion for the athletics industry, and existing knowledge about your conference, personalities and chemistry, should be important hiring considerations.
- Avoid potential conflicts of interest by keeping politics and preexisting relationships out of the selection process.
- Consider the potential need or obligation to consult or involve insurance firms in the selection process. Coverage documents often describe whether and to what extent insurance carriers can/must be involved in the selection/retention of counsel and approval of counsel rates. Some types of coverage policies contain explicit “duty to defend” obligations that require the insurer to assume control of the claim defense process, including counsel selection and payment of defense costs and expenses. These duties are often coupled

with a right to access certain case information. In these scenarios, it is particularly important to evaluate the potential for misalignment and conflict between conference and carrier defense and settlement strategies, and the additional complexities that can arise if a member also is a named defendant. A more extensive resource for insurance considerations also is available to all NCAA conferences at www.ncaa.org.

- Firm engagement is like any other negotiated contract. It's important to understand your needs, as well as your leverage and bargaining power.
- Consider leveraging the same type of evaluation and selection process used with other material vendor/service arrangements.
 - o Clearly define needs, objectives, expectations and limitations/contingencies.
 - o Circulate Request for Information (RFI).
 - o Circulate Request for Proposal (RFP).
 - o Solicit multi-stakeholder assessment and input.
 - o Engage in contract negotiations.
 - o Initiate onboarding activities.

Consider the potential need or obligation to consult or involve insurance firms in the selection process.

MANAGING OUTSIDE COUNSEL

- Establish clear billing guidelines (there is plenty of guidance on the internet).
- Do not be afraid to ask for data and details behind billing rates and invoices.
- Do not be afraid to request copies of reports, presentations and other work product. You've paid for it. You own it.
- Be wary of providing too much oversight and autonomy to a single firm. Maintaining adequate organizational visibility and involvement ensures that valuable historical knowledge stays in-house. It avoids the potential for firm complacency and facilitates the ability of the organization to shift counsel if/ as necessary.
- Conduct periodic, but regular, performance evaluations and audits and openly share feedback to create a culture of collaboration, shared expectations and success.
- Exhibit and communicate a willingness to regularly reexamine outside counsel relationships. This can help control spending and drive efficiencies, while keeping the attorney-client relationship from becoming complacent.

SHARED RESOURCE CONSIDERATIONS

- While joint-defense and/or common-interest arrangements may permit the "sharing" of legal resources when members have been named as co-defendants in a lawsuit, or are participating in the evaluation of legal

issues that affect both the conference and the institution, the permissibility and defensibility of these types of arrangements vary from state to state and are highly nuanced.

- Be aware of the potential ethical issues and conflicts of interests that can arise when “borrowing” or “sharing” counsel and legal costs with members or other third-party entities. Legal and fiduciary interests often will diverge. It may be impossible for a single attorney or firm to adequately represent the interests of both parties in such scenarios. These are particularly important considerations when evaluating whether to use the same legal resources for both conference and member representation.
- Also, be aware of the potential conflicts that can arise when seeking organizational legal advice from a board member or other member of staff that may have legal training and expertise but has not been formally retained as an organizational attorney. Typically, those individuals are operating in the capacity of a non-lawyer. As a result, they may not have malpractice coverage and/or their coverage won’t extend to the provision of legal advice in non-client scenarios. Similarly, the defensibility of organizational decisions that are made in reliance on quasi-legal advice delivered outside a formal attorney-client relationship can present challenges.

Be aware of the potential ethical issues and conflicts of interests that can arise when “borrowing” or “sharing” counsel and legal costs with members or other third-party entities.



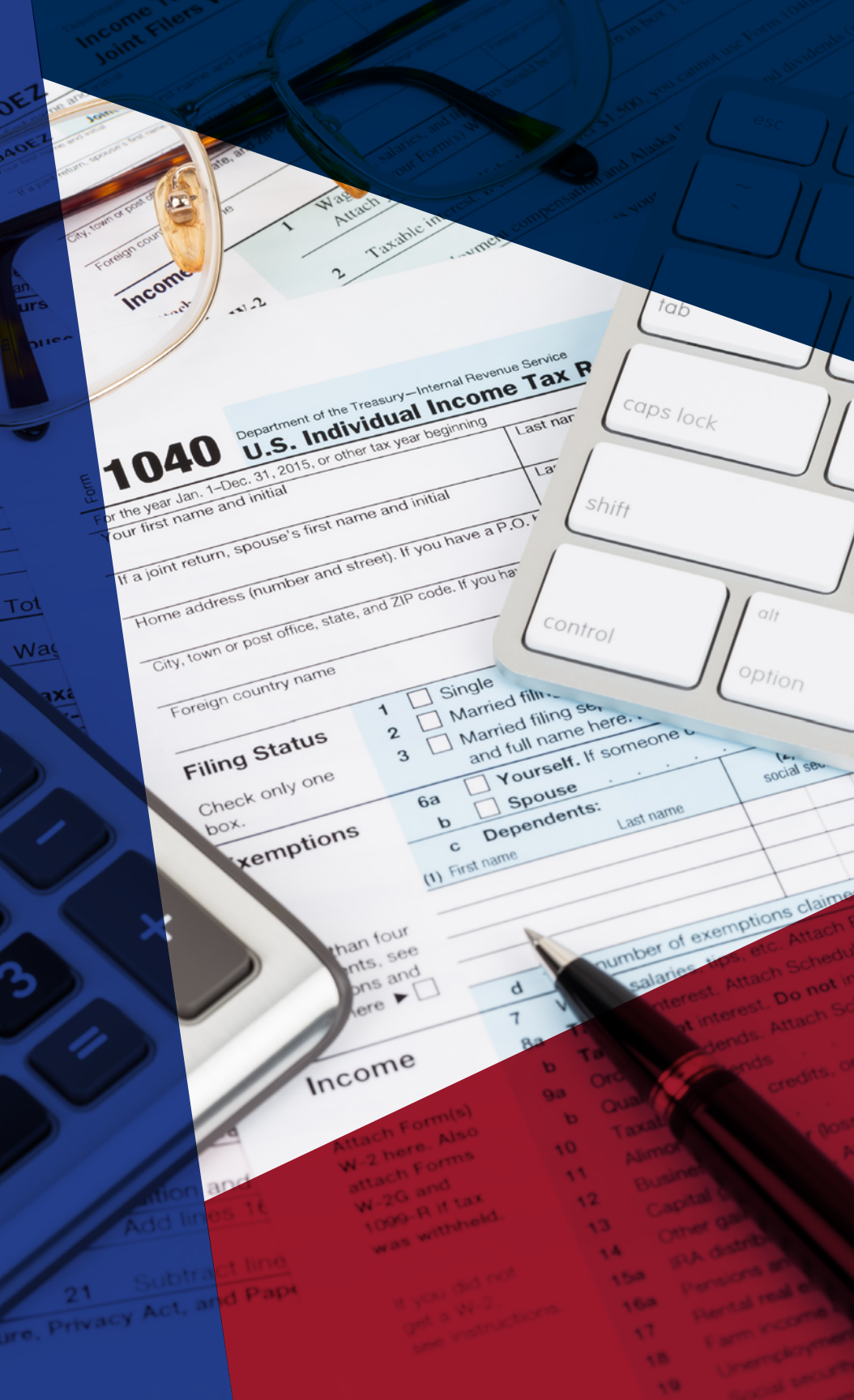
NCAA CONTACT INFORMATION

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- HIRING RISKS AND CONSIDERATIONS
- HUMAN RESOURCES FUNCTION
- INFORMATION SECURITY SYSTEMS
- INSURANCE CONSIDERATIONS
- LEGAL COUNSEL CONSIDERATIONS
- PROTECTING TAX-EXEMPT STATUS
- OFFICIATING

Protecting Tax-Exempt Status

Properly maintaining tax-exempt status requires careful consideration of both the requirements and prohibitions. Tax-exempt status can be challenged and revoked based on a variety of criteria, which can result in unwanted costs and penalties. Below are a few considerations that tax-exempt entities should keep in mind.

ORGANIZATIONAL AND STRUCTURAL FORMALITIES

- The board and governance structure should be formalized. Formal board meetings should occur regularly. Board and management discussions and decisions should be well documented.
- The organization should demonstrate that it continues to operate within the scope of the nonprofit purpose reflected on its nonprofit application.

RECORDS AND DOCUMENTATION

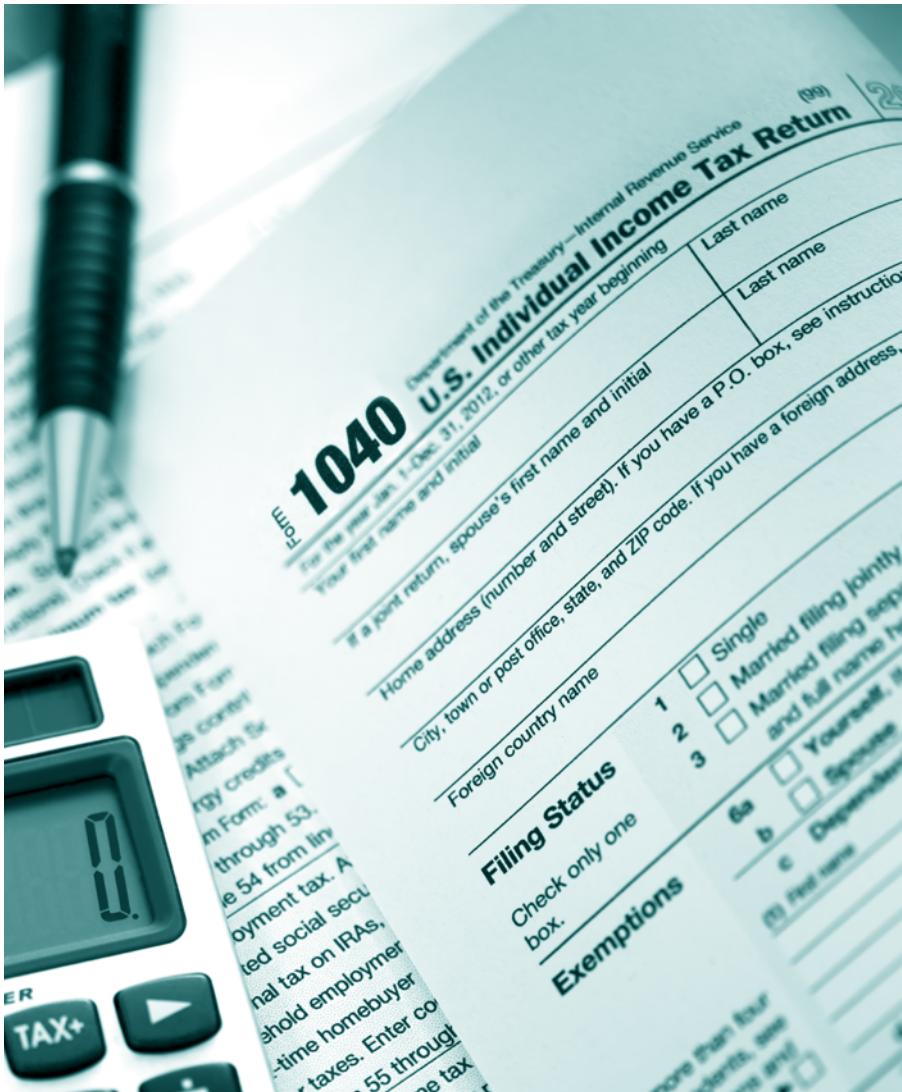
- All nonprofits must file an annual Form 990 tax return.
- Failure to file and untimely filings can result in unwanted government and media scrutiny, significant fees and possible status revocation.
- All nonprofits are required to keep clear and appropriate records that substantiate compliance with tax-exempt income and other requirements and limitations.
- Records should include properly maintained meeting minutes and documentation of all material discussions and decisions.
- Properly maintained records facilitate protection of tax-exempt status and limitations on personal liability for officers and directors.

POLITICS AND LOBBYING

- Organizational donations to political campaigns or candidates holding or running for political office (at federal, state and local levels) are prohibited, as are organizational statements in support of any specific political party. While these limits don't prohibit statements made by staff and personnel in an individual capacity, be aware that attempts to distinguish between personal and organizational endorsements can get muddy and create unnecessary organizational scrutiny and risk.
- Lobbying occurs when an organization attempts to influence (propose, support or oppose) legislation. While certain lobbying activities are permitted, it can be challenging to navigate and comply with the numerous limitations. Consider whether it is easier to implement a strict prohibition on lobbying for organizational personnel or, at least, for those that aren't specifically operating in government relations roles.

FUNDRAISING

- Nonprofits may participate in capital campaigns and also may solicit many types of individual donations including, among others, cash, pledges and property (real estate and personal), and donors are permitted to take a tax deduction in return.
- Nonprofits are entitled to seek private and government grants and corporate gifts.
- The sources and amounts of funds solicited and received, as well as their intended and actual uses, should be carefully documented as part of routine record-keeping activities.



LIMITATIONS ON OTHER ACTIVITIES

- Income generated by a nonprofit must be used in furtherance of the stated tax-exempt purpose and not for the benefit of any individual. Accordingly, salaries must be reasonable and transparent, and properly considered and approved by the board.
- Earning too much income, or failing to properly track income, which is generated from activities that are not substantially related to an organization's tax-exempt purpose (unrelated business income [UBI]) can jeopardize tax-exempt status. It is important to be familiar with and comply with all applicable UBI limitations and reporting requirements.

- Similarly, any potential business conducted with any officer, director or key employee, or any business in which any such individual maintains an interest, should be carefully evaluated for potential conflicts. Amounts exchanged with these types of individuals and related organizations should be transparently approved by the board, well documented and reasonable in light of the goods or services provided.



NCAA CONTACT INFORMATION

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RESOURCES
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SECURITY
SYSTEMS

INSURANCE
CONSIDERATIONS

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COUNSEL
CONSIDERATIONS

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TAX-EXEMPT
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Officiating Contracts and Background Checks

NCAA BACKGROUND CHECK PROGRAM

If a conference decides that the officials who are hired by the conference should have background checks and the conference wants to use the background check program that the NCAA has implemented (using the ArbiterSports website and Peopletrail, the vendor that conducts the background checks), the conference might consider:

- Becoming familiar with the FCRA (Federal Credit Reporting Act), which is a federal law that gives consumers certain rights.
- Deciding whether to require a background check to be eligible to officiate.
- Including legal representation to assist in developing the program.
- Developing a process for checking the conference's list of officials against the officials who register on the ArbiterSports website and who grant the NCAA permission to share the results of the background check with the conference.
- Establishing criteria to determine if an official passes or fails a background check (e.g., one or more felony convictions in the past seven years would serve as an automatic disqualifier to work for the conference).
- Establishing a process for reviewing the background check report and deciding the status of the official (e.g., who will be responsible for reviewing the background check reports).
- Working with ArbiterSports/Peopletrail to develop a process for notifying the official once the background check has been reviewed, and if the official fails the background check or if more information is needed before a decision will be made.
- Determining if an appeal process is necessary, and if so, the process for appealing.
- Developing a conference policy if an official does not grant the conference permission to conduct a background check.



INSTITUTIONAL BACKGROUND CHECK PROGRAM

If a conference decides it wants to use a program other than the one the NCAA has developed to conduct background checks on officials who are hired by the conference, the conference might consider:

- Becoming familiar with the FCRA (Federal Credit Reporting Act), which is a federal law that gives consumers certain rights.
- Including legal representation to assist in developing the program.
- Identifying a company to conduct the background check.
- Developing a process for requesting permission from the official to conduct the background check.
- Determining how the cost for the background check will be paid (prices could range from \$10 to more than \$100 depending on the type of background check).
- Establishing criteria to determine if an official passes or fails a background check (e.g., one or more felony convictions in the past seven years would serve as an automatic disqualifier to work for the conference).
- Establishing a process for reviewing the background check report and deciding about the status of the official (e.g., who will be responsible for reviewing the background check reports).
- Establishing a process for notifying the official once the background check has been reviewed if the official fails the background check or if more information is needed before a decision will be made.
- Determining if an appeal process is necessary, and if so, the process for appealing.
- Developing a conference policy if an official does not grant the conference permission to conduct a background check.
- Determining a process for addressing other official conduct.



OFFICIATING ASSIGNOR CONSIDERATIONS

When engaging an officiating assignor and officials it may be important to evaluate the relationships between the conference, the officiating assignor and the game officials. To do this, conferences may want to consider the following:

- Whether to classify your assignor as an employee or an independent contractor.
- Whether to classify conference officials as independent contractors or employees.
 - Independent contractors and employees are subject to different laws and regulations. Consult appropriate state and federal laws to understand the differences between employees and independent contractors.
- Consider whether to have a written agreement with your officiating assignor.
 - A written contract may address the following: the length of the agreement, the scope of responsibilities, codes of conduct, compensation, conflicts of interest, indemnification, background checks and insurance.
- Identify whether the officiating assignor is acting as an agent or employee of the conference or whether the assignor is acting independently.

When engaging an officiating assignor and officials it may be important to evaluate the relationships between the conference, the officiating assignor and the game officials.

- If the conference implements a background check program, the conference may determine what role, if any, the assignor plays in the review process and outline the responsibility of the assignor in the background check process.
- Determine whether to require the officiating assignor to enter into written agreements with the conference officials either on behalf of the conference or directly with the officiating assignor.
- Review the roles and responsibilities of the officiating assignor related to handling official complaints and allegations of misconduct.
- Consider whether to indemnify the actions of the officiating assignor when he/she acts within the scope of his/her duties for the conference.
- Analyze insurance options and your insurance coverage to determine whether it covers actions/decisions undertaken by your officiating assignor.



NCAA CONTACT INFORMATION

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Division III

DISCOVER | DEVELOP | DEDICATE



Attestation of Compliance Who, What, When, Where and Why?

Who: Divisions I, II and III chancellors, presidents and directors of athletics.

What: An annual attestation of compliance.

Chancellors and presidents will attest that they understand the institutional obligations and personal responsibilities imposed by NCAA Constitution 2.1 (principle of institutional control and responsibility) and Constitution 2.8 (principle of rules compliance).

Directors of athletics will attest that the conditions for entry of individuals and teams in NCAA championship competition have been satisfied, including an attestation that they understand the institutional obligations and personal responsibilities imposed by Constitution 2.1 and Constitution 2.8 and that all athletics department staff members (full time, part time, clerical, volunteer) are aware of the institutional obligations and personal responsibilities imposed by Constitution 2.1 and Constitution 2.8. Additionally, athletics directors will attest that the policies, procedures and practices of the institution, its staff members and representatives of athletics interests are in compliance with the Association's legislation.

Failure to complete the attestation will subject the institution to removal from and/or ineligibility of individuals to serve on an NCAA board, council or committee. The institution also will be *ineligible* to compete in individual and team NCAA championships.

When: The annual requirement is effective Aug. 1, 2019, and the attestation course (video and form) will be released by that date. The course will need to be completed annually by Oct. 15.

Where: The courses will be completed through the NCAA Learning Management System. The NCAA LMS is also known as Division I University, Division II University and Division III University. Your institution's Single-Source Sign-On administrator will give you access to the system and assign the course.

Why:

- Recommendation from the Commission on College Basketball. The annual attestation for chancellors, presidents and athletics directors was a recommendation from the Commission on College Basketball. The commission recommended an expansion in individual accountability for NCAA rules violations for chancellors, presidents and directors of athletics.
- Response to Commission Recommendation. New legislation was adopted to specify that, in order to enter a team or individual in an NCAA championship or for an individual to serve on an NCAA committee, presidents, chancellors and directors of athletics must attest annually that the obligations to control and monitor athletics programs have been met.

- Role of the Chancellor/President and Director of Athletics. After further review of the legislation adopted in August 2018 by all three divisions, the divisions adopted a proposal in April 2019 that appropriately shifts some certification requirements related to the athletics program from the president to the athletics director.
- Constitutional Principles 2.1 and 2.8. The proposal maintains the emphasis on the principle of institutional control and responsibility, and the principle of rules compliance without the undue administrative requirement to have each individual staff member provide an attestation.
- Institutional Discretion. Institutions have the discretion to determine the best way to ensure their staffs are aware of their obligations.

Timeline for the Attestation Requirement Recommendation, Adoption and Implementation:

April 2018: Commission report released with legislative and policy recommendations.

August 2018: Enabling attestation legislation adopted in all three divisions.

April 2019: Adoption of athletics director certification of compliance requirements in all three divisions.

Aug. 1, 2019: Effective date for attestation requirement. Attestation courses in Division I University, Division II University and Division III University released to the membership.

Oct. 15: Deadline for chancellors/presidents and directors of athletics to complete the attestation requirement.



How to Access the Attestation Course – Video and Form via Division I University, Division II University and Division III University

Beginning Aug. 1, 2019, the attestation course and form submission will occur through the NCAA Learning Management System. A video explaining the legislative requirement, followed by the attestation form, will be a part of the course.

What is an LMS? The LMS is a one-stop, web-based system that allows learning and knowledge sharing activities to be accessed anytime, anywhere by computer or mobile devices. In this case, the attestation course will be housed and distributed through the NCAA LMS, also known as Division I University, Division II University and Division III University.

How to Access the Attestation Course – Video and Form:

Step	Action
1	Go to www.ncaa.org
2	Click on “MyApps” and log in using your institutional email and MyApps password and click on the “NCAA Learning Portal.” This step will open your divisional learning portal in the LMS (e.g., Division I University, Division II University or Division III University).
3	From your divisional learning portal, click on “My Courses.”
4	From "My Courses" click “Launch” next to the title "President and Chancellor's Attestation of Compliance" or "Athletics Director's Attestation of Compliance."
5	Once the video is complete, click “Launch” next to the attestation signature. Here you will read the attestation statement, then check a box that you agree. Once the box is checked and you close the form, the process is complete.

A demonstration of how the Single-Source Sign-On administrator assigns courses for this process will occur during five scheduled webinars. SSO administrators also will receive instructions for adding participants to the LMS to complete the courses.

Webinar Dates (all times are listed as Eastern time):

- 1 p.m. July 23
- 10 a.m. Aug. 14
- 2 p.m. Aug. 29
- 10 a.m. Sept. 10
- 11 a.m. Sept. 26

Note: The July 23 webinar will be recorded and available on the NCAA website for access at any time. An email communication with instructions to register for a webinar will come in early July.



Attestation Statements

Presidents and Chancellors Attestation

Read the text below and click the “Submit” button that follows.

- As a president or chancellor of an NCAA member institution I am ultimately responsible for controlling all aspects of intercollegiate athletics programs in compliance with the rules and regulations of the Association, including approval of the budget and audit of all expenditures.
- My institution (including all members of the institution’s staff, student-athletes, and other individuals and groups representing the institution’s athletics interests) must comply with all applicable rules and regulations of the Association in the conduct of its intercollegiate athletics programs. This includes a requirement to monitor programs, cooperate fully with the NCAA, and report violations if they occur.

By clicking the “Submit” button below, I attest that I understand the institutional obligations and personal responsibilities imposed by Constitution 2.1 (Principle of Institutional Control and Responsibility) and Constitution 2.8 (Principle of Rules Compliance).

Directors of Athletics Attestation

Read the text below and click the “Submit” button that follows.

- It is the responsibility of each member institution to control its intercollegiate athletics program in compliance with the rules and regulations of the Association.
- My institution (including all members of the institution’s staff, student-athletes, and other individuals and groups representing the institution’s athletics interests) must comply with all applicable rules and regulations of the Association in the conduct of its intercollegiate athletics programs. This includes a requirement to monitor programs, cooperate fully with the NCAA, and report violations if they occur.

By clicking the “Submit” button below, I attest that I understand the institutional obligations and personal responsibilities imposed by Constitution 2.1 (Principle of Institutional Control and Responsibility) and Constitution 2.8 (Principle of Rules Compliance) and that all athletics department staff members (full-time, part-time, clerical, volunteer) are aware of the institutional obligations and personal responsibilities imposed by Constitution 2.1 and Constitution 2.8.

Certification of Compliance Requirement for Directors of Athletics

By clicking the “Submit” button, I certify that my institution has met the requirements of NCAA Bylaw 18.4.2 as summarized below:

1. I, or a designated representative, reviewed the NCAA rules and regulations with all staff members of the athletics department.
2. As of the date I click “Submit,” no current member of the coaching staff, within the past two years, has been:
 - a. Suspended from coaching by another member institution.
 - b. Prohibited from certain coaching-related activities as a result of violations while employed by another member institution, unless my institution has applied the prohibition equally.
 - c. Permitted to perform any coaching-related activities that the Committee on Infractions has prohibited by a disciplinary action.
3. As best I can determine, the policies, procedures and practices of my institution, staff and representatives are in compliance with NCAA legislation.
4. If a member of Division I or II, my institution has:
 - a. Published its regular entrance requirements.
 - b. Published its requirements for progress toward a degree.
 - c. Certified that each student-athlete is in good academic standing and is maintaining progress toward a degree as required by Bylaw 14.4.



**REPORT OF THE
NCAA DIVISION III PRESIDENTS COUNCIL AND MANAGEMENT COUNCIL
JOINT LEGISLATIVE STEERING SUBCOMMITTEE
JULY 29, 2019, TELECONFERENCE**

KEY ITEM.

- **Review of 2020 NCAA Convention Proposals.** The NCAA Division III Presidents Council and Management Council Joint Legislative Steering Subcommittee reviewed 13 potential Convention proposals. Eight of the proposals are membership-sponsored proposals (one of which had been properly co-sponsored). The remaining five proposals have been sponsored by Management Council and Presidents Council and will be reviewed by the Presidents Council in August.

The subcommittee identified six membership-sponsored proposals for Presidents Council review. The Presidents Council may co-sponsor any proposal. If the Presidents Council chooses not to co-sponsor the proposal, during its October meeting, it will review committee feedback and either support the proposal, oppose or take no position. (See Attachment A)

The subcommittee recognized that one governance proposal already has been sponsored by the Presidents Council and did not identify any other proposals for Presidents Council review. (See Attachment B)

ACTION ITEMS.

- **None.**

INFORMATIONAL ITEMS.

- **Review of Guiding Principles.** The subcommittee reviewed the guiding principles for evaluating proposals.

Committee Chair: Dennis Shields, University of Wisconsin, Platteville

Staff Liaisons: Dan Dutcher, Governance

Louise McCleary, Governance

Jeff Myers, Academic and Membership Affairs

Bill Regan, Academic and Membership Affairs

NCAA Division III Presidents Council and Management Council Joint Legislative Steering Subcommittee July 29, 2019 Teleconference	
Attendees:	
Stevie Baker-Watson, DePauw University.	
Stephen Briggs, Berry College.	
Mary Beth Cooper, Springfield College.	
Sarah Feyerherm, Washington College (Maryland).	
William J. Fritz, College of Staten Island.	
Sue Henderson, New Jersey City University.	
Tim Millerick, Austin College.	
Absentee:	
Dennis Shields, University of Wisconsin, Platteville.	
NCAA Staff Liaisons in Attendance:	
Dan Dutcher, Louise McCleary, Jeff Myers and Bill Regan	
Other NCAA Staff Members in Attendance:	
None.	

**July 2019 Joint Legislative Steering Subcommittee
2020 NCAA Convention Membership-Sponsored Legislation**

The NCAA Division III Presidents Council and Management Council Joint Legislative Steering Subcommittee identified the following six membership-sponsored proposals for NCAA Division III Presidents Council review. The Presidents Council may co-sponsor any of these proposals. If the Presidents Council chooses not to co-sponsor the proposals, during its October meeting, it will review feedback from committees and either support the proposal, oppose or take no position.

Title and Intent	Rationale
<p>AWARDS AND BENEFITS -- HOUSING AND MEALS -- EXCEPTIONS -- SNACKS AND NUTRITIONAL SUPPLEMENTS INCIDENTAL TO PARTICIPATION</p> <p><u>Intent:</u> To specify that an institution may provide snacks and permissible nutritional supplements to student-athletes as a benefit incidental to participation in intercollegiate athletics.</p> <p><u>Source:</u> Emory University. Alvernia University Berry College East Texas Baptist University Knox College LeTourneau University Loras College Swarthmore College University of Dubuque University of Wisconsin-Whitewater Wilmington College (Ohio)</p> <p><u>Effective Date:</u> August 1, 2020.</p>	<p>In addition to meals benefits allowed under current legislation, this proposal will permit an institution to provide snacks and permissible nutritional supplements to all student-athletes at its discretion as a benefit incidental to participation in intercollegiate athletics. Such measures will help ensure that all student-athletes' nutritional needs are met incidental to practice and other activities. This proposal is intended to provide flexibility to meet the student-athletes' nutritional needs and to alleviate administrative burdens related to accounting for such benefits. Nutrition is not an issue of competitive advantage, but rather an issue of student-athlete health and safety. This proposal allows institutions to more fully provide for overall well-being of Division III student-athletes.</p>

Title and Intent	Rationale
<p>AWARDS AND BENEFITS -- EXPENSES PROVIDED BY THE INSTITUTION FOR PRACTICE AND COMPETITION -- PERMISSIBLE PRACTICE EXPENSES -- EXCEPTIONS FOR GOLF AND SWIMMING AND DIVING</p> <p><u>Intent:</u> To allow an institution to provide practice expenses in the sports of golf and swimming and diving during an official vacation period regardless of location.</p> <p><u>Source:</u> American Rivers Conference and Minnesota Intercollegiate Athletic Conference.</p> <p><u>Effective Date:</u> August 1, 2020.</p>	<p>Student-athletes should have the ability to prepare under the right conditions without having to worry about fulfilling an artificial competition requirement. Our conferences have seen multiple violations of this legislation over the years in the sports of golf and swimming & diving. Golf for institutions in colder climates faces several challenges. Unlike some sports that routinely take trips to warmer climates during official vacation periods, golf and swimming and diving student-athletes' best preparation for competition is enhanced significantly by outdoor participation. Golf and swimming & diving competition throughout the playing season is predominantly in multi-team events. Standalone dual matches are uncommon. Regardless, both formats have been difficult for our conferences' members to organize during vacation-period trips. Finally, many institutions artificially manufacture competitions against outside competition (e.g., an alumni team that might only consist of recreational golfers or swimmers) or a joint practice with outside competition where a head-to-head scoring component isn't even required. This proposal has an immediate effective date so women's and men's golf teams can use the exception this spring.</p>

Title and Intent	Rationale
<p>ATHLETICALLY RELATED ACTIVITIES -- LEADERSHIP PROGRAMMING OUT-OF-SEASON INVOLVING ATHLETICS RELATED INFORMATION AND CONTENT (GENERAL IN NATURE)</p> <p><u>Intent:</u> To allow student-athletes serving in a team leadership capacity to voluntarily participate in leadership programming involving general, athletics-related content/information outside of the declared playing season with any member of an institution's coaching staff, provided the content of the programming does not include any: (a) Field, floor, or on-court activity; (b) Setting up offensive or defensive alignment; (c) Chalk talk; (d) Lecture on or discussion of strategy related to the specific-sport of the student-athlete(s); (e) Activities using equipment related to the sport; (f) Discussion or review of game films, motion pictures or videotapes related to the sport; or (g) Any other athletically related activity.</p> <p><u>Source:</u> Upper Midwest Athletic Conference; and North Coast Athletic Conference.</p> <p><u>Effective Date:</u> August 1, 2020.</p>	<p>Leadership development is inherent to the NCAA Division III philosophy. Large-group leadership opportunities hold value; however, powerful growth happens in small, experience-based settings. Allowing coaches to work with team leaders is the most effective means of mentoring and experiential learning. NCAA-supported and facilitated leadership programs affirm that small group and individualized approaches are more effective than large-group programming for student-athletes. Additionally, with increased attention and awareness of mental health concerns among student-athletes, additional engagement between coaches and student-athletes strengthens the support networks student-athletes build during their season and could assist in identifying mental health concerns to ensure appropriate resources and support are provided out-of-season to student-athletes. Intercollegiate athletics plays an integral role in enrollment management strategies at Division III institutions. The retention of student-athletes is critical in the success of not only intercollegiate athletics programs, but the entire institution for many Division III members. With the transfer rate continuing to increase in Division III, allowing additional time for student-athletes and coaches to discuss leadership development-related content will positively impact the overall experience and growth for student-athletes as well as institutional retention rates. Consistent leadership programming would allow student-athletes opportunities to expand their leadership capacities as part of their holistic experience.</p>

Title and Intent	Rationale
<p>DIVISION MEMBERSHIP -- PLAYING AND PRACTICE SEASONS -- EMERGING SPORTS FOR WOMEN -- WOMEN'S EQUESTRIAN</p> <p><u>Intent:</u> To add equestrian as an emerging sport for women and establish legislation related to playing and practice seasons and membership.</p> <p><u>Source:</u> Salve Regina University. Adrian College Albion College Alfred State College Alvernia University Berry College Bridgewater State University East Texas Baptist University Morrisville State College Roger Williams University State University of New York at New Paltz Sweet Briar College University of Lynchburg Wilson College</p> <p><u>Effective Date:</u> August 1, 2020.</p>	<p>Significant support exists for equestrian to be added as an NCAA sport, moving from the emerging sport for women list, including support from institutions and national governing bodies. It is expected that the addition of women's equestrian will produce a significant increase in participation opportunities for women, as well as provide the membership with a new option for sponsorship of a women's sport. Division I and Division II already have this legislation.</p>

Title and Intent	Rationale
<p data-bbox="191 370 777 500">DIVISION MEMBERSHIP -- APPLICATION PROCESS -- PROVISIONAL INSTITUTION -- REDUCE WAITING PERIOD FROM FOUR YEARS TO THREE YEARS</p> <p data-bbox="191 540 846 938"><u>Intent:</u> To amend legislation related to the Division III provisional process as follows: (1) For non-NCAA members, reduce the provisional process from four to three years; (2) Expect that process will continue to include a one year exploratory membership requirement; (3) While a waiver of exploratory membership will remain in place, there will no longer be a waiver during the provisional process; (4) Specify that if an institution is unable to gain full active membership within this time frame, there is a one-time opportunity to repeat a year in question, through recommendation of Membership Committee.</p> <p data-bbox="191 979 682 1003"><u>Source:</u> USA South Athletic Conference.</p> <p data-bbox="191 1044 583 1068"><u>Effective Date:</u> August 1, 2020.</p>	<p data-bbox="846 370 1908 906">Division III has in place, strategies to limit membership growth. Those limiters have included a four-institution cap on applications of new members annually, an imposed moratorium to suspend applications, a five-year application process, and a number of reports and actions to move from one year to the next. While these steps have been successful in limiting growth, one inadvertent consequence has been the impression that we in Division III are exclusive. Many current enrollment driven institutions find it extremely challenging to commit to a division that provides no access to NCAA national championships for an entire generation of students. Prospective members not currently associated with the NCAA need additional time to develop a full understanding of administrative and cultural expectations of our organization. To this end, a three-year waiting period is proposed for provisional members. Should an institution work through the system in an efficient and appropriate manner, a waiver would be available. This adjustment also allows for a flexible process should our organization need to quickly modify our approach to membership. If the institution fails to meet legislated expectations of membership, consistent with current legislation, they would have a one-time opportunity to repeat a year in the process.</p>

Title and Intent	Rationale
<p data-bbox="201 370 835 500">DIVISION MEMBERSHIP -- APPLICATION PROCESS -- RECLASSIFYING INSTITUTION -- REDUCE WAITING PERIOD FROM FOUR YEARS TO TWO YEARS</p> <p data-bbox="201 540 840 906"><u>Intent:</u> To amend legislation related to the Division III reclassifying process as follows: (1) For current NCAA members reclassifying to Division III, reduce the number of years in the reclassifying process from four to two years; (2) Expect that process will continue to include a one year exploratory membership requirement; (3) Specify that if an institution is unable to gain full active membership within this time frame, there is a one-time opportunity to repeat a year in question, through recommendation of Membership Committee.</p> <p data-bbox="201 943 684 971"><u>Source:</u> USA South Athletic Conference.</p> <p data-bbox="201 1008 579 1036"><u>Effective Date:</u> August 1, 2020.</p>	<p data-bbox="856 370 1900 906">Division III has strategies in place to limit membership growth. Those limiters have included a four-institution cap on applications of new members annually, an imposed moratorium to suspend applications, a five-year application process and a number of reports and actions to move from one year to the next. While these steps have been successful in limiting growth, one inadvertent consequence has been the impression that we in Division III are exclusive. Many current enrollment driven institutions find it challenging to commit to a Division that provides no access to NCAA national championships and/or grant funding for an entire generation of students. This proposal accepts that reclassifying members, as current NCAA Division I or II members, understand the philosophy, history and culture of the NCAA and are committed to compliance as outlined in the Division III operating manual. Therefore, this proposal reduces the time needed to gain full membership by two years for reclassifying members. This adjustment also allows for a flexible process should our organization need to quickly modify our approach to membership. If the institution fails to meet legislated expectations of membership, consistent with current legislation, they would have a one-time opportunity to repeat a year in the process.</p>

The Joint Legislative Steering Subcommittee determined that the following proposals are operational and do not need to be reviewed by the Presidents Council.

Title and Intent	Rationale
<p>RECRUITING -- RECRUITING MATERIALS -- ADVERTISEMENTS AND PROMOTIONS -- RECRUITING ADVERTISEMENTS -- PERMIT ATHLETICS ADVERTISING</p> <p><u>Intent:</u> To allow athletics recruiting advertisements at athletics events involving prospective student-athletes.</p> <p><u>Source:</u> American Rivers Conference.</p> <p><u>Effective Date:</u> Immediate.</p>	<p>The "Nonathletics Institutional Advertisements" legislation revision was enacted at the 2011 NCAA Convention. At the time, there was some fear that an "arms race" would develop as institutions would feel pressure to keep pace with others by advertising when they hadn't before. Instead, the proposal passed by a resounding 412-48-3 vote. Division III institutions are not permitted to put athletics imagery - even their athletics logos - in recruiting advertisements except as noted in this April 27, 2017, interpretation: "... However, photographs of student-athletes engaging in athletics activities may be included in an advertisement that also features photographs of other student activities (e.g., band, academic, Greek life)." Division III schools are likely to emphasize the holistic nature of the D-III experience in an advertisement, but others might want more of an athletics message. Finally, Division III conferences - by nature, athletics organizations - are hamstrung to advertise at athletics events featuring prospective student-athletes (or during broadcasts). Conference offices would have a very difficult time balancing a print or visual ad with each institution represented. This proposal has an immediate effective date so institutions can use athletics advertisements for winter and spring events that involves prospective student-athletes.</p>

Title and Intent	Rationale
<p>PLAYING AND PRACTICE SEASONS -- GENERAL PLAYING SEASON REGULATIONS -- MISSED CLASS TIME -- PRACTICE -- EXCEPTION -- PRACTICE IN CONJUNCTION WITH A CONFERENCE AND NCAA CHAMPIONSHIP</p> <p><u>Intent:</u> To extend the missed class time exception to allow student-athletes from the team representing the host institution to miss class time to attend practice activities associated with a conference championship as is currently allowed for NCAA championship events.</p> <p><u>Source:</u> American Southwest Conference.</p> <p><u>Effective Date:</u> Immediate.</p>	<p>Extending the missed class time exception to include conference championships in addition to NCAA championships provides flexibility for scheduling practice activities in conjunction with a conference championship with minimal impact on missed class time for student-athletes. The students from visiting institutions at conference and NCAA championships are permitted to miss class time to participate in practice activities at the competition site before the competition. Noncontroversial legislation approved in 2011 permitted students at the host institution to miss class time for an NCAA championship, but did not extend the same exception to students representing the host team at a conference championship. Since it is difficult at a conference championship to schedule equitable weekday practice time without some missed class time, this proposal seeks to afford the host institution's team the same opportunity for practice as visiting teams. Missed class time remains a primary consideration when scheduling championship practice opportunities, but flexibility within the legislation allowing a host team to miss class may be applied where circumstances deem it appropriate at a conference championship the same as an NCAA championship. An immediate effective date will permit use of the exception for winter 2020 and spring 2020 conference championship events.</p>



**July 2019 Joint Legislative Steering Subcommittee
2020 NCAA Division III Governance-Sponsored Convention Legislation**

The NCAA Division III Presidents Council and Management Council Joint Legislative Steering Subcommittee reviewed the five governance proposals and noted that the following proposal has already been sponsored by Presidents Council and does not need further review.

Title and Intent	Rationale
<p>NCAA MEMBERSHIP -- ACTIVE MEMBERSHIP AND MEMBER CONFERENCE -- CONDITIONS AND OBLIGATIONS OF MEMBERSHIP -- ATHLETICS DIVERSITY AND INCLUSION DESIGNEE</p> <p><u>Intent:</u> To specify that an active member institution or conference shall identify an athletics diversity and inclusion designee to be the primary contact and conduit for diversity and inclusion-related information.</p> <p><u>Source:</u> NCAA Division III Presidents Council [Management Council (Minority Opportunities and Interests Committee)].</p> <p><u>Effective date:</u> August 1, 2020.</p>	<p>The designation of an athletics diversity and inclusion designee symbolically and practically represents the Association's recognition of inclusion as a core value. It also supports the Presidential Pledge and Commitment to Promoting Diversity and Gender Equity in Intercollegiate Athletics. It is the responsibility of each member institution to establish and maintain an environment that values cultural diversity and gender equity as acknowledged in Constitution 2.2.2 (Cultural Diversity and Gender Equity). While the NCAA national office provides valuable resources and programming to support the membership's efforts toward creating and maintaining inclusive environments, often institutional and conference personnel are not aware of available resources or opportunities. This proposal seeks to create a network of colleagues who will serve as the conduit for consistent and thorough dissemination of diversity and inclusion-related information between conference offices, campuses, the athletics departments and the NCAA. The staff member given the designation may be either internal or external to the athletics department. The contact information for the designated staff member will be entered on the institution or conference's NCAA Sports Sponsorship and Demographics Form.</p>

The Joint Legislative Steering Subcommittee determined that the following proposals are operational and do not need to be reviewed by the Presidents Council.

Title and Intent	Rationale
<p>NCAA MEMBERSHIP -- MEMBER CONFERENCE -- ELIGIBILITY -- COMPOSITION OF CONFERENCE-- PROVISIONAL MEMBERS AS CORE MEMBERS</p> <p><u>Intent:</u> To specify that institutions in years three and four of the NCAA Division III provisional and reclassifying membership process may count towards the requisite seven institutions necessary to comprise a conference provided there are at least four active member institutions.</p> <p><u>Source:</u> NCAA Division III Presidents Council [Management Council (Membership Committee)].</p> <p><u>Effective Date:</u> August 1, 2020.</p>	<p>Proposal No. 2016-9 modified how provisional schools can be utilized towards earning a conference's automatic qualification bid. That proposal was narrowly focused and did not modify the language related to institutions in years three and four of the new membership process for determining the composition of a conference. The result is that a provisional and/or reclassifying institution in years three or year four of the new member process can count for the automatic qualification waiting period, but not for the seven core members needed to form a conference. Further, conference instability may be lessened if provisional and/or reclassifying institutions may be used by a conference in meeting its minimum number of member institutions.</p>

Title and Intent	Rationale
<p data-bbox="201 402 835 511">DIVISION MEMBERSHIP -- EMERGING SPORTS FOR WOMEN -- WOMEN'S WRESTLING</p> <p data-bbox="201 553 835 662"><u>Intent:</u> To add women's wrestling as an emerging sport for women and establish legislation related to playing and practice seasons and membership.</p> <p data-bbox="201 691 835 756"><u>Source:</u> NCAA Division III Management Council (Committee on Women's Athletics).</p> <p data-bbox="201 794 606 829"><u>Effective Date:</u> August 1, 2020.</p>	<p data-bbox="856 402 1896 691">The continued growth in high school girls wrestling and the number of collegiate institutions sponsoring the sport support this recommendation. In addition, the sport is relatively inexpensive to sponsor. Finally, there is a commitment at the collegiate level to increase participation opportunities for a more diverse population of student-athletes (e.g., race and ethnicity, nationality, socio-economic status and body size and type), as well as to increase coaching opportunities for a more diverse population of female coaches in intercollegiate women's wrestling.</p>

Title and Intent	Rationale
<p data-bbox="201 402 764 509">DIVISION MEMBERSHIP -- EMERGING SPORTS FOR WOMEN -- ACROBATICS AND TUMBLING.</p> <p data-bbox="201 552 835 678"><u>Intent:</u> To add acrobatics and tumbling as an emerging sport for women and establish legislation related to playing and practice seasons and membership.</p> <p data-bbox="201 711 835 776"><u>Source:</u> NCAA Division III Management Council (Committee on Women's Athletics).</p> <p data-bbox="201 812 604 844"><u>Effective Date:</u> August 1, 2020.</p>	<p data-bbox="856 402 1898 763">The sport's potential for growth and support from the sport's national governing body supports this recommendation. In addition, acrobatics and tumbling leadership demonstrated and articulated how the experience of an acrobatics and tumbling student-athlete is comparable to the experience of an NCAA sport student-athlete and how acrobatics and tumbling student-athletes are fully integrated into athletics departments. Further, the existing organizational structure and bylaws support efforts to integrate NCAA values and legislation into current operations. Finally, there is a commitment at the collegiate level to providing robust participation opportunities during the regular season and post season, including the national championship.</p>

Title and Intent	Rationale
<p>DIVISION MEMBERSHIP -- SPORT CLASSIFIED IN DIVISION I -- APPLYING DIVISION I LEGISLATION</p> <p><u>Intent:</u> To permit Division III member institutions with Division I sports to apply all Division I legislation, except Bylaw 15 (financial aid), to the Division I sports.</p> <p><u>Source:</u> NCAA Division III Management Council (Membership Committee).</p> <p><u>Effective Date:</u> August 1, 2020.</p>	<p>The current legislation requires Division III member institutions with Division I sports to apply the rules of both divisions, or the more stringent rule if both divisions have a rule concerning the same issue. It is often difficult for institutions to distinguish which of the rules is more stringent and tracking the bylaws for two divisions can burden an institution's administrative staff. Currently, ten Division III institutions sponsor a Division I sport. The number of affected schools will not increase, as Division I legislation currently prohibits additional institutions from becoming multidivisional.</p>

The National Collegiate Athletic Association					SUPPLEMENT NO. 06
					DIII PAG 08/19
2019-21 Division III Budget					

The National Collegiate Athletic Association							
2019-21 Division III Budget							
(continued)							
					2018-19	2019-20	2020-21
					Budget	Budget	Budget
Expenses (continued):							
	Non-Championship Expenses						
	Strategic Initiative Conference Grants				3,042,600	3,194,730	3,194,730
	Other Division III Strategic Initiatives						
	Women & Minority Intern Program				1,209,920	1,300,000	1,300,000
	Strategic Alliance Matching Grant				708,600	708,600	708,600
	Student-Athlete Leadership Conference				365,000	365,000	365,000
	Division III Identity Program				300,000	300,000	300,000
	DIII Diversity Initiatives				250,000	250,000	250,000
	Division-wide Sportsmanship Initiative				250,000	225,000	225,000
	360 Proof (formerly Drug Education and Research)				125,000	115,000	115,000
	Campus-based Student-Athlete Leadership Programs				100,000	100,000	100,000
	LGBTQ Inclusion Program				100,000	100,000	100,000
	Institute for Coaching Advancement				100,000	100,000	100,000
	Membership Learning Management System				55,000	80,670	94,000
	ADR Institute				90,000	90,000	90,000
	SAAC April Meeting and Associate Member Travel				90,000	90,000	90,000
	FAR Institute				85,000	85,000	85,000
	New AD and Commissioner Orientation				85,000	85,000	85,000
	360 Membership Engagement Program						85,000
	NAD3AA Partnership				75,000	75,000	75,000
	Annual Convention				70,000	70,000	70,000
	Miscellaneous Division III Initiatives				15,380	0	67,670
	Co-SIDA Partnership				44,000	44,000	44,000
	Division III Event Cancellation Insurance				41,000	41,000	41,000
	Special Olympics Partnership				35,000	35,000	35,000
	SWA Enhancement Grant Program (WLCS)				30,000	30,000	30,000
	Conference Commissioners Meeting				20,000	20,000	20,000
	Other Working Groups				20,000	20,000	20,000
	CoSIDA D3 Day (previously in other working groups)				15,000	15,000	15,000
	Administrator and Commissioner Meeting (NADIII and D3CA)				10,000	10,000	10,000
	Staff Professional Development				7,000	7,000	7,000
	Academic Reporting Honorarium				35,000	0	0
	Injury Surveillance and Testing				74,500	0	0
	Non-Championships Expense				7,448,000	7,556,000	7,722,000
	Overhead Allocation				1,062,000	1,206,000	1,206,000
	Total Non-Championships Expenses				8,510,000	8,762,000	8,928,000
Note: \$112,000 budgeted for two FTE requests.							



**2020 NCAA CONVENTION
DIVISION III PRESIDENTS SCHEDULE
ANAHEIM, CALIFORNIA
JANUARY 21-25, 2020**

**SUPPLEMENT NO. 07
DIII PAG 08/19**

**DIVISION III OFFICE
TBD**

TIME	DIVISION III	ASSOCIATION-WIDE	ROOM LOCATION
Thursday, January 23			
8:30 to 9:30 a.m.		Chancellors and Presidents Engagement	
8:30 to 9:30 a.m.		Association-wide Programming (5 sessions)	
9:15 to 11:15 a.m.	Division III Presidents Council Meeting [Must be a member of this committee to attend]		
9:45 to 11:15 a.m.		Association-wide Programming (5 sessions)	
11:30 a.m. to 1 p.m.	Division III Chancellors/Presidents Luncheon		
1 to 3 p.m.	Special Olympics Unified Sports Activity		
1:15 to 2:15 p.m.		Association-wide Programming (5 sessions)	
2:30 to 4 p.m.		Association-wide Programming (5 sessions)	
4:30 to 5:30 p.m.		NCAA Plenary Session: State of College Sports [Doors open at 4:15 p.m.]	
5:45 to 6:45 p.m.		Association-Wide Business Session	
6:45 to 8 p.m.		Delegates Reception	
Friday, January 24			
7 to 8 a.m.	Division III Delegate Breakfast		
8 to 11 a.m.	Division III Issues Forum		
11:30 a.m. to 1 p.m.		Association Luncheon [Ticket required]	
1 to 5:30 p.m.	Conference Meetings		
Saturday, January 25			
7 to 8 a.m.	Division III Delegates Breakfast		
8 a.m. to 11 a.m.	Division III Business Session		

**REPORT OF THE
NCAA BOARD OF GOVERNORS
APRIL 30, 2019, MEETING**

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **Welcome and announcements.** NCAA Board of Governors Chair President Bud Peterson convened the meeting at approximately 2 p.m. and welcomed the Governors. He gave a special welcome to Board of Governors members Stevie Baker-Watson, Sandra Jordan, Laura Liesman and Tori Murden-McClure, who were attending their first in-person meeting. NCAA staff confirmed that a quorum was present. President Peterson recognized President Susan Herbst and President Eric Kaler, who both were participating in their last board meeting. President Peterson gave special thanks to President Kaler for his work as part of the Board of Governors Executive Committee. President Peterson also welcomed President Michael Drake and President Renu Khator, whose terms on the board begin following adjournment of the meeting, and noted they were attending as observers.
2. **Consent agenda.** By way of a consent agenda, the Board of Governors approved the report of its January 23, 2019, meeting and the appointment of President Renu Khator to the NCAA Board of Governors Ad Hoc Committee on Sports Wagering. The Governors also approved revisions to its policies and procedures, primarily due to the membership's adoption of legislation to add five independent members to the Board of Governors.
3. **NCAA President's Report.** President Mark Emmert provided brief comments on several issues facing the Association that were part of the Governors meeting agenda, including possible reaction to the legal and legislative landscape.
4. **Esports.** Joni Comstock, NCAA senior vice president of championships and alliances, Nate Flannery, NCAA director of digital and social media, and Chris Termini, NCAA managing director of championships and alliances, noted the various policy and operational considerations presented in the position papers provided to the board members in advance of the meeting. Potential championship models and the legislative process required to establish a new NCAA championship were reviewed.

It was VOTED

"That in recognition of the rapid growth of esports on NCAA campuses and the lack of central organization or an existing amateur governing body developing college esports for adoption by the NCAA, the Board of Governors directs the national office to take measures to cultivate college esports in a manner that aligns with the Association's values and mission,

and which supports the health, academics and social well-being of students.” Motion failed [For 6 (DeGioia, Henderson, Jordan, Murden-McClure, Olson, Samhat), Against 6 (DiStefano, Kaler, Maher, Peterson, Trauth, Tripathi), Abstain 0].

It was VOTED

“That Board of Governors table the topic of esports.” Motion approved (For 12, Against 0, Abstain 0).

5. Law, policy and governance strategic discussion.

a. NCAA Sports Science Institute/NCAA Committee on Competitive Safeguards and Medical Aspects of Sports update.

- (1) Interassociation recommendations: Prevention of Catastrophic Injury and Death in Collegiate Athletics. NCAA Chief Medical Officer Brian Hainline reviewed with the Governors the *Interassociation Recommendations: Prevention of Catastrophic Injury and Death in Collegiate Athletics* document. Dr. Hainline noted that the recommendations were created through the Uniform Standards of Care procedures, which included a comprehensive process of internal and external review, with the oversight of the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports in partnership with the Board of Governors. The recommendations provide a flexible roadmap for member schools to address catastrophic injury prevention in six key areas: sportsmanship; protective equipment, acclimatization and conditioning; emergency action plans; strength and conditioning personnel; and education and training.

It was VOTED

“That the Board of Governors endorse the Interassociation Recommendations: Preventing Catastrophic Injury and Death in Collegiate Athletes as Association-wide policy.” Motion approved (Unanimous voice vote).

- (2) Independent medical care issue. Dr. Hainline noted that the National Athletic Trainers’ Association’s Intercollegiate Council for Sports Medicine posed a question concerning independent medical care to the Committee on Competitive Safeguards and Medical Aspects of Sports (CSMAS) involving issues associated with the provision of medical care by a host institution’s primary athletics health care providers to visiting teams’ student-athletes when those teams did not travel with their own primary athletics health care provider. CSMAS acknowledged that existing provisions of independent medical care legislation (e.g. unchallengeable autonomous decision-making authority) extend to the primary athletics health care providers of a host institution in the absence of the primary athletics health care provider from a visiting institution. However, membership sports medicine

staffs will benefit from further discussion and guidance that considers relevant medicolegal issues that can arise when a primary athletics health care provider does not accompany a traveling team. Dr. Hainline requested, and the Governors approved, creating a task force to address this issue further, specifically addressing medical and legal risks plus core health and safety membership requirements, and then report back to the board.

- b. **Government relations.** NCAA Managing Director of Law, Policy and Governance Abe Frank briefly updated the board on state and federal legislation related to sports wagering and amateurism of student-athletes, noting that more information would be provided at the President's Breakfast the following morning.
- c. **Legal and litigation update.** NCAA Vice President and General Counsel Scott Bearby facilitated a privileged and confidential discussion regarding ongoing litigation.

6. Sports wagering update.

- a. **NCAA Board of Governors Ad Hoc Committee on Sports Wagering.** NCAA Senior Vice President of Championships and Alliances Joni Comstock and NCAA Executive Vice President of Regulatory Affairs Stan Wilcox updated the Governors on the work of the Ad Hoc Committee on Sports Wagering. The Governors were informed of the Committee's continued work to gather membership feedback to develop best practices related to education and policy, and to determine the feasibility of player availability reporting.
- b. **NCAA Championships Policy Related to Sports Wagering.** NCAA Managing Director of Law, Policy and Governance Jackie Campbell reminded the Governors of its previous action to suspend the Championships Policy Related to Sports Wagering and to allow for championships hosting in locations, regardless of whether a state is considering, or has legalized, sports wagering. Since that action, many states have introduced sports wagering legislation and a number of states currently are accepting wagers.

It was VOTED

"That the Board of Governors rescind the NCAA Championships Policy Related to Sports Wagering." Motion approved (Unanimous voice vote).

- c. **NCAA Staff Travel, Expense, Meeting and Events Policy.** NCAA Chief Financial Officer Kathleen McNeely shared with the board a staff policy that prohibits NCAA-sponsored meetings to be conducted at hotel properties where gambling takes place. Further, that staff is required to make every effort to avoid stays at such properties when traveling for any business purpose. It was noted that with more states allowing sports wagering, the national office likely will find it difficult to locate facilities for Association

events. The board supported staff's request to eliminate this language from the staff travel policies.

7. **Update on the NCAA strategic planning process.** Reshma Patel-Jackson, Attain project lead, updated the Governors on the work of the NCAA Strategic Planning Working Group. The Governors reviewed and offered feedback on several draft components (e.g., core values, mission, vision, priorities/goals) of the plan. The Governors were informed of next steps in the process and that the working group was on schedule to present the final strategic plan to the Governors in October.
8. **NCAA Board of Governors Executive Committee report.** President Peterson reported that the Executive Committee, serving as the nominating committee, engaged in a rigorous and comprehensive process that yielded five exceptional individuals, whom will be excellent additions to the board. Chairman Peterson noted that the nominating committee recommends the following five individuals to serve on the Board of Governors:
 - a. **Ken Chenault.** Executive Chairman and Managing Director, General Catalyst Partners; Retired Chairman and Chief Executive Officer, American Express.
 - b. **Mary Sue Coleman.** President, Association of American Universities; Former member, Commission on College Basketball.
 - c. **Grant Hill.** Commentator, Turner Sports, Inc.; Vice Chairman, Atlanta Hawks; Former professional athlete; Former student-athlete.
 - d. **Denis McDonough.** Senior Principal; The Markle Foundation; Former Chief of staff to President Barack Obama.
 - e. **Vivek Murthy.** Former Surgeon General, United States Department of Health and Human Services.

It was VOTED

“That the Board of Governors approve the five individuals recommended to serve as independent members of the Board of Governors beginning August 1, 2019.” Motion approved (Unanimous voice vote)

9. **Executive Session.** The Governors concluded the meeting in executive session to discuss various administrative matters.
10. **Adjournment.** The meeting was adjourned at approximately 6 p.m.

Board of Governors chair: G.P. “Bud” Peterson, Georgia Institute of Technology
Staff liaisons: Jacqueline Campbell, law, policy and governance
Donald M. Remy, law, policy and governance

NCAA Board of Governors April 30, 2019, Meeting	
Attendees:	
Stevie Baker-Watson, DePauw University	
John DeGioia, Georgetown University.	
Philip DiStefano, University of Colorado, Boulder.	
Mark Emmert, NCAA.	
Sue Henderson, New Jersey City University.	
Blake James, University of Miami.	
Sandra Jordan, University of South Carolina Aiken.	
Eric Kaler, University of Minnesota, Twin Cities.	
Laura Liesman, Georgian Court University.	
Fr. James Maher, Niagara University.	
Tori Murden-McClure, Spalding University.	
Gary Olson, Daemen College.	
Bud Peterson, Georgia Institute of Technology.	
Nayef Samhat, Wofford College.	
Denise Trauth, Texas State University.	
Satish Tripathi, University at Buffalo, The State University of New York.	
Absentees:	
Eli Capilouto, University of Kentucky.	
Burns Hargis, Oklahoma State University.	
Susan Herbst, University of Connecticut.	
Ronald K. Machtley, Bryant University.	
Guests:	
Michael Drake, The Ohio State University.	
Briana Guerrero, Attain, LLC.	
Renu Khator, University of Houston.	
Catherine Nelson, CA Nelson Consulting, LLC.	
Reshma Patel-Jackson, Attain, LLC.	
NCAA staff liaisons in attendance:	
Jacqueline Campbell and Donald Remy.	
Other NCAA staff in attendance:	
Katrice Albert, Scott Bearby, Stephen Clar, Joni Comstock, Dan Dutcher, Nate Flannery, Kimberly Fort, Abe Frank, Terri Gronau, Brian Hainline, Kevin Lennon, Steve Mallonee, Felicia Martin, Kathleen McNeely, Stacey Osburn, Dave Schnase, Cari Van Senus, Chris Termini, Stan Wilcox and Bob Williams.	

Report is not final until approval of the Board of Governors.

**REPORT OF THE
NATIONAL COLLEGIATE ATHLETIC ASSOCIATION
BOARD OF GOVERNORS MAY 08, 2019, TELECONFERENCE**

ACTION ITEM.

- The Board of Governors voted to eliminate the affiliate membership category and directed the divisional governance bodies to pursue the appropriate legislative actions necessary to remove this membership category.

INFORMATIONAL ITEMS.

1. **Welcome and announcements.** President Bud Peterson, chair of the Board of Governors, welcomed the Governors to the call and gave a special welcome to Renu Khator, president of the University of Houston, and Michael Drake, president of The Ohio State University, both participating in their first Board of Governors meeting as active voting members. President Peterson also thanked Blake James, chair of the NCAA the Division I Council, for his service on the board as his term as chair of the Division I Council concludes at the end of June.
2. **Consent agenda.** By way of a consent agenda, the Board of Governors approved the appointment of Justice Littrell, a football student-athlete at the University of Northern Colorado, to the Board of Governors Student-Athlete Engagement Committee. The board also approved moving current committee member Nicholas Clark into the position of former NCAA Division I Student-Athlete Advisory Committee representative beginning June 1, 2019, for a one-year term.
3. **Affiliate membership category review.** The Board of Governors received an update on the comprehensive review of the affiliate membership category as requested by the board in January. It was noted that the through the years, the NCAA has conducted extensive outreach and communication with affiliate members, resulting in regular feedback to inform governance decision-making. The membership category has become outdated and could be eliminated without impacting the opportunity for collaboration and feedback, which was the original intent of the membership category. Further, due to the comprehensive NCAA licensing and marketing programs, it is recommended that any organization that seeks to use the NCAA marks should be required to go through the appropriate review process and, if approved, enter into a licensing agreement with the Association.

It was VOTED

“That the Board of Governors approve the elimination of the affiliate membership category and direct the divisional governance bodies to pursue the appropriate legislative actions necessary to remove this membership category.”

4. **Coaches Credentialing Program.** The Governors received an update on staff's work to develop a preliminary coaches' credentialing framework and the plan to pilot initial educational modules with the National Association of Basketball Coaches (NABC) and Women's Basketball Coaches Association (WBCA). The goals, targeted areas for curriculum, format and timeline for program development was shared with the Governors.
5. **NCAA Board of Governors Finance and Audit Committee report.**
 - a. Tax Return 990. The Board of Governors received the NCAA's 2017-18 Form 990, which covers the tax year September 1, 2017, through August 31, 2018.
 - b. FY 2018-19 revenues and expenses second quarter budget-to-actual. President Satish Tripathi briefly reviewed the second quarter budget-to-actual report of revenues and expenses. One variance compared to a year ago was a loss on investment earnings through the second quarter, which has been fully recovered resulting in strong investment balances at this time.
 - c. 2018 investment return update. The Governors received an update from the Finance and Audit Committee Investment Subcommittee, that included information on the subcommittee's membership, how the NCAA allocates its investments across various categories and the NCAA's performance compared to member institutions as reported in the National Association of College and University Business Officers (NACUBO) annual endowment study.
6. **Board of Governors independent members terms and committee assignments.**
 - a. Terms of independent members. To ensure rotation of the independent members, the Board of Governors Executive Committee recommended an initial staggering of terms as follows:
 - (1) One-year term, renewable for an additional three-year term: Mary Sue Coleman.
 - (2) Two-year term, renewable for an additional three-year term: Ken Chenault and Vivek Murthy.
 - (3) Three-year term, renewable for an additional three-year term: Grant Hill and Denis McDonough.
 - b. Independent members' committee assignments. The Governors were informed that the newly selected independent members of the Board of Governors voted Ken Chenault to serve as the lead independent member to serve on the Board of Governors Executive Committee. The following committee assignments were recommended for the other four independent members:
 - (1) Board of Governors Finance and Audit Committee – Mary Sue Coleman.

- (2) Independent Accountability Oversight Committee – Grant Hill, Denis McDonough and Vivek Murthy.

It was VOTED

“That the Board of Governors approve the terms and committee assignments for the five independent board members.” (Unanimous voice vote.)

7. **Membership Working Group on State and Federal Legislation.** The board was informed of recently proposed federal and state legislation related to a student-athlete’s ability to license and benefit from name, image and likeness (NIL), as well as the potential impact of such legislation on the nonprofit status of the Association and its members, and the principles of intercollegiate athletics.

It was VOTED

“That the Board of Governors approve the creation of an NCAA Federal and State Legislation Working Group with the charter and composition as recommended.” (Unanimous voice vote.)

8. **Election of chair.** The Governors unanimously voted to appoint President Michael Drake to serve as chair of the Board of Governors beginning August 1, 2019, and that he will serve as chair-elect in the interim.
9. **Adjournment.** The teleconference was adjourned at noon Eastern time.

Board of Governors chair: G.P. “Bud” Peterson, Georgia Institute of Technology

Staff liaisons:

Jacqueline Campbell, law, policy and governance

Donald M. Remy, chief operating officer and chief legal officer.

NCAA Board of Governors May 8, 2019, Teleconference	
Attendees	
Eli Capilouto, University of Kentucky	
John DeGioia, Georgetown University.	
Philip DiStefano, University of Colorado.	
Mark Emmert, NCAA.	
Burns Hargis, Oklahoma State University.	
Sue Henderson, New Jersey City University.	
Renu Khator, University of Houston.	
Ronald K. Machtley, Bryant University.	
Fr. James Maher, Niagara University.	
Gary Olson, Daemen College.	
Bud Peterson, Georgia Institute of Technology.	
Nayef Samhat, Wofford College.	
Denise Trauth, Texas State University	
Satish Tripathi, University at Buffalo, The State University of New York	
Absentees	
Blake James, University of Miami.	
Sandra Jordan, University of South Carolina Aiken.	
NCAA staff liaisons in attendance	
Jacqueline Campbell and Donald Remy.	
Other NCAA staff in attendance	
Katrice Albert, Scott Bearby, Joni Comstock, Dan Dutcher, Kimberly Fort, Terri Gronau, Kathleen McNeely, Stacey Osburn, Cari Van Senus, Stan Wilcox and Bob Williams	

Report is not final until approval of the Board of Governors.

A G E N D A

National Collegiate Athletic Association
Board of Governors Meeting

Grant Ballroom B
NCAA national office

August 6, 2019
1 to 6 p.m.

1. Welcome and announcements. (President Michael Drake)
2. Consent Agenda.¹ (**Action Item**)
 - a. Reports of the NCAA Board of Governors April 30, 2019, meeting, and May 8, 2019, teleconference. [Supplement Nos. 1a and 1b]
 - b. Approval of new members to the NCAA Board of Governors Committee to Promote Cultural Diversity and Equity. [Supplement No. 2]
3. NCAA president's report. (**Information**) (President Mark Emmert)
4. Association-wide issues.
 - a. Annual report of membership compliance with NCAA Sexual Violence Policy (**Action Anticipated**) [Supplement No. 3] (Van Senus)
 - b. Review of championships advertising and sponsorship restrictions. (**Possible Action**) [Supplement No. 4] (Dan Gavitt)
 - c. Discussion on NCAA social issues decision tree and championships access. (**Possible Action**) [Supplement No. 5] (Katrice Albert)
5. NCAA Board of Governors Finance and Audit Committee report. (President Satish Tripathi)
 - a. Executive summary of NCAA president's recommendations for 2019-20 budget.
 - (1) Evaluation criteria memorandum from NCAA President Mark Emmert. (**Information**) [Supplement No. 6]
 - (2) FY 2019-20 budget requests and recommendations. (**Action Item**) [Supplement No. 7]

- b. Selection of external auditor. **(Information)**
 - c. FY 2018-19 external audit plan presented by Crowe. **(Action Item)** [Supplement No. 8]
 - d. FY 2019-20 NCAA internal audit plan. **(Action Item)** [Supplement No. 9]
 - e. Third quarter fiscal year 2018-19 budget-to-actual review. **(Information)** [Supplement No. 10]
6. NCAA Board of Governors committee reports.
- a. Ad Hoc Committee on Sports Wagering. **(Possible Action)** [Supplement No. 11] (Joni Comstock and Stan Wilcox)
 - f. Federal and State Legislation Working Group. **(Information)** [Supplement No. 12] (President Jack DeGioia)
7. Law, Policy and Governance Strategic Discussion. (Donald Remy)
- a. Sports Science Institute/Committee on Competitive Safeguards and Medical Aspects of Sports. [Supplement No. 13] (Brian Hainline) **(Action Item)**
 - b. Government relations. **(Information)** [Supplement No. 14] (Abe Frank)
 - c. Legal and litigation update. **(Information)** [Supplement No. 15] (Scott Bearby)
8. Update on Independent Accountability Oversight Committee. **(Information)** (Denis McDonough) [Supplement Nos. 16a and 16b]
9. Update on NCAA strategic planning process. [Supplement No. 17] (Strategic Planning Working Group Chair Glen Jones and Attain Consultants Project Lead Reshma Patel-Jackson) **(Information)**
10. NCAA Board of Governors' Executive Committee report. **(Information)** (President Drake)
11. Executive Session.
12. Adjournment.

**REPORT OF THE
NCAA BOARD OF GOVERNORS
AD HOC COMMITTEE ON SPORTS WAGERING
APRIL 19, 2019, TELECONFERENCE**

INFORMATIONAL ITEMS.

1. **Welcome and introductions.** Chancellor Kent Syverud welcomed the committee members and thanked them for taking the time to join the call.
2. **Report of the NCAA Board of Governors Ad Hoc Committee on Sports Wagering March 7-8, 2019, meeting.** The ad hoc committee approved the report of its March 7-8, 2019, meeting.
3. **Player availability reporting update.**
 - a. Best practices. Tom Paskus, NCAA principal research scientist, noted that staff has identified several groups (i.e., compliance administrators, medical personnel, sports information staff) within the membership from which to gather data that will inform a best practices document. Surveys will be distributed to the membership groups in the coming weeks, with the expectation of having some data to share with the committee during its May 24 meeting.
 - b. Potential pilot program. Naima Stevenson, NCAA deputy general counsel and managing director of academic and membership affairs, reviewed with the committee questions that need consideration if the committee's continued discussions result in proceeding with the development of a pilot player availability reporting program. The committee discussed several elements of a potential reporting program and requested that staff circulate a document to assist conferences in a discussion of this topic during the upcoming spring meetings.
4. **External messaging.** Stacey Osburn, NCAA director of public relations, reviewed the media and communications landscape around the topic of sports wagering, and noted that the NCAA communications staff will continue to support the committee in its work.
5. **NCAA legislation.** Steve Mallonee, NCAA senior advisor to the vice president of academic and membership affairs, summarized the work of the Legislation and Policy Subcommittee and noted that Supplement No. 4 includes items identified by the subcommittee for further review by the ad hoc committee. It was noted that current sports wagering legislation related to NCAA championships does not apply to sponsorships of championships. The committee was asked to further review the legislation related to sports wagering and consider whether additional legislation is appropriate.
6. **Adjournment.** The teleconference was adjourned at 1:57 p.m. Eastern time.

Committee Chair: Kent Syverud, Syracuse University

*Staff Liaisons: Jacqueline Campbell, law, policy and governance
Joni Comstock, championships and alliances
Stan Wilcox, regulatory affairs*

NCAA Board of Governors Ad Hoc Committee on Sports Wagering April 19, 2019, Teleconference	
Attendees:	
Rachel Newman Baker, University of Kentucky.	
Gary Barta, University of Iowa.	
Nicholas Clark, Coastal Carolina University, NCAA Division I Student-Athlete Advisory Committee.	
Rob Dicks, Lagrange College.	
Chris Howard, Robert Morris University.	
Amy Huchthausen, America East Conference.	
William LaForge, Delta State University.	
Elsa Núñez, Eastern Connecticut State University.	
Pennie Parker, Rollins College.	
Desiree Reed-Francois, University of Nevada, Las Vegas.	
Terry Small, New Jersey Athletic Conference.	
Kent Syverud, Syracuse University.	
Absentees:	
Harry Stinson, Lincoln University (PA).	
NCAA Staff Liaisons in Attendance:	
Jacqueline Campbell, Joni Comstock and Stan Wilcox.	
Other NCAA Staff Members in Attendance:	
Randy Buhr, Steve Mallonee, Stacey Osburn, Tom Paskus, Naima Stevenson, Mark Strothkamp and Lorry Weaver.	



**REPORT OF THE
NCAA BOARD OF GOVERNORS
AD HOC COMMITTEE ON SPORTS WAGERING
MAY 24, 2019, MEETING**

INFORMATIONAL ITEMS.

1. **Welcome and introductions.** Chancellor Kent Syverud, chair of the NCAA Board of Governors Ad Hoc Committee on Sports Wagering, welcomed the committee members to the meeting. Syverud briefly reviewed the agenda and provided an overview of the group's goals.
2. **Report of the Board of Governors Ad Hoc Committee on Sports Wagering April 19, 2019, teleconference.** The ad hoc committee approved the report of its April 19, 2019, teleconference. (Unanimous voice vote.)
3. **Survey results.** Research staff reviewed the survey methodology and common themes identified through data gathered from surveys of sports information directors/media contacts and athletic trainers in all three divisions. The surveys focused on athletics department reporting structures and policies related to player availability reporting (e.g., who sets policy, in-game injury/availability reporting, student-athlete consent policies). Staff noted that a survey directed at compliance administrators will be distributed by the end of the month to gather feedback on campus education practices.
4. **NCAA Divisions II and III conference feedback on player availability.** Staff informed the ad hoc committee that feedback from Divisions II and III conferences is limited at this time but noted there will be opportunities to further engage with Divisions II and III during upcoming meetings of the commissioners. Since not all Division I conferences have conducted their spring meetings, the committee agreed to review Division I feedback in its entirety during its June 18 teleconference.
5. **Discussion on possible player availability pilots.** The ad hoc committee continued its discussion of a possible pilot player availability reporting program. There was consensus among the ad hoc committee that any pilot reporting system would be limited to available/unavailable. The committee will provide further membership feedback on player availability reporting during its June 18 teleconference and will continue the discussion.
6. **NCAA legislation/policy discussion.** Staff reviewed legislative and policy matters identified for further discussion by the ad hoc committee.
 - a. NCAA Bylaw 10 legislation. Consistent with the Board of Governors resolution following the Supreme Court's decision to rescind the Professional and Amateur Sports Protection Act, the ad hoc committee reaffirmed support to maintain the current application and scope of NCAA legislation that prohibits student-athletes, member institutions' athletics staff and nonathletics staff with athletics responsibilities and conference office staff from

participating in sports wagering activities. In addition, the ad hoc committee agreed that editorial revisions to the current sports wagering legislation are appropriate to reflect changing technology (e.g., mobile betting) and to clarify that such legislation is applicable to team managers.

- b. Certified events and sanctioned summer league legislation. The ad hoc committee determined not to recommend modifications to relax criteria governing certified events involving prospective basketball student-athletes and sanctioned summer leagues involving current basketball student-athletes. Current criteria preclude such events from being affiliated with a venue or entity that is associated in any way with sports wagering on intercollegiate athletics. The group noted that these events are functioning sufficiently without additional exposure to sports wagering activities or entities but agreed that as more states adopt permissive state wagering laws it is appropriate to monitor the impact on venues in which such events may occur.
- c. Review of advertising and sponsorship legislation and policy. The ad hoc committee noted that current NCAA legislation governing sponsorships and advertisements from organizations associated with sports wagering applicable to NCAA championships is not consistent. Current rules preclude advertisements from organizations associated with sports wagering during NCAA championships, but do not per se preclude such organizations from being involved in sponsoring of NCAA championships. It was noted that current policies governing conduct of championships have not permitted sponsorship by any organization associated with sports wagering. The group directed the staff to review the legislative history to determine if there is support for aligning the legislation.
- d. Venues that permit sports wagering. The ad hoc committee agreed that as more states adopt permissive state wagering laws, it is appropriate to monitor whether there is a subsequent increase in venues that permit some form of sports wagering on site, and if so, whether such an increase unduly interferes with the NCAA's ability to provide a quality championship experience. It was noted that championship bid sites in most sports are secured through the 2026 championships. The ad hoc committee discussed potential approaches if there is an increase of in-venue sports wagering but took no action at this time.
- e. Suspension from non-NCAA organizations. The ad hoc committee discussed whether a suspension from a non-NCAA organization for sports wagering should apply to student-athletes participating in NCAA competition, similar to the application of NCAA legislation regarding a positive drug test from a non-NCAA organization. The ad hoc committee directed staff to draft a proposal for its review that would apply a suspension for sports wagering in a similar manner to drug testing.

7. Internal sports working group subcommittee updates.

- a. Education. The ad hoc committee was reminded of the subcommittee's charge of identifying and developing educational materials in support of the Association's sports wagering initiatives across key stakeholders. Staff noted accomplishments of the subcommittee over the past year, which were shared with the ad hoc committee during its March meeting. Next steps for the subcommittee include a survey of compliance administrators to gather information on campus education practices. In addition, the subcommittee continues to work on an annual education plan that includes further content development (e.g., resource video update, "Don't Bet On It" website enhancements, championship facility activations, coordination with integrity services provider) and an accompanying timeline.
- b. Officiating. The ad hoc committee was informed that the Officiating Subcommittee has begun to review the NCAA's background check program for officials being considered for NCAA championships. The subcommittee discussed staff's involvement in the review of background checks and recently removed championship staff members from the process. In addition, the administration of the background check program has been moved to the Integrity Services Subcommittee as it aligns with objectives being addressed by this subcommittee. The ad hoc committee also was reminded of the educational video created for officials, noting that there have been over 2,400 views of the video.
- c. Political Landscape. The ad hoc committee was updated on the sports wagering landscape. The group received a diagram highlighting states where sports wagering is legal and bets are accepted; states where sports wagering is legal but not yet accepting bets; states with active legislation; and states where bills have passed the legislature in 2019. The group acknowledged the importance of institutions, equipped with the recently distributed sports wagering principles, working with their state legislatures as bills are being crafted that would legalize sports wagering.

8. Sports Wagering 101. Jay Kornegay, Executive Vice President of Race & Sports Operations at Westgate Las Vegas SuperBook, joined the meeting via teleconference to provide a SportsBook 101 lesson. Kornegay briefly educated the ad hoc committee on how a sportsbook operates, different types of bets, how betting lines are set and things that affect the betting lines. Key takeaways for the ad hoc committee were: (1) If a competition is televised, it likely will appear on the board with a betting line; (2) How injuries/availability impact the betting line depends on the player and whether he/she is a starter or a significant contributor; and (3) That mobile wagering will be big in the United States.

9. Adjournment. The meeting was adjourned at approximately 2:25 p.m.

Committee Chair: Kent Syverud, Syracuse University
Staff Liaisons: Jacqueline Campbell, Law, Policy and Governance
Joni Comstock, Championships and Alliances
Stan Wilcox, Regulatory Affairs

NCAA Board of Governors Ad Hoc Committee on Sports Wagering May 24, 2019, Meeting	
Attendees:	
Rachel Newman Baker, University of Kentucky.	
Gary Barta, University of Iowa.	
Nicholas Clark, Coastal Carolina University, NCAA Division I Student-Athlete Advisory Committee.	
Rob Dicks, Lagrange College.	
Chris Howard, Robert Morris University.	
William LaForge, Delta State University.	
Elsa Núñez, Eastern Connecticut State University.	
Pennie Parker, Rollins College.	
Desiree Reed-Francois, University of Nevada, Las Vegas.	
Terry Small, New Jersey Athletic Conference.	
Harry Stinson, Lincoln University (Pennsylvania).	
Kent Syverud, Syracuse University.	
Absentees:	
Amy Huchthausen, America East Conference.	
NCAA Staff Liaisons in Attendance:	
Jacqueline Campbell, Joni Comstock and Stan Wilcox.	
Other NCAA Staff Members in Attendance:	
Randy Buhr, Steve Mallonee, Stacey Osburn, John Parsons, Tom Paskus, Naima Stevenson, Mark Strothkamp and Lorry Weaver.	



**NCAA BOARD OF GOVERNORS
FEDERAL AND STATE LEGISLATION WORKING GROUP**

1. **Charge.** Federal and state legislators have introduced legislation about student-athletes' ability to license and benefit from their name, image and likeness during their period of NCAA eligibility. Federal legislation threatens the nonprofit status of the Association and its members, and state legislation threatens to create local differences that would make it impossible to host fair national championships and to alter materially the principles of intercollegiate athletics. These initiatives necessitate conversations and agreements about how the membership should respond to the legislative proposals. To facilitate the dialogue, the NCAA Board of Governors and the president of the NCAA have established the Board of Governors Federal and State Legislation Working Group to study whether the Association should maintain its position in opposition to the legislation and/or work to develop a process whereby a student-athlete's NIL could be monetized in a fashion that would be consistent with the NCAA's core values, mission and principles. Specifically, the working group is directed as follows:
 - a. Consider whether modifications to NCAA rules, policies and practices should be made to allow for NIL payments.
 - b. Be mindful that NIL payments must not be compensation for athletics participation. Paying students as employees for play is anathema to the NCAA mission focused on students competing against students and is not part of this discussion.
 - c. Assure that any proposed solutions keep in mind that student-athlete benefits must be tethered to educational expenses or incidental to participation.
 - d. Examine whether any modifications to allow for NIL payments, beyond what the 9th U.S. Circuit Court of Appeals required in *O'Bannon* and other court rulings, would be achievable and enforceable without undermining the distinction between professional sports and collegiate sports.
 - e. Preserve the ability to host fair interstate competitions and national championships.

For its final report, the BOG requests the working group produce a set of Association-wide principles to provide each division guidance to a consistent approach on legislation related to NIL payments. It is noted that the principles also may include a rationale as to whether this would be plausible in keeping with the Association's mission.

The working group should provide an update to the Board of Governors and the NCAA president Aug. 6 and deliver a report Oct. 29.

2. **Composition.** The Federal and State Legislation Working Group shall consist of 18 members, including 12 Division I, three Division II and three Division III members. The recommended distribution of members is as follows:
 - a. **Division I members (12).**

- (1) Two presidents — One Board of Governors member from an autonomy conference and one Football Championship Subdivision president.
- (2) Two commissioners — One from an autonomy conference and one from a basketball conference.
- (3) Four directors of athletics — Two from autonomy conference schools, one from a non-football school and one from an FCS school.
- (4) One faculty athletics representative.
- (5) One senior woman administrator.
- (6) Two student-athletes — One male and one female.

b. Division II members (three)

- (1) President.
- (2) Commissioner.
- (3) Compliance officer.

c. Division III members (three)

- (1) President.
- (2) Director of athletics/student affairs administrator.
- (3) Student-athlete.

Note: The working group will engage external subject matter experts and NCAA membership groups as necessary to carry out its duties.

3. Staff Liaisons.

Scott Bearby, general counsel.

Abe Frank, managing director of government relations.

Dave Schnase, vice president of academic and membership affairs.

Cari Van Sensus, vice president of policy and chief of staff.

Stan Wilcox, executive vice president of regulatory affairs.

BOARD OF GOVERNORS FEDERAL AND STATE LEGISLATION WORKING GROUP

Composition: The Federal and State Legislation Working Group shall consist of 18 members, including 12 Division I, three Division II and three Division III members, named by the Board of Governors.

Charge: Federal and state legislators have introduced legislation about a student-athlete's ability to license and benefit from name, image and likeness (NIL) during the period of NCAA eligibility. Federal legislation threatens the non-profit status of the Association and its members and state legislation threatens to create local differences that would make it impossible to host fair national championships and to alter materially the principles of intercollegiate athletics. These initiatives necessitate conversations and agreements about how the membership should respond to the legislative proposals. To facilitate the dialogue, the NCAA Board of Governors and the President of the NCAA established the Board of Governors Federal and State Legislation Working Group to study whether the Association should maintain its position in opposition to the legislation and/or work to develop a process whereby a student-athlete's NIL could be monetized in a fashion that still would be consistent with the NCAA's core values, mission and principles.

Staff Liaisons: Stan Wilcox (Lead), Scott Bearby, Dawn Buth, Abe Frank, Dave Schnase and Cari Van Senus

Co-Chairs: Val Ackerman and Gene Smith

Board of Governors Representative: John DeGioia, Georgetown University

DIVISION	POSITION	NAME AND INSTITUTION
I	President	Jere Morehead, University of Georgia
I	President	Rita Cheng, Northern Arizona University
I	President	Tim White, California State University
I	Commissioner	Bob Bowlsby, Big 12 Conference
I	Commissioner	Val Ackerman, Big East Conference
I	AD	Jill Bodensteiner, Saint Joseph's University
I	AD	Rick George, University of Colorado
I	AD	Carla Williams, University of Virginia
I	AD	Gene Smith, The Ohio State University
I	FAR	Don Bruce, University of Tennessee
I	SWA	Carolayne Henry, Mountain West Conference
I	Student-athlete – Male	
I	Student-athlete – Female	
II	President	Glen Jones, Henderson State University
II	Commissioner	Jacqie McWilliams
II	Compliance	Scott Larson, Lubbock Christian
III	President	Mary Beth Cooper, Springfield College
III	AD	Daryl Sims, University of Wisconsin - Oshkosh
III	Student-athlete	Jackson Erdmann, Saint John's University



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1802 Alonzo Watford Sr. Drive
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ncaa.org

July 23, 2019

VIA EMAIL

Sue Henderson
Chair, NCAA Division III Presidential Advisory Group
2039 John F. Kennedy Blvd
Jersey City, NJ 07305

Dear President Henderson:

As co-chairs of the NCAA Board of Governors Federal and State Legislation Working Group, we would like to formally invite the NCAA Division III Presidential Advisory Group to provide written feedback to the working group.

The goal of the working group is to examine issues highlighted in recently proposed federal and state legislation related to student-athlete name, image and likeness. As part of its efforts, the working group will study modifications of current rules, policies and practices. In particular, the group will focus on solutions that reinforce the educational goals of the student-athlete; maintain the clear demarcation between professional and college sports; and further align student-athletes with the general student body. The group's work will not result in paying students as employees or as substitute payment for athletics ability. All discussions with the working group will be off the record and not for attribution.

In your written submission, we request that you address the following questions:

1. What are the challenges and opportunities in creating a system in which student-athletes may be compensated for the use of their name, image and likeness?
2. Are there viable models for the compensation of a student-athlete's name, image and likeness that reinforce educational goals, provide a clear demarcation between professional and college sports and that further align student-athletes with the general student body? If so, please address how these models would be:
 - a. Enforceable to prevent improper recruiting and transfer inducements or substitution of payment for athletics ability;
 - b. Narrowly tailored to support the values and principles of NCAA athletics;
 - c. Adaptable to future technological, societal and industry changes.

N a t i o n a l C o l l e g i a t e A t h l e t i c A s s o c i a t i o n

Creating a pathway to opportunity for college athletes

The NCAA is an equal opportunity employer that values inclusive excellence in the workplace.

3. How might fair competition among schools be impacted by compensating student-athletes for their name, image and likeness? In what ways could this impact be mitigated?
4. Are there existing structures to fairly and accurately determine the market value of a student-athlete's name, image and likeness? What are they?
5. What measures would you recommend that would mitigate against a student-athlete prioritizing NIL compensation over academic success and commitment to the team?

Please submit your responses by [clicking here](#) **not later than Friday, August 30.**

Thank you again for your willingness to participate in this important discussion. We look forward to hearing from you soon.

Sincerely,

Val Ackerman
Co-Chair,
NCAA Board of Governors Federal
and State Legislation Working Group

Gene Smith
Co-Chair,
NCAA Board of Governors Federal
and State Legislation Working Group

VA/GS:cvs



**REPORT OF THE NCAA BOARD OF GOVERNORS
STUDENT-ATHLETE ENGAGEMENT COMMITTEE
MAY 29, 2019, TELECONFERENCE**

ACTION ITEMS.

1. Legislative Items.

- None.

2. Nonlegislative Items.

- None.

INFORMATIONAL ITEMS.

- 1. Welcome and announcements.** Taylor Ricci, chair of the NCAA Board of Governors Student-Athlete Engagement Committee, welcomed the committee members and thanked them for taking the time to participate on the call. Ricci noted that several NCAA staff members would be joining the call to present information related to items on the agenda.
- 2. Report of March 1, 2019, teleconference.** The committee approved the report of its March 1, 2019, teleconference.
- 3. Student-Athlete Engagement Committee Social Media Campaign Takeaways.** Yannick Kluch provided the committee with information regarding the April 17-18 Student-Athlete Engagement Committee Social Media Campaign to promote awareness and provide resources to address issues surrounding sexual violence. The committee was informed that the two-day social media campaign was a great success and reached 29 million people and included 5,300 hashtag mentions on social media. Additionally, the content of the campaign was diverse and included videos, photographs, statistics, campus initiatives and calls to action. The committee also was informed that the NCAA Minority Opportunities and Interests Committee will be leading a diversity and inclusion social media campaign again this fall.
- 4. NCAA Board of Governors report.** The committee received an update on the Board of Governors April meeting and May teleconference. The committee was informed that the Board of Governors voted to table the e-sports discussion topic. Additionally, the Board of Governors endorsed as Association-wide policy the Interassociation Recommendations: Preventing Catastrophic Injury and Death in Collegiate Athletes. These recommendations resulted from the work of the NCAA Sport Science Institute in collaboration with the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports and other outside medical experts. The Governors rescinded the Association's policy that prohibited the conduct of NCAA championships in states that permit single-game sports wagering, now allowing NCAA championships to occur in any state with legalized sports wagering, including Nevada. The Association-wide strategic planning process is ongoing, with a

final presentation to the Board of Governors scheduled in October 2019. Finally, the Governors appointed five independent members to the Board, effective August 1, 2019, with new member orientation occurring over the next couple of months.

5. **NCAA Coaches Credentialing discussion.** The committee received an update on the NCAA Coaches Credentialing program, which will include key topics such as student-athlete well-being, NCAA policies, rules and processes and coaching education. The committee was informed that the coaches credentialing program will include an Association-wide level of credentialing and continuing education for coaches. The NCAA will pilot the program this fall in collaboration with the National Association of Basketball Coaches and the Women's' Basketball Coaches Association. The pilot will include two modules: mental health awareness and sexual violence prevention. The Board of Governors will review feedback from the pilot program and will continue to develop content and curriculum to build a foundation for the coaches credentialing program.
6. **NCAA Board of Governors Federal and State Legislation Working Group discussion.** The committee received an update regarding the newly created NCAA Board of Governors Federal and State Legislation Working Group charged with discussing the pros and cons of accommodating name, image and likeness monetization within the amateur model and consistent with the general student experience.
7. **Sports wagering – player availability reporting update.** The committee was updated on the work of the NCAA Board of Governors Ad Hoc Committee on Sports Wagering and the continuing discussion of the feasibility of player availability reporting. Nicholas Clark, who serves as a representative on the Ad Hoc Committee on Sports Wagering, discussed the committee's key priorities to maintain the integrity of competition and student-athlete well-being.
8. **Strategic priorities.** The committee approved a request from the One Love Foundation to serve as a member of the One Love 2020 Sports Challenge Honorary Host Committee, which includes a commitment to assist the One Love Foundation in their year-long campaign and sports challenge. The campaign challenges every Division I, II, and III institution to host at least one One Love Workshop by May 3, 2020 and will culminate with the One Love 2020 Sports Summit hosted by the University of Virginia in June 2020. The committee's role as a member of the One Love 2020 Sports Challenge Honorary Host Committee will be one of its strategic priorities for the 2019-20 academic year.
9. **Other Business.** The committee thanked Ricci for her service as chair of the committee. The committee elected Nicholas Clark as the new committee chair.
10. **Adjournment.** The teleconference was adjourned at 1:02 p.m. Eastern time.

Committee Chair: Taylor Ricci, Oregon State University, Division I Student-Athlete Advisory Committee

Staff Liaisons: Mark Bedics, Championships and Alliances
Todd Shumaker, Enforcement
Danielle Ghiloni Walter, Academic and Membership Affairs

NCAA Board of Governors Student-Athlete Engagement Committee May 29, 2019, Teleconference	
Participants:	
Amanda Carroll, Florida Gulf Coast University, NCAA Division I Student-Athlete Advisory Committee.	
Nicholas Clark, Coastal Carolina University, Division I SAAC.	
Annabelle Feist, Williams College, NCAA Division III SAAC.	
Sue Henderson, New Jersey City University, NCAA Board of Governors.	
Maisha Kelly, Bucknell University, NCAA Division I Council.	
Colby Pepper, Covenant College, Division III SAAC.	
Taylor Ricci, Oregon State University, Division I SAAC.	
Absentees:	
Grant Foley, Delta State University, NCAA Division II SAAC.	
Jessica Koch, California State University, San Bernardino, Division II SAAC.	
Michael Rubayo, Swarthmore College, Division III SAAC.	
Joshua Shapiro, Colorado Mesa University, Division II SAAC.	
NCAA Staff Liaisons in Attendance:	
Mark Bedics, Todd Shumaker and Danielle Ghiloni Walter	
Other NCAA Staff in Attendance:	
Scott Bearby, Jackie Campbell, Yannick Kluch, Naima Stevenson and Cari Van Senus.	

**REPORT OF THE
NCAA BOARD OF GOVERNORS COMMITTEE
TO PROMOTE CULTURAL DIVERSITY AND EQUITY
APRIL 27, 2019, MEETING**

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **Welcome and introductions.** Katrice Albert, NCAA executive vice-president of inclusion and human resources, welcomed participants to the meeting and to the eighth annual NCAA Inclusion Forum. Albert expressed gratitude for President Dianne Harrison's leadership, noting that Harrison's tenure as chair would conclude on August 31, 2019.

For the first time ever, all four of the NCAA's equity, diversity, and inclusion committees were represented at the same meeting to engage about their major initiatives. These committees serve as the "Force of Four," working together to achieve inclusive excellence for the membership.

2. **Approval of February 21, 2019, teleconference report.** The committee approved its February 21, 2019, teleconference report.
3. **Engagement with NCAA research on how available data can impact and support committee goals.** The committee briefly discussed the article "NSIA Looks to Diversify Intercollegiate Sports," from *Diverse Issues in Higher Education*. The committee's three major goals connect directly to the efforts described in the article. NCAA staff will engage in follow-up related to the article.

NCAA staff informed the committee that the NCAA inclusion and human resources staff is working on a Presidential Pledge website platform that will feature both membership and national office leadership demographic data. The goal is to launch this site in fall 2019. In addition, NCAA Champion magazine will begin running a regular feature in summer 2019 on member schools and conferences that are acting in meaningful, impactful ways on the Presidential Pledge and striving for inclusive excellence.

It was clarified that this meeting would focus on membership data, and that during the August teleconference, the committee would review national office demographic data. NCAA research staff presented data slides to the committee that addressed the following areas:

- a. **Available data for current membership and national office leadership demographics.** The committee viewed demographic data on race/ethnicity and gender for student-athletes, athletics directors, coaches, and conference commissioners for 2014 and 2018. The committee observed the increasing racial and ethnic diversity of student-athletes. In

contrast, the data generally showed stagnation or regression for ethnic minorities and women in leadership positions. The committee requested that demographic data for the Presidential Pledge website platform include data for each division. It also noted the value of presenting both quantitative data and qualitative analysis that demonstrate the challenges of diversifying intercollegiate athletics leadership. In addition, the committee emphasized the importance of presenting demographic data to presidents and chancellors.

Additional key topics of discussion included the number of women coaches being fired based on standards of behavior that are more stringent than those for male coaches, as well as the number of female student-athletes who enter college having had only male coaches. It was noted that the Women's Sports Foundation is collecting data on women coaches and reasons why they are being removed from or choosing to leave positions.

- b. Turnover data for athletics director and head coach positions.** The committee learned that recent outreach to the NCAA membership resulted in a fuller data set for coaches that includes start dates in positions. Moving forward, reliable data will be available to examine both turnover and replacement for the positions of head coaches and athletics directors. The committee requested that this data also be reviewed for minority-serving institutions.
- c. NCAA governance structure data.** The committee considered the nominating process for committees by division, noting that in Division I, conferences have the power to change the nomination slate that is proposed by the NCAA Division I Nominating Committee. The committee discussed the value of a study of the governance structure with a focus on both the processes for committee appointments and the diversity of representation.

Another topic of discussion was the dimensions of diversity that are tracked for both leadership positions and committee representation. Currently, there is not an opportunity for the membership to identify as persons with disabilities or as LGBTQ when demographic information is submitted to the NCAA. The committee acknowledged the difficulties of expanding data collection but encouraged NCAA Research to consider possibilities for methodologies that would overcome challenges.

- 4. Updates from NCAA equity, diversity and inclusion committees.** The committee received updates from the NCAA equity, diversity and inclusion committee chairs.
 - a. NCAA Minority Opportunities and Interests Committee.** MOIC Chair Anthony Grant provided an update and overview of the committee's initiatives.
 - (1) Athletics Diversity and Inclusion Designee. The committee recommended legislation that would require each member school and conference office have an Athletics Diversity and Inclusion Designee. The staff member in this role would serve as the

main contact for the school for information about NCAA equity, diversity, and inclusion initiatives and resources. The NCAA Division I Council voted to consider this legislation at its spring 2020 meeting, and the Divisions II and III Management Councils recommended that their respective Presidents Councils sponsor the proposal for a vote at the 2020 NCAA Convention.

(2) NCAA Diversity and Inclusion Social Media Campaign. In partnership with MOIC and the three divisional Student-Athlete Advisory Committees, the NCAA office of inclusion developed the NCAA Diversity and Inclusion Social Media Campaign during the first week of October 2018. The campaign was a tremendous success with the hashtag #NCAAIInclusion ranking eighth nationally on Twitter during the week.

(3) Research surveys. The committee engaged with NCAA research staff about opportunities to add questions to existing surveys that are distributed to student-athletes on the national level. The committee continues to have interest in data about coaches' persistence in the profession and how the race and ethnicity of the coach factors into new job opportunities after a coach leaves a position or is fired.

b. NCAA Committee on Women's Athletics. CWA Chair Julie Cromer Peoples provided an update and overview of the committee's initiatives.

(1) NCAA Emerging Sports for Women. The chair informed the Committee to Promote Cultural Diversity and Equity that CWA oversees the NCAA Emerging Sports for Women program and engages annually in a review process of submitted emerging sport proposals from August to April. At its April 2019 meeting, the committee reviewed proposals from acrobatics & tumbling, STUNT, and wrestling. The committee will inform the leadership of these sports by early June regarding whether the sport has been recommended for the emerging sport list.

(2) Sexual violence prevention education. During its September 2018 and April 2019 meetings, the committee engaged with NCAA staff who lead the Association's efforts on sexual violence prevention and education. The committee discussed educational opportunities and plans to continue dialogue about possible accountability measures.

c. CWA and MOIC joint meeting. Chairs Cromer People and Grant reported on discussion topics from the April 25, 2019, joint CWA and MOIC meeting.

(1) Esports. NCAA staff provided an overview about the current collegiate Esports scene to CWA and MOIC. The committees posed some fundamental questions about eSports: 1) Does it fit the NCAA definition of a sport? 2) Does it align with the values of the NCAA? 3) What are the possible negative impacts on gender equity and Title IX

compliance? The committees expressed concern about the misogyny, sexism, and violence that are present in some games. The committees also had dialogue about where Esports programs are currently located on campuses, noting that they are often located outside of athletics departments.

(2) Optimization of the Senior Woman Administrator Designation initiative. The committee received an overview and update of the Optimization of the Senior Woman Administrator Designation initiative, including the October 2018 release of two educational resources: “What is the SWA” and “Are you maximizing the SWA’s impact.” In addition, SWA video spotlights were emailed to the membership and released on social media in April 2019. One of the goals of the initiative is to increase the representation of ethnic minority women in the SWA designation. The committees were engaged in small group dialogue to brainstorm about barriers to and opportunities for achieving this goal. This dialogue will inform future action strategies for the initiative.

d. NCAA Gender Equity Task Force. Co-chairs Noreen Morris and Judy Sweet reported on progress on the task force’s recommendations. The task force’s recommendation that Division I legislate a once-in-five year diversity, equity and inclusion review for member schools has been approved by the NCAA Division I Council. The legislative proposal will go before the NCAA Division I Board of Directors in early May. The Division I Council has requested a study on how a diversity, equity and inclusion review would work at the conference level. The task force’s recommendations are in progress or completed.

5. Updates about major IHR initiatives. The committee received additional updates on IHR initiatives.

- a. 2019 NCAA Inclusion Forum.** The previous Inclusion Forum registration record of 519 attendees was eclipsed, including a record number 136 students, which comprised 25% of participants.
- b. NCAA Board of Governors.** Five independent members were added to the Board of Governors. A diverse slate of very qualified candidates has been reviewed by the BOG Executive Committee and five will be presented to the full BOG for a vote during its April 30 meeting.
- c. NCAA leadership development.** Following a comprehensive review of leadership development programming with a focus on outcomes, a new model for programming will be launched in the 2019-20 academic year. The model will center on the pipeline for career advancement through programming that will help future and current leaders in intercollegiate athletics to launch, build and advance.

- d. **Presidential Pledge “road tour.”** Albert described how she is visiting conference spring and fall meetings to engage with leaders on ways to advance the Presidential Pledge and to achieve inclusive excellence.
 - e. **Division I strategic plan foundational goal.** Division I’s strategic plan foundational goal on diversity: NCAA office of inclusion staff continues to engage with Division I to develop actions to support their diversity and inclusion goals.
 - f. **Partnerships with affiliate groups.** IHR is sponsoring the keynote address and a major track of programming at the May 2019 National Conference on Race and Ethnicity in Higher Education. IHR continues to build and enhance relationships with organizations that have similar equity, diversity and inclusion goals. The committee recommended connecting with organizations such as the Association of Governing Bodies to facilitate communication with key decision makers in higher education.
6. **Discussion on NCAA Board of Governor’s funding to support committee goals.** The committee received a brief update on current programming initiatives funded in the current fiscal year: Achieving Communication series; the National Association of Collegiate Directors of Athletics McLendon Summit; Minority Coaches series for women’s basketball, track and field and women’s volleyball; Leadership Education Series; Leadership Pipeline Platform; and CoSIDA minority grant.
- The committee was informed that \$65,000/\$75,000 in the current budget cycle is available for additional initiatives as part of the realignment of the 2019-2020 budget. The committee endorsed the concept of these funds supporting the “road tour” engagement with presidents/chancellors and conferences on the Presidential Pledge; the development of additional videos for the Leadership Profile Platform; a review of the nomination processes and demographics for the membership’s governance structure; and the completion of a diversity and inclusion hiring guide.
7. **Discussion on committee goals.** The committee requested that NCAA staff continue to gather and analyze demographic data for the membership, the governance structure, and the national office with focus on turnover data for race/ethnicity and gender. In addition, the committee observed that many of its goals are in progress and directly reflected in work driven by the other three equity, diversity, and inclusion committees as well as through IHR initiatives. The committee will prioritize goals for 2019-20 during its August teleconference.
8. **Review previous request regarding the NCAA Confederate Flag Policy’s impact on hosting championships.** The committee concurred that the leadership at membership schools that are impacted by the NCAA Confederate Flag Policy is best positioned to engage with state legislatures regarding Confederate flag policies if they choose to do so. It was noted that there is a proposal in Mississippi to consider an alternative version of the state flag.

9. **Honor committee members who will conclude their service on August 31, 2019.** The committee thanked Tori Murden McClure, Jacqie McWilliams and Leslie Wong for their service.
10. **Discussion on recommendations for new committee members.** NCAA staff will provide more details about the committee's new member needs and ask for recommendations through email.
11. **Future meeting dates.** NCAA staff will communicate through email to determine availability for an August 2019 teleconference.
12. **Adjournment.** The meeting adjourned at 9:15 p.m.

Committee chair: Dianne Harrison, Cal State University, Northridge
Staff liaisons: Katrice Albert, Office of Inclusion and Human Resources
Amy Wilson, Office of Inclusion

NCAA Committee to Promote Cultural Diversity and Equity April 27, 2019, Meeting	
Attendees:	
Dylan Gladney, Prairie View A&M University.	
Dianne Harrison, California State University, Northridge.	
Brit Katz, Millsaps College.	
Mark Lombardi, Maryville University.	
Tori Murden McClure, Spalding University.	
Jacqueline McWilliams, Central Intercollegiate Athletic Association.	
Faynesse Miller, Hamline University.	
Leslie Wong, San Francisco State University.	
Absentees:	
Satish Tripathi, University at Buffalo, The State University of New York.	
Guests in Attendance:	
Anthony Grant, Noreen Morris, Julie Cromer Peoples, and Judy Sweet.	
NCAA Staff Liaisons in Attendance:	
Katrice Albert and Amy Wilson.	
Other NCAA Staff Members in Attendance:	
Erin Irick, Jean Merrill and Tiana Myers.	

MEMORANDUM

June 30, 2019

VIA EMAIL

TO: NCAA Affiliate Members.

FROM: Jackie Campbell
NCAA Managing Director of Law, Policy and Governance.

SUBJECT: NCAA Board of Governors Recent Action Related to the Affiliate Membership Category.

This is to inform you that the NCAA Board of Governors recently directed each division's governance entity to pursue appropriate legislative action to eliminate the affiliate membership category as set forth in Constitution 3.4. The recommended elimination of the affiliate membership category in no way is designed to change the relationship that you have with the NCAA. It is anticipated that each division will consider taking action to eliminate the category as early as this summer through the approval of noncontroversial legislation.

Why is the Board of Governors recommending the elimination of the affiliate membership category?

The affiliate membership category was created in the early years of the Association primarily to provide a voice at the NCAA Convention for outside groups and associations intimately related to intercollegiate athletics in their functioning and purpose. At the 1980 NCAA Convention, legislation was adopted to permit affiliate members to use the registered marks of the Association in accordance with guidelines established by the former NCAA Council. The annual membership fee currently is \$500, which includes as a benefit the use of NCAA marks.

The Board of Governors believes the affiliate membership category has become outdated and its elimination will not impact the opportunity for such members to collaborate with and provide feedback to the NCAA on issues deemed to be of importance to its constituents. In fact, it has become common practice for the NCAA to conduct extensive outreach and communication with affiliate members to provide feedback to assist it in making informed governance decisions. Communication and collaboration with these groups on issues impacting the sports in which they are affiliated will continue. Further, the Board of Governors noted that the value of the NCAA brand has increased significantly over time and any organization seeking to use NCAA marks should petition for such use through the required review process and, if approved, enter into a licensing agreement with the Association.

What does the elimination of the affiliate membership category mean for current affiliated members?

If legislation is approved to eliminate the affiliate membership category, members will no longer be billed an annual \$500 membership fee. Affiliate members currently using NCAA marks may continue to do so only until July 31, 2019. Effective August 1, 2019, groups and associations outside the NCAA who wish to use NCAA marks may seek approval to enter into a licensing agreement with the

Association. Further, the NCAA will continue its formal outreach and communication with such members to gather important feedback on important issues impacting the sports in which they are affiliated. [Note: The elimination of the affiliate membership category will not impact the ability of the National Association of Men's Basketball Coaches (NABC) and the Women's Basketball Coaches Association (WBCA) to sponsor qualifying regular-season multiple-team events (MTEs) pursuant to NCAA Bylaw 17.3.5.1.1.]

In addition, a new category will be created for NCAA Convention registration purposes for current affiliate members to ensure that you continue to pay the same registration fee you would have paid as an affiliate member. You will be informed of the category name when you receive notice of membership action, if it results in the elimination of the affiliate membership category.

How will I be notified if the affiliated membership category is eliminated?

You will receive notice from the national office regarding formal action taken by the divisional governance bodies. If you wish to provide any feedback regarding the Board of Governors recommendation prior to consideration by the divisional governance bodies, please feel free to contact me (jgcampbell@ncaa.org).

JGC:ld

cc: Selected NCAA Staff



A G E N D A

The National Collegiate Athletic Association

Division III Presidents Council

NCAA National Office
Indianapolis, IN

August 7, 2019
9 a.m. to noon

Joint Divisional Breakfast/Meeting at 7:30 a.m. [Grant Ballroom A]

Division III Presidents Council Meeting 9 a.m. to noon [Jesse Owens]

- | | | |
|-------------------|-----|--|
| 9:05 to 9:10 a.m. | 1. | Welcome. (Sue Henderson) |
| 9:10 to 9:15 a.m. | 2. | General information. (Henderson) |
| | a. | Roster. [Supplement No. 8] |
| | b. | Committee/Subcommittee assignments. [Supplement No. 9] |
| 9:15 to 9:20 a.m. | 3. | Division III Philosophy Statement and Strategic Positioning Platform.
[Supplement Nos. 10a and 10b] (Dan Dutcher) |
| 9:20 to 9:35 a.m. | 4. | Minutes, summaries and agendas. (Henderson) |
| | a. | Summary of spring 2019 Quarterly Meetings. [Supplement
No. 11] |
| | b. | NCAA Board of Governors. [Supplement Nos. 12a, 12b, 12c,
12d, 12e, 12f, 12g, 12h, and 12i] |
| | | • Governmental Relations Report. [Supplement No. 12j -
Informational] |
| 9:35 to 10 a.m. | 5. | President's Advisory Group meeting debrief. (Henderson) |
| 10 to 10:20 a.m. | 6. | Sports Science Institute (SSI) updates. (Brian Hainline/John Parsons) |
| | (1) | SSI Strategic Priorities Timeline. [Supplement No. 13a] |

- (2) Independent Medical Care: Athletic Training Liability.
- (3) Preventing Catastrophic Injury & Death in Collegiate Athletics.
[Supplement Nos. 13b, 13c and 13d]

10:20 to 10:30 a.m. BREAK

10:30 to 10:50 a.m. @7. Report of Division III Strategic Planning and Finance Committee.
[Supplement No. 14a, also refer to Supplement No. 6] (Tori Murden
McClure/Caryl West)

- a. 2018-19 budget-to-actual. [Supplement No. 14b]
- b. Future budget projections. [Supplement No. 14c]

10:50 to 11:05 a.m. @8. Management Council report. [Supplement No. 15] (Stevie Baker-
Watson/Heather Benning)

11:05 to 11:20 a.m. @9. Report of Joint Legislative Steering Subcommittee. [See Supplement
No. 5] (Mary Beth Cooper)

11:20 to 11:35 a.m. 10. Litigation update. (Scott Bearby/Naima Stevenson)

11:35 to 11:45 a.m. 11. 2018-19 Governance Scorecard. [Supplement No. 16] (Dan Dutcher/Eric
Hartung)

11:45 to 11:50 a.m. 12. Future meetings.

- a. October 29-30 – Emory University, Atlanta, Georgia
 - Tentative Schedule below:

Tuesday, October 29

- Lunch/Campus Engagement – Noon – 2:30 p.m.
- Presidents Council meeting – 3 to 6 p.m.
- Joint presidential reception/dinner – 6 to 9 p.m.

Wednesday, October 30

- Joint presidential breakfast – 7:30 to 9 a.m.
- Presidents Council meeting – 9 a.m. to Noon.
- Depart from Atlanta – 2 p.m. or later.

- b. January 22-25, 2020 – NCAA Convention, Anaheim, California.

Thursday, January 23

- Joint breakfast with Management Council/SAAC – 7:30 to 9 a.m.
- Presidents Council meeting - 9:15 to 11:15 a.m.
- Presidents Luncheon and Forum – 11:30 a.m. to 1 p.m.

Friday, January 24

- DIII Issues Forum – 8:30 to 11:30 a.m.

Saturday, January 25

DIII Business Session – 8 to 11 a.m.

- c. April 28-29, 2020 – Indianapolis, Indiana.

Tuesday, April 28

- Presidents Council dinner/meeting - 6 to 9 p.m.

Wednesday, April 29

- Joint presidential meeting with Divisions I and II – 7:30 to 9 a.m.
- Division III Presidents Council meeting – 9 a.m. to Noon.

- d. August 4-5, 2020 – Indianapolis, Indiana.

Tuesday, August 4

- President's Advisory Group Meeting – 5:45 to 9 p.m.

Wednesday, August 5

- Joint presidential breakfast with Divisions I and II – 7:30 to 9 a.m.
- Presidents Council meeting – 9 a.m. to Noon.

11:50 a.m. to Noon 13. Other Business.

14. Adjournment.

@ Denotes key action items.

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Term Expiration: January 2020

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UPDATED 2019 PRESIDENTS COUNCIL COMMITTEE/SUBCOMMITTEE ASSIGNMENTS

Amott, Teresa [January 2022]

- Nominations Subcommittee
- BOG Commission to Combat Campus Sexual Violence

Cevallos, Javier [January 2021]

- Diversity and Inclusion Working Group

Conway-Turner, Katherine [January 2021]

- Nominations Subcommittee

Cooper, Mary Beth [January 2023]

- PC/MC Joint Legislative Steering Committee

Drugovich, Margaret [January 2020]

- Strategic Planning and Finance Committee

Dunsworth, Richard [January 2023]

- Nominations Subcommittee

Franks, Tiffany [January 2022]

- Convention-Planning Subcommittee

Fritz, William [January 2020]

- PC/MC Joint Legislative Steering Committee
- Infractions Appeals

Hammond, Troy [January 2023]

- Nominations Subcommittee

Henderson, Sue, chair [January 2020]

- Administrative Committee
- Board of Governors
- Board of Governors Executive Committee
- BOG Strategic Planning Steering Committee
- BOG rep to Student-Athlete Engagement Committee

Lindgren, Robert [January 2023]

- Strategic Planning and Finance Committee

Miller, Fayneese [January 2022]

- Nominations Subcommittee
- BOG Committee to Promote Cultural Diversity and Equity

Murden McClure, Tori, vice chair [January 2021]

- BOG Committee to Promote Cultural Diversity and Equity
- Administrative Committee
- Board of Governors
- Strategic Planning and Finance Committee, chair
- BOG Finance and Audit

Murray, Kathleen [January 2019]

- Nominations Subcommittee
- LGBTQ Working Group

Nunez, Elsa [January 2020]

- Nominations Subcommittee
- BOG Sports Wagering AdHoc Committee

Paino, Troy [January 2022]

- Nominations Subcommittee

Trachte, Kent [January 2022]

- Strategic Planning and Finance Committee

Tsutsui, William (Bill) [January 2023]

- Convention-Planning Subcommittee
- Minority Opportunities and Interests Committee (MOIC)

DIVISION III PHILOSOPHY STATEMENT

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 a 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. They also seek to establish and maintain 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; (*Adopted: 1/16/10 effective 8/1/10*)
- (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; (*Revised: 7/24/07*)
- (d) Primarily focus on intercollegiate athletics as a four-year, undergraduate experience; (*Adopted: 1/14/12*)
- (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; (*Revised: 1/14/12*)
- (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; (*Adopted: 1/14/12*)
- (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; (*Revised: 1/9/06 effective 8/1/06*)
- (k) Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admission process; (*Adopted: 1/12/04 effective 8/1/04*)
- (l) Exercise institutional and/or conference autonomy in the establishment of initial and continuing eligibility standards for student-athletes; (*Adopted: 1/14/12*)
- (m) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body; (*Adopted: 1/9/06 effective 8/1/06*)
- (n) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body; (*Adopted: 1/9/06 effective 8/1/06*)
- (o) Provide equitable athletics opportunities for student-athletes and give equal emphasis to men's and women's sports;

- (p) Support ethnic and gender diversity for all constituents; (*Adopted: 1/12/99*)
- (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.

NCAA Mission

What the brand wants to accomplish

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

DIII Positioning Statement

Who we are

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

DIII Attributes

What we stand for

- Proportion:** appropriate relation of academics with opportunities to pursue athletics and other passions.
- Comprehensive Learning:** opportunity for broad-based education and success.
- Passion:** playing for the love of the game, competition, fun and self-improvement.
- Responsibility:** development of accountability through personal commitment and choices.
- Sportsmanship:** fair and respectful conduct toward all participants and supporters.
- Citizenship:** dedication to developing responsible leaders and citizens in our communities.

NCAA Brand Attributes

Balance

Learning

Spirit

Character

Fair Play

Community

Audiences

Who we are addressing

Student-Athletes / Parents

DIII Internal Constituencies

General Public / Media

Audience Benefits

Key benefits of the DIII experience

- Continue to compete in a highly competitive athletics program and retain the full spectrum of college life.
 - Focus on academic achievement while graduating with a comprehensive education that builds skills beyond the classroom.
 - Access financial aid for college without the obligations of an athletics scholarship.
 - Opportunities to play more than one sport.
 - Be responsible for your own path, discover potential through opportunities to pursue many interests.
- Academics are the primary focus for student-athletes. Shorter practice and playing seasons, no red-shirting and regional competition minimize time away from their academic studies and keep student-athletes on a path to graduation.
 - Student-athletes are integrated on campus and treated like all other members of the general student-body, keeping them focused on being a student first.
 - Participation in athletics provides valuable “life lessons” for student-athletes (teamwork, discipline, perseverance, leadership, etc.), which often translate into them becoming better students and more responsible citizens.
- Division III institutions develop student-athlete potential through a comprehensive educational approach.
 - Division III institutions offer athletics for the educational value and benefit to the student-athlete, not for the purposes of revenue generation or entertainment.
 - Participation in athletics provides valuable “life lessons” for student-athletes (teamwork, discipline, perseverance, leadership, etc.), which often translate into them becoming better students and more responsible citizens.
 - Student-athletes compete in a highly competitive athletics program and retain the full spectrum of college life.
 - Student-athletes do not receive monetary incentive to play sports but rather participate for the love of the game.

Reasons to Believe

Supporting features of DIII

- 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. About one-quarter 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:

 - Student-athletes are subject to admission and academic performance standards consistent with the general student body;
 - Student-athletes are not provided any special housing, services or support from their institution different from other students or student groups;
 - Athletics departments are regulated and managed through the same general procedures and practices as other departments of the institution.

This integration of athletics allows the student-athletes to take full advantage of the many opportunities of campus life and their entire collegiate experience.
- 3. Academic focus.** Student-athletes most often attend a college or university in Division III because of the excellent academic programs, creating a primary focus on learning and achievement of their degree. The division minimizes the conflicts between athletics and academics through shorter playing and practice seasons, the number of contests, no red-shirting or out-of-season organized activities, and a focus on regional in-season and conference play.

- 4. Available financial aid.** Three-quarters of all student-athletes in Division III receive some form of grant or non-athletics scholarship. Student-athletes have equal opportunity and access to financial aid as the general student body – but are not awarded aid based on athletics leadership, ability, performance or participation.

 - Division III does not award athletics scholarships. Without the obligation of an athletics scholarship, student-athletes can emphasize academics, athletics and other opportunities of college life appropriate to the necessary commitment and their own passions.
- 5. Competitive athletics programs.** Student-athletes do not receive any monetary incentive (athletics scholarship) to play sports in college. They play for the love and passion of the game and to push themselves to be their best, creating an intense, competitive athletics environment for all who participate.
- 6. National championship opportunities.** Division III has more than 170,000 student-athletes competing annually, with access to 38 different national championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletics 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 athletics opportunities on average than any other division in the NCAA, emphasizing both competitive men’s and women’s sports.





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

KEY ACTION/DISCUSSION ITEMS:

NCAA Transfer Portal.....	Page Nos. 3-4
Graduate Student/Postbaccalaureate Eligibility Waiver Criteria.....	Page No. 7
Noncontroversial Legislation – Attestation and Certification of Rules Compliance.....	Page No. 15
Convention Legislation – Eligibility – Composition of Conference.....	Page Nos. 17-18
Convention Legislation - Diversity and Inclusion Athletics Designation.....	Page No. 22
International Ice Hockey Pilot.....	Page No. 26

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

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

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

1. WELCOME AND ANNOUNCEMENTS.

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

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

2. REVIEW OF RECORDS OF PREVIOUS MEETINGS.

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

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

Presidents Council. No action was necessary.

b. Presidents Council Meeting – January 24, 2019.

Management Council. No action was necessary.

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

c. Administrative Committee Actions.

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

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

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

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

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

3. COMMITTEE RECOMMENDATIONS AFFECTING DIVISION III.

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

(1) Convention-Planning Subcommittee.

(a) Review of 2019 Convention Feedback.

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

Presidents Council. No action was necessary.

(b) 2020 NCAA Convention – Educational Session Topics.

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

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

Staff Liaisons:
Brown,
McCleary

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

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

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

Presidents Council. No action was necessary.

(2) Strategic Planning and Finance Committee.

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

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

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

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

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

Presidents Council. No action was necessary.

(b) Nonchampionship Budget Initiatives.

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

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

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

(c) Championships Budget Initiatives.

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

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

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

(d) 2018-19 Division III Budget.

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

Presidents Council. No action was necessary.

(e) Strategic Positioning Platform Review.

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

Presidents Council. No action was necessary.

(f) Update on NCAA Audit Process.

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

b. **Management Council Subcommittees.**

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

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

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

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

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

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

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

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

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

Staff Liaisons:

Berg,
Purcell

Council Reps:

Fein, Mazza,
McGuinness,
Roy,
Udelhofen,
Vienna

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

(2) Playing and Practice Seasons Subcommittee.

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

Staff Liaisons:
Alford, Peterson,
Romash

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

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

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

Presidents Council. No action was necessary.

c. **Division III Committees.**

(1) **Championships Committee.**

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

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

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

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

(d) **Bench Size Policies.**

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

Staff Liaison:
Peterson-
Mylinski,
Suscha

Council Reps:
Baker-Watson,
Bankston,
Fein

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

Staff Liaisons:
Cooper, Elworth
Kleppel

Council Rep:
Feyerherm

(2) Committee on Infractions.

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

Presidents Council. No action was necessary.

Staff Liaisons:
Alford, Hartung,

Council Rep:
Schram

(3) Financial Aid Committee.

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

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

Presidents Council. No action was necessary.

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

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

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

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

Presidents Council. No action was necessary.

(c) **Level II Reviews.**

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

Presidents Council. No action was necessary.

Staff Liaison:
Walters

Council Reps:
Fritz, Roy

(4) **Infractions Appeals Committee.**

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

Presidents Council. No action was necessary.

Staff Liaisons:
Myers, Purcell,
Regan

Council Rep:
Morgan

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

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

(f) **Division III University.**

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

Presidents Council. No action was necessary.

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

Management Council. The Council approved the following official interpretation:

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

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

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

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

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

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

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

Presidents Council. No action was necessary.

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

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

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

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

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

Management Council. No action was necessary.

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

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

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

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

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

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

Presidents Council. No action was necessary.

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

Management Council. The Council approved the following official interpretation:

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

Presidents Council. No action was necessary.

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

Management Council. The Council approved the following interpretation:

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

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

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

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

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

Presidents Council. No action was necessary.

(6) **Membership Committee.**

Staff Liaisons:
Alford, Berg,
Jones

Council Rep:
Mooney

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

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

Presidents Council. No action was necessary.

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

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

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

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

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

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

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

Presidents Council. No action was necessary.

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

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

Exploratory Membership:

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

Provisional and Reclassifying Membership:

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

Presidents Council. No action was necessary.

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

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

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

Presidents Council. No action was necessary.

(f) Departing Division III Institutions.

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

(7) Nominating Committee.

(a) Governance Committee Reappointment.

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

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

Presidents Council. No action was necessary.

(b) Governance Committee Appointments.

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

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

Staff Liaison:
Tufano

Council Rep:
Mazza

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

Presidents Council. No action was necessary.

Staff Liaisons:
Barnhart,
Berg, Jones,
Peterson,

Council Reps:
Kastner,
Pepper

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

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

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

Presidents Council. No action was necessary.

Staff Liaisons:
Grace,
Romash

Council Rep:
Benning

(9) Student-Athlete Reinstatement Committee.

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

Presidents Council. No action was necessary.

d. Association-Wide Committees.

Staff Liaisons:
Parsons,
Rohlman

Council Rep:
Baker-Watson

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

(a) Playing Rules.

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

(2) Committee on Sportsmanship and Ethical Conduct.

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

(4) Honors Committee

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

Presidents Council. No action was necessary.

Staff Liaisons:
Brownlee,
Roxbury,
Ziegler

Council Rep:
Morgan

Staff Liaisons:
Gentry,
Fasbender,
Wilson

Council Rep:
Udelhofen

Staff Liaison:
Tufano

Council Rep:
Benning

Staff Liaisons:
Abdur-Rashid,
Crawford,

Council Rep:
Bryant

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

• **Diversity and Inclusion Athletics Designation.**

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

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

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

Staff Liaisons:
Tufano

Council Rep:
Brown

(6) Honors Committee.

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

Presidents Council. No action was necessary.

Staff Liaisons:
Smith,
Suscha, Walters

Council Rep:
Walsh

(7) Olympic Sports Liaison Committee (OSLC).

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

Presidents Council. No action was necessary.

Staff Liaisons:
Calandro,
Halpin

(8) Playing Rules Oversight Panel.

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

Presidents Council. No action was necessary.

Staff Liaisons:
O'Barr, Thomas

Council Rep:
Brown

(9) Postgraduate Scholarship Committee.

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

Presidents Council. No action was necessary.

Staff Liaison:
Bell

Council Rep:
Millerick

(10) Research Committee.

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

Presidents Council. No action was necessary.

Staff Liaison:
Thomas

Council Rep:
Walsh

(11) Walter Byers Scholarship Committee.

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

Presidents Council. No action was necessary.

4. PROPOSED LEGISLATION FOR THE 2020 CONVENTION.

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

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

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

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

Presidents Council. No action was necessary.

5. *DIVISION III INITIATIVES AND UPDATES.*

a. Diversity and Inclusion Working Group.

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

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

Presidents Council. No action was necessary.

b. Faculty Athletics Representative Engagement Working Group.

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

Presidents Council. No action was necessary.

c. LGBTQ Working Group.

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

Presidents Council. No action was necessary.

d. Gameday the DIII Way.

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

Presidents Council. No action was necessary.

e. Division III Identity Initiative.

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

Presidents Council. No action was necessary.

f. Technology Users Group.

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

Presidents Council. No action was necessary.

g. 360 Proof.

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

Presidents Council. No action was necessary.

h. International Ice Hockey – Eligibility Certification Pilot.

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

Presidents Council. No action was necessary.

i. Injury Surveillance Program (ISP).

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

Presidents Council. No action was necessary.

j. Division III Commissioner Business Management Resource Subgroup.

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

Presidents Council. No action was necessary.

k. Strategic Communications Working Group.

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

Presidents Council. No action was necessary.

I. Division III University.

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

Presidents Council. No action was necessary.

6. ASSOCIATION-WIDE UPDATES AND ISSUES.

a. Board of Governors (BOG) Update.

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

b. Sport Science Institute (SSI) updates.

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

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

c. Women's Basketball Strategic Plan.

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

Presidents Council. No action was necessary.

d. Litigation Update.

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

7. *OTHER BUSINESS AND OPEN FORUM.*

- **Departing Division III Staff Member.**

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

8. *ADJOURNMENT.*

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

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

**REPORT OF THE
NCAA BOARD OF GOVERNORS
APRIL 30, 2019, MEETING**

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **Welcome and announcements.** NCAA Board of Governors Chair President Bud Peterson convened the meeting at approximately 2 p.m. and welcomed the Governors. He gave a special welcome to Board of Governors members Stevie Baker-Watson, Sandra Jordan, Laura Liesman and Tori Murden-McClure, who were attending their first in-person meeting. NCAA staff confirmed that a quorum was present. President Peterson recognized President Susan Herbst and President Eric Kaler, who both were participating in their last board meeting. President Peterson gave special thanks to President Kaler for his work as part of the Board of Governors Executive Committee. President Peterson also welcomed President Michael Drake and President Renu Khator, whose terms on the board begin following adjournment of the meeting, and noted they were attending as observers.
2. **Consent agenda.** By way of a consent agenda, the Board of Governors approved the report of its January 23, 2019, meeting and the appointment of President Renu Khator to the NCAA Board of Governors Ad Hoc Committee on Sports Wagering. The Governors also approved revisions to its policies and procedures, primarily due to the membership's adoption of legislation to add five independent members to the Board of Governors.
3. **NCAA President's Report.** President Mark Emmert provided brief comments on several issues facing the Association that were part of the Governors meeting agenda, including possible reaction to the legal and legislative landscape.
4. **Esports.** Joni Comstock, NCAA senior vice president of championships and alliances, Nate Flannery, NCAA director of digital and social media, and Chris Termini, NCAA managing director of championships and alliances, noted the various policy and operational considerations presented in the position papers provided to the board members in advance of the meeting. Potential championship models and the legislative process required to establish a new NCAA championship were reviewed.

It was VOTED

"That in recognition of the rapid growth of esports on NCAA campuses and the lack of central organization or an existing amateur governing body developing college esports for adoption by the NCAA, the Board of Governors directs the national office to take measures to cultivate college esports in a manner that aligns with the Association's values and mission,

and which supports the health, academics and social well-being of students.” Motion failed [For 6 (DeGioia, Henderson, Jordan, Murden-McClure, Olson, Samhat), Against 6 (DiStefano, Kaler, Maher, Peterson, Trauth, Tripathi), Abstain 0].

It was VOTED

“That Board of Governors table the topic of esports.” Motion approved (For 12, Against 0, Abstain 0).

5. Law, policy and governance strategic discussion.

a. NCAA Sports Science Institute/NCAA Committee on Competitive Safeguards and Medical Aspects of Sports update.

- (1) Interassociation recommendations: Prevention of Catastrophic Injury and Death in Collegiate Athletics. NCAA Chief Medical Officer Brian Hainline reviewed with the Governors the *Interassociation Recommendations: Prevention of Catastrophic Injury and Death in Collegiate Athletics* document. Dr. Hainline noted that the recommendations were created through the Uniform Standards of Care procedures, which included a comprehensive process of internal and external review, with the oversight of the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports in partnership with the Board of Governors. The recommendations provide a flexible roadmap for member schools to address catastrophic injury prevention in six key areas: sportsmanship; protective equipment, acclimatization and conditioning; emergency action plans; strength and conditioning personnel; and education and training.

It was VOTED

“That the Board of Governors endorse the Interassociation Recommendations: Preventing Catastrophic Injury and Death in Collegiate Athletes as Association-wide policy.” Motion approved (Unanimous voice vote).

- (2) Independent medical care issue. Dr. Hainline noted that the National Athletic Trainers’ Association’s Intercollegiate Council for Sports Medicine posed a question concerning independent medical care to the Committee on Competitive Safeguards and Medical Aspects of Sports (CSMAS) involving issues associated with the provision of medical care by a host institution’s primary athletics health care providers to visiting teams’ student-athletes when those teams did not travel with their own primary athletics health care provider. CSMAS acknowledged that existing provisions of independent medical care legislation (e.g. unchallengeable autonomous decision-making authority) extend to the primary athletics health care providers of a host institution in the absence of the primary athletics health care provider from a visiting institution. However, membership sports medicine

staffs will benefit from further discussion and guidance that considers relevant medicolegal issues that can arise when a primary athletics health care provider does not accompany a traveling team. Dr. Hainline requested, and the Governors approved, creating a task force to address this issue further, specifically addressing medical and legal risks plus core health and safety membership requirements, and then report back to the board.

- b. **Government relations.** NCAA Managing Director of Law, Policy and Governance Abe Frank briefly updated the board on state and federal legislation related to sports wagering and amateurism of student-athletes, noting that more information would be provided at the President's Breakfast the following morning.
- c. **Legal and litigation update.** NCAA Vice President and General Counsel Scott Bearby facilitated a privileged and confidential discussion regarding ongoing litigation.

6. Sports wagering update.

- a. **NCAA Board of Governors Ad Hoc Committee on Sports Wagering.** NCAA Senior Vice President of Championships and Alliances Joni Comstock and NCAA Executive Vice President of Regulatory Affairs Stan Wilcox updated the Governors on the work of the Ad Hoc Committee on Sports Wagering. The Governors were informed of the Committee's continued work to gather membership feedback to develop best practices related to education and policy, and to determine the feasibility of player availability reporting.
- b. **NCAA Championships Policy Related to Sports Wagering.** NCAA Managing Director of Law, Policy and Governance Jackie Campbell reminded the Governors of its previous action to suspend the Championships Policy Related to Sports Wagering and to allow for championships hosting in locations, regardless of whether a state is considering, or has legalized, sports wagering. Since that action, many states have introduced sports wagering legislation and a number of states currently are accepting wagers.

It was VOTED

"That the Board of Governors rescind the NCAA Championships Policy Related to Sports Wagering." Motion approved (Unanimous voice vote).

- c. **NCAA Staff Travel, Expense, Meeting and Events Policy.** NCAA Chief Financial Officer Kathleen McNeely shared with the board a staff policy that prohibits NCAA-sponsored meetings to be conducted at hotel properties where gambling takes place. Further, that staff is required to make every effort to avoid stays at such properties when traveling for any business purpose. It was noted that with more states allowing sports wagering, the national office likely will find it difficult to locate facilities for Association

events. The board supported staff's request to eliminate this language from the staff travel policies.

7. **Update on the NCAA strategic planning process.** Reshma Patel-Jackson, Attain project lead, updated the Governors on the work of the NCAA Strategic Planning Working Group. The Governors reviewed and offered feedback on several draft components (e.g., core values, mission, vision, priorities/goals) of the plan. The Governors were informed of next steps in the process and that the working group was on schedule to present the final strategic plan to the Governors in October.
8. **NCAA Board of Governors Executive Committee report.** President Peterson reported that the Executive Committee, serving as the nominating committee, engaged in a rigorous and comprehensive process that yielded five exceptional individuals, whom will be excellent additions to the board. Chairman Peterson noted that the nominating committee recommends the following five individuals to serve on the Board of Governors:
 - a. **Ken Chenault.** Executive Chairman and Managing Director, General Catalyst Partners; Retired Chairman and Chief Executive Officer, American Express.
 - b. **Mary Sue Coleman.** President, Association of American Universities; Former member, Commission on College Basketball.
 - c. **Grant Hill.** Commentator, Turner Sports, Inc.; Vice Chairman, Atlanta Hawks; Former professional athlete; Former student-athlete.
 - d. **Denis McDonough.** Senior Principal; The Markle Foundation; Former Chief of staff to President Barack Obama.
 - e. **Vivek Murthy.** Former Surgeon General, United States Department of Health and Human Services.

It was VOTED

“That the Board of Governors approve the five individuals recommended to serve as independent members of the Board of Governors beginning August 1, 2019.” Motion approved (Unanimous voice vote)

9. **Executive Session.** The Governors concluded the meeting in executive session to discuss various administrative matters.
10. **Adjournment.** The meeting was adjourned at approximately 6 p.m.

Board of Governors chair: G.P. “Bud” Peterson, Georgia Institute of Technology
Staff liaisons: Jacqueline Campbell, law, policy and governance
Donald M. Remy, law, policy and governance

NCAA Board of Governors April 30, 2019, Meeting	
Attendees:	
Stevie Baker-Watson, DePauw University	
John DeGioia, Georgetown University.	
Philip DiStefano, University of Colorado, Boulder.	
Mark Emmert, NCAA.	
Sue Henderson, New Jersey City University.	
Blake James, University of Miami.	
Sandra Jordan, University of South Carolina Aiken.	
Eric Kaler, University of Minnesota, Twin Cities.	
Laura Liesman, Georgian Court University.	
Fr. James Maher, Niagara University.	
Tori Murden-McClure, Spalding University.	
Gary Olson, Daemen College.	
Bud Peterson, Georgia Institute of Technology.	
Nayef Samhat, Wofford College.	
Denise Trauth, Texas State University.	
Satish Tripathi, University at Buffalo, The State University of New York.	
Absentees:	
Eli Capilouto, University of Kentucky.	
Burns Hargis, Oklahoma State University.	
Susan Herbst, University of Connecticut.	
Ronald K. Machtley, Bryant University.	
Guests:	
Michael Drake, The Ohio State University.	
Briana Guerrero, Attain, LLC.	
Renu Khator, University of Houston.	
Catherine Nelson, CA Nelson Consulting, LLC.	
Reshma Patel-Jackson, Attain, LLC.	
NCAA staff liaisons in attendance:	
Jacqueline Campbell and Donald Remy.	
Other NCAA staff in attendance:	
Katrice Albert, Scott Bearby, Stephen Clar, Joni Comstock, Dan Dutcher, Nate Flannery, Kimberly Fort, Abe Frank, Terri Gronau, Brian Hainline, Kevin Lennon, Steve Mallonee, Felicia Martin, Kathleen McNeely, Stacey Osburn, Dave Schnase, Cari Van Senus, Chris Termini, Stan Wilcox and Bob Williams.	

Report is not final until approval of the Board of Governors.

**REPORT OF THE
NATIONAL COLLEGIATE ATHLETIC ASSOCIATION
BOARD OF GOVERNORS MAY 08, 2019, TELECONFERENCE**

ACTION ITEM.

- The Board of Governors voted to eliminate the affiliate membership category and directed the divisional governance bodies to pursue the appropriate legislative actions necessary to remove this membership category.

INFORMATIONAL ITEMS.

1. **Welcome and announcements.** President Bud Peterson, chair of the Board of Governors, welcomed the Governors to the call and gave a special welcome to Renu Khator, president of the University of Houston, and Michael Drake, president of The Ohio State University, both participating in their first Board of Governors meeting as active voting members. President Peterson also thanked Blake James, chair of the NCAA the Division I Council, for his service on the board as his term as chair of the Division I Council concludes at the end of June.
2. **Consent agenda.** By way of a consent agenda, the Board of Governors approved the appointment of Justice Littrell, a football student-athlete at the University of Northern Colorado, to the Board of Governors Student-Athlete Engagement Committee. The board also approved moving current committee member Nicholas Clark into the position of former NCAA Division I Student-Athlete Advisory Committee representative beginning June 1, 2019, for a one-year term.
3. **Affiliate membership category review.** The Board of Governors received an update on the comprehensive review of the affiliate membership category as requested by the board in January. It was noted that the through the years, the NCAA has conducted extensive outreach and communication with affiliate members, resulting in regular feedback to inform governance decision-making. The membership category has become outdated and could be eliminated without impacting the opportunity for collaboration and feedback, which was the original intent of the membership category. Further, due to the comprehensive NCAA licensing and marketing programs, it is recommended that any organization that seeks to use the NCAA marks should be required to go through the appropriate review process and, if approved, enter into a licensing agreement with the Association.

It was VOTED

“That the Board of Governors approve the elimination of the affiliate membership category and direct the divisional governance bodies to pursue the appropriate legislative actions necessary to remove this membership category.”

4. **Coaches Credentialing Program.** The Governors received an update on staff's work to develop a preliminary coaches' credentialing framework and the plan to pilot initial educational modules with the National Association of Basketball Coaches (NABC) and Women's Basketball Coaches Association (WBCA). The goals, targeted areas for curriculum, format and timeline for program development was shared with the Governors.
5. **NCAA Board of Governors Finance and Audit Committee report.**
 - a. Tax Return 990. The Board of Governors received the NCAA's 2017-18 Form 990, which covers the tax year September 1, 2017, through August 31, 2018.
 - b. FY 2018-19 revenues and expenses second quarter budget-to-actual. President Satish Tripathi briefly reviewed the second quarter budget-to-actual report of revenues and expenses. One variance compared to a year ago was a loss on investment earnings through the second quarter, which has been fully recovered resulting in strong investment balances at this time.
 - c. 2018 investment return update. The Governors received an update from the Finance and Audit Committee Investment Subcommittee, that included information on the subcommittee's membership, how the NCAA allocates its investments across various categories and the NCAA's performance compared to member institutions as reported in the National Association of College and University Business Officers (NACUBO) annual endowment study.
6. **Board of Governors independent members terms and committee assignments.**
 - a. Terms of independent members. To ensure rotation of the independent members, the Board of Governors Executive Committee recommended an initial staggering of terms as follows:
 - (1) One-year term, renewable for an additional three-year term: Mary Sue Coleman.
 - (2) Two-year term, renewable for an additional three-year term: Ken Chenault and Vivek Murthy.
 - (3) Three-year term, renewable for an additional three-year term: Grant Hill and Denis McDonough.
 - b. Independent members' committee assignments. The Governors were informed that the newly selected independent members of the Board of Governors voted Ken Chenault to serve as the lead independent member to serve on the Board of Governors Executive Committee. The following committee assignments were recommended for the other four independent members:
 - (1) Board of Governors Finance and Audit Committee – Mary Sue Coleman.

- (2) Independent Accountability Oversight Committee – Grant Hill, Denis McDonough and Vivek Murthy.

It was VOTED

“That the Board of Governors approve the terms and committee assignments for the five independent board members.” (Unanimous voice vote.)

7. **Membership Working Group on State and Federal Legislation.** The board was informed of recently proposed federal and state legislation related to a student-athlete’s ability to license and benefit from name, image and likeness (NIL), as well as the potential impact of such legislation on the nonprofit status of the Association and its members, and the principles of intercollegiate athletics.

It was VOTED

“That the Board of Governors approve the creation of an NCAA Federal and State Legislation Working Group with the charter and composition as recommended.” (Unanimous voice vote.)

8. **Election of chair.** The Governors unanimously voted to appoint President Michael Drake to serve as chair of the Board of Governors beginning August 1, 2019, and that he will serve as chair-elect in the interim.
9. **Adjournment.** The teleconference was adjourned at noon Eastern time.

Board of Governors chair: G.P. “Bud” Peterson, Georgia Institute of Technology

Staff liaisons:

Jacqueline Campbell, law, policy and governance

Donald M. Remy, chief operating officer and chief legal officer.

NCAA Board of Governors May 8, 2019, Teleconference	
Attendees	
Eli Capilouto, University of Kentucky	
John DeGioia, Georgetown University.	
Philip DiStefano, University of Colorado.	
Mark Emmert, NCAA.	
Burns Hargis, Oklahoma State University.	
Sue Henderson, New Jersey City University.	
Renu Khator, University of Houston.	
Ronald K. Machtley, Bryant University.	
Fr. James Maher, Niagara University.	
Gary Olson, Daemen College.	
Bud Peterson, Georgia Institute of Technology.	
Nayef Samhat, Wofford College.	
Denise Trauth, Texas State University	
Satish Tripathi, University at Buffalo, The State University of New York	
Absentees	
Blake James, University of Miami.	
Sandra Jordan, University of South Carolina Aiken.	
NCAA staff liaisons in attendance	
Jacqueline Campbell and Donald Remy.	
Other NCAA staff in attendance	
Katrice Albert, Scott Bearby, Joni Comstock, Dan Dutcher, Kimberly Fort, Terri Gronau, Kathleen McNeely, Stacey Osburn, Cari Van Senus, Stan Wilcox and Bob Williams	

Report is not final until approval of the Board of Governors.



A G E N D A

National Collegiate Athletic Association
Board of Governors Meeting

Grant Ballroom B
NCAA national office

August 6, 2019
1 to 6 p.m.

1. Welcome and announcements. (President Michael Drake)
2. Consent Agenda.¹ (*Action Item*)
 - a. Reports of the NCAA Board of Governors April 30, 2019, meeting, and May 8, 2019, teleconference. [Supplement Nos. 1a and 1b]
 - b. Approval of new members to the NCAA Board of Governors Committee to Promote Cultural Diversity and Equity. [Supplement No. 2]
3. NCAA president's report. (*Information*) (President Mark Emmert)
4. Association-wide issues.
 - a. Annual report of membership compliance with NCAA Sexual Violence Policy (*Action Anticipated*) [Supplement No. 3] (Van Senus)
 - b. Review of championships advertising and sponsorship restrictions. (*Possible Action*) [Supplement No. 4] (Dan Gavitt)
 - c. Discussion on NCAA social issues decision tree and championships access. (*Possible Action*) [Supplement No. 5] (Katrice Albert)
5. NCAA Board of Governors Finance and Audit Committee report. (President Satish Tripathi)
 - a. Executive summary of NCAA president's recommendations for 2019-20 budget.
 - (1) Evaluation criteria memorandum from NCAA President Mark Emmert. (*Information*) [Supplement No. 6]
 - (2) FY 2019-20 budget requests and recommendations. (*Action Item*) [Supplement No. 7]

¹ **Consent agenda items:** The Chair has determined that the following items are routine or noncontroversial items not requiring discussion or independent action. These items therefore will be presented as one agenda item. Possible action by a member of the Board of Governors: (1) Seek chair or staff clarification prior to the August meeting; (2) Request that an item be removed for further discussion; and (3) Approve all or remaining items in the consent package in one motion.

- b. Selection of external auditor. **(Information)**
 - c. FY 2018-19 external audit plan presented by Crowe. **(Action Item)** [Supplement No. 8]
 - d. FY 2019-20 NCAA internal audit plan. **(Action Item)** [Supplement No. 9]
 - e. Third quarter fiscal year 2018-19 budget-to-actual review. **(Information)** [Supplement No. 10]
6. NCAA Board of Governors committee reports.
- a. Ad Hoc Committee on Sports Wagering. **(Possible Action)** [Supplement No. 11] (Joni Comstock and Stan Wilcox)
 - f. Federal and State Legislation Working Group. **(Information)** [Supplement No. 12] (President Jack DeGioia)
7. Law, Policy and Governance Strategic Discussion. (Donald Remy)
- a. Sports Science Institute/Committee on Competitive Safeguards and Medical Aspects of Sports. [Supplement No. 13] (Brian Hainline) **(Action Item)**
 - b. Government relations. **(Information)** [Supplement No. 14] (Abe Frank)
 - c. Legal and litigation update. **(Information)** [Supplement No. 15] (Scott Bearby)
8. Update on Independent Accountability Oversight Committee. **(Information)** (Denis McDonough) [Supplement Nos. 16a and 16b]
9. Update on NCAA strategic planning process. [Supplement No. 17] (Strategic Planning Working Group Chair Glen Jones and Attain Consultants Project Lead Reshma Patel-Jackson) **(Information)**
10. NCAA Board of Governors' Executive Committee report. **(Information)** (President Drake)
11. Executive Session.
12. Adjournment.

**REPORT OF THE
NCAA BOARD OF GOVERNORS
AD HOC COMMITTEE ON SPORTS WAGERING
APRIL 19, 2019, TELECONFERENCE**

INFORMATIONAL ITEMS.

1. **Welcome and introductions.** Chancellor Kent Syverud welcomed the committee members and thanked them for taking the time to join the call.
2. **Report of the NCAA Board of Governors Ad Hoc Committee on Sports Wagering March 7-8, 2019, meeting.** The ad hoc committee approved the report of its March 7-8, 2019, meeting.
3. **Player availability reporting update.**
 - a. Best practices. Tom Paskus, NCAA principal research scientist, noted that staff has identified several groups (i.e., compliance administrators, medical personnel, sports information staff) within the membership from which to gather data that will inform a best practices document. Surveys will be distributed to the membership groups in the coming weeks, with the expectation of having some data to share with the committee during its May 24 meeting.
 - b. Potential pilot program. Naima Stevenson, NCAA deputy general counsel and managing director of academic and membership affairs, reviewed with the committee questions that need consideration if the committee's continued discussions result in proceeding with the development of a pilot player availability reporting program. The committee discussed several elements of a potential reporting program and requested that staff circulate a document to assist conferences in a discussion of this topic during the upcoming spring meetings.
4. **External messaging.** Stacey Osburn, NCAA director of public relations, reviewed the media and communications landscape around the topic of sports wagering, and noted that the NCAA communications staff will continue to support the committee in its work.
5. **NCAA legislation.** Steve Mallonee, NCAA senior advisor to the vice president of academic and membership affairs, summarized the work of the Legislation and Policy Subcommittee and noted that Supplement No. 4 includes items identified by the subcommittee for further review by the ad hoc committee. It was noted that current sports wagering legislation related to NCAA championships does not apply to sponsorships of championships. The committee was asked to further review the legislation related to sports wagering and consider whether additional legislation is appropriate.
6. **Adjournment.** The teleconference was adjourned at 1:57 p.m. Eastern time.

Committee Chair: Kent Syverud, Syracuse University

*Staff Liaisons: Jacqueline Campbell, law, policy and governance
Joni Comstock, championships and alliances
Stan Wilcox, regulatory affairs*

NCAA Board of Governors Ad Hoc Committee on Sports Wagering April 19, 2019, Teleconference	
Attendees:	
Rachel Newman Baker, University of Kentucky.	
Gary Barta, University of Iowa.	
Nicholas Clark, Coastal Carolina University, NCAA Division I Student-Athlete Advisory Committee.	
Rob Dicks, Lagrange College.	
Chris Howard, Robert Morris University.	
Amy Huchthausen, America East Conference.	
William LaForge, Delta State University.	
Elsa Núñez, Eastern Connecticut State University.	
Pennie Parker, Rollins College.	
Desiree Reed-Francois, University of Nevada, Las Vegas.	
Terry Small, New Jersey Athletic Conference.	
Kent Syverud, Syracuse University.	
Absentees:	
Harry Stinson, Lincoln University (PA).	
NCAA Staff Liaisons in Attendance:	
Jacqueline Campbell, Joni Comstock and Stan Wilcox.	
Other NCAA Staff Members in Attendance:	
Randy Buhr, Steve Mallonee, Stacey Osburn, Tom Paskus, Naima Stevenson, Mark Strothkamp and Lorry Weaver.	



**REPORT OF THE
NCAA BOARD OF GOVERNORS
AD HOC COMMITTEE ON SPORTS WAGERING
MAY 24, 2019, MEETING**

INFORMATIONAL ITEMS.

1. **Welcome and introductions.** Chancellor Kent Syverud, chair of the NCAA Board of Governors Ad Hoc Committee on Sports Wagering, welcomed the committee members to the meeting. Syverud briefly reviewed the agenda and provided an overview of the group's goals.
2. **Report of the Board of Governors Ad Hoc Committee on Sports Wagering April 19, 2019, teleconference.** The ad hoc committee approved the report of its April 19, 2019, teleconference. (Unanimous voice vote.)
3. **Survey results.** Research staff reviewed the survey methodology and common themes identified through data gathered from surveys of sports information directors/media contacts and athletic trainers in all three divisions. The surveys focused on athletics department reporting structures and policies related to player availability reporting (e.g., who sets policy, in-game injury/availability reporting, student-athlete consent policies). Staff noted that a survey directed at compliance administrators will be distributed by the end of the month to gather feedback on campus education practices.
4. **NCAA Divisions II and III conference feedback on player availability.** Staff informed the ad hoc committee that feedback from Divisions II and III conferences is limited at this time but noted there will be opportunities to further engage with Divisions II and III during upcoming meetings of the commissioners. Since not all Division I conferences have conducted their spring meetings, the committee agreed to review Division I feedback in its entirety during its June 18 teleconference.
5. **Discussion on possible player availability pilots.** The ad hoc committee continued its discussion of a possible pilot player availability reporting program. There was consensus among the ad hoc committee that any pilot reporting system would be limited to available/unavailable. The committee will provide further membership feedback on player availability reporting during its June 18 teleconference and will continue the discussion.
6. **NCAA legislation/policy discussion.** Staff reviewed legislative and policy matters identified for further discussion by the ad hoc committee.
 - a. NCAA Bylaw 10 legislation. Consistent with the Board of Governors resolution following the Supreme Court's decision to rescind the Professional and Amateur Sports Protection Act, the ad hoc committee reaffirmed support to maintain the current application and scope of NCAA legislation that prohibits student-athletes, member institutions' athletics staff and nonathletics staff with athletics responsibilities and conference office staff from

participating in sports wagering activities. In addition, the ad hoc committee agreed that editorial revisions to the current sports wagering legislation are appropriate to reflect changing technology (e.g., mobile betting) and to clarify that such legislation is applicable to team managers.

- b. Certified events and sanctioned summer league legislation. The ad hoc committee determined not to recommend modifications to relax criteria governing certified events involving prospective basketball student-athletes and sanctioned summer leagues involving current basketball student-athletes. Current criteria preclude such events from being affiliated with a venue or entity that is associated in any way with sports wagering on intercollegiate athletics. The group noted that these events are functioning sufficiently without additional exposure to sports wagering activities or entities but agreed that as more states adopt permissive state wagering laws it is appropriate to monitor the impact on venues in which such events may occur.
- c. Review of advertising and sponsorship legislation and policy. The ad hoc committee noted that current NCAA legislation governing sponsorships and advertisements from organizations associated with sports wagering applicable to NCAA championships is not consistent. Current rules preclude advertisements from organizations associated with sports wagering during NCAA championships, but do not per se preclude such organizations from being involved in sponsoring of NCAA championships. It was noted that current policies governing conduct of championships have not permitted sponsorship by any organization associated with sports wagering. The group directed the staff to review the legislative history to determine if there is support for aligning the legislation.
- d. Venues that permit sports wagering. The ad hoc committee agreed that as more states adopt permissive state wagering laws, it is appropriate to monitor whether there is a subsequent increase in venues that permit some form of sports wagering on site, and if so, whether such an increase unduly interferes with the NCAA's ability to provide a quality championship experience. It was noted that championship bid sites in most sports are secured through the 2026 championships. The ad hoc committee discussed potential approaches if there is an increase of in-venue sports wagering but took no action at this time.
- e. Suspension from non-NCAA organizations. The ad hoc committee discussed whether a suspension from a non-NCAA organization for sports wagering should apply to student-athletes participating in NCAA competition, similar to the application of NCAA legislation regarding a positive drug test from a non-NCAA organization. The ad hoc committee directed staff to draft a proposal for its review that would apply a suspension for sports wagering in a similar manner to drug testing.

7. Internal sports working group subcommittee updates.

- a. Education. The ad hoc committee was reminded of the subcommittee's charge of identifying and developing educational materials in support of the Association's sports wagering initiatives across key stakeholders. Staff noted accomplishments of the subcommittee over the past year, which were shared with the ad hoc committee during its March meeting. Next steps for the subcommittee include a survey of compliance administrators to gather information on campus education practices. In addition, the subcommittee continues to work on an annual education plan that includes further content development (e.g., resource video update, "Don't Bet On It" website enhancements, championship facility activations, coordination with integrity services provider) and an accompanying timeline.
- b. Officiating. The ad hoc committee was informed that the Officiating Subcommittee has begun to review the NCAA's background check program for officials being considered for NCAA championships. The subcommittee discussed staff's involvement in the review of background checks and recently removed championship staff members from the process. In addition, the administration of the background check program has been moved to the Integrity Services Subcommittee as it aligns with objectives being addressed by this subcommittee. The ad hoc committee also was reminded of the educational video created for officials, noting that there have been over 2,400 views of the video.
- c. Political Landscape. The ad hoc committee was updated on the sports wagering landscape. The group received a diagram highlighting states where sports wagering is legal and bets are accepted; states where sports wagering is legal but not yet accepting bets; states with active legislation; and states where bills have passed the legislature in 2019. The group acknowledged the importance of institutions, equipped with the recently distributed sports wagering principles, working with their state legislatures as bills are being crafted that would legalize sports wagering.

8. Sports Wagering 101. Jay Kornegay, Executive Vice President of Race & Sports Operations at Westgate Las Vegas SuperBook, joined the meeting via teleconference to provide a SportsBook 101 lesson. Kornegay briefly educated the ad hoc committee on how a sportsbook operates, different types of bets, how betting lines are set and things that affect the betting lines. Key takeaways for the ad hoc committee were: (1) If a competition is televised, it likely will appear on the board with a betting line; (2) How injuries/availability impact the betting line depends on the player and whether he/she is a starter or a significant contributor; and (3) That mobile wagering will be big in the United States.

9. Adjournment. The meeting was adjourned at approximately 2:25 p.m.

Committee Chair: Kent Syverud, Syracuse University
Staff Liaisons: Jacqueline Campbell, Law, Policy and Governance
Joni Comstock, Championships and Alliances
Stan Wilcox, Regulatory Affairs

NCAA Board of Governors Ad Hoc Committee on Sports Wagering May 24, 2019, Meeting	
Attendees:	
Rachel Newman Baker, University of Kentucky.	
Gary Barta, University of Iowa.	
Nicholas Clark, Coastal Carolina University, NCAA Division I Student-Athlete Advisory Committee.	
Rob Dicks, Lagrange College.	
Chris Howard, Robert Morris University.	
William LaForge, Delta State University.	
Elsa Núñez, Eastern Connecticut State University.	
Pennie Parker, Rollins College.	
Desiree Reed-Francois, University of Nevada, Las Vegas.	
Terry Small, New Jersey Athletic Conference.	
Harry Stinson, Lincoln University (Pennsylvania).	
Kent Syverud, Syracuse University.	
Absentees:	
Amy Huchthausen, America East Conference.	
NCAA Staff Liaisons in Attendance:	
Jacqueline Campbell, Joni Comstock and Stan Wilcox.	
Other NCAA Staff Members in Attendance:	
Randy Buhr, Steve Mallonee, Stacey Osburn, John Parsons, Tom Paskus, Naima Stevenson, Mark Strothkamp and Lorry Weaver.	



**NCAA BOARD OF GOVERNORS
FEDERAL AND STATE LEGISLATION WORKING GROUP**

- 1. Charge.** Federal and state legislators have introduced legislation about student-athletes' ability to license and benefit from their name, image and likeness during their period of NCAA eligibility. Federal legislation threatens the nonprofit status of the Association and its members, and state legislation threatens to create local differences that would make it impossible to host fair national championships and to alter materially the principles of intercollegiate athletics. These initiatives necessitate conversations and agreements about how the membership should respond to the legislative proposals. To facilitate the dialogue, the NCAA Board of Governors and the president of the NCAA have established the Board of Governors Federal and State Legislation Working Group to study whether the Association should maintain its position in opposition to the legislation and/or work to develop a process whereby a student-athlete's NIL could be monetized in a fashion that would be consistent with the NCAA's core values, mission and principles. Specifically, the working group is directed as follows:
 - a.** Consider whether modifications to NCAA rules, policies and practices should be made to allow for NIL payments.
 - b.** Be mindful that NIL payments must not be compensation for athletics participation. Paying students as employees for play is anathema to the NCAA mission focused on students competing against students and is not part of this discussion.
 - c.** Assure that any proposed solutions keep in mind that student-athlete benefits must be tethered to educational expenses or incidental to participation.
 - d.** Examine whether any modifications to allow for NIL payments, beyond what the 9th U.S. Circuit Court of Appeals required in *O'Bannon* and other court rulings, would be achievable and enforceable without undermining the distinction between professional sports and collegiate sports.
 - e.** Preserve the ability to host fair interstate competitions and national championships.

For its final report, the BOG requests the working group produce a set of Association-wide principles to provide each division guidance to a consistent approach on legislation related to NIL payments. It is noted that the principles also may include a rationale as to whether this would be plausible in keeping with the Association's mission.

The working group should provide an update to the Board of Governors and the NCAA president Aug. 6 and deliver a report Oct. 29.

- 2. Composition.** The Federal and State Legislation Working Group shall consist of 18 members, including 12 Division I, three Division II and three Division III members. The recommended distribution of members is as follows:
 - a. Division I members (12).**

- (1) Two presidents — One Board of Governors member from an autonomy conference and one Football Championship Subdivision president.
- (2) Two commissioners — One from an autonomy conference and one from a basketball conference.
- (3) Four directors of athletics — Two from autonomy conference schools, one from a non-football school and one from an FCS school.
- (4) One faculty athletics representative.
- (5) One senior woman administrator.
- (6) Two student-athletes — One male and one female.

b. Division II members (three)

- (1) President.
- (2) Commissioner.
- (3) Compliance officer.

c. Division III members (three)

- (1) President.
- (2) Director of athletics/student affairs administrator.
- (3) Student-athlete.

Note: The working group will engage external subject matter experts and NCAA membership groups as necessary to carry out its duties.

3. Staff Liaisons.

Scott Bearby, general counsel.

Abe Frank, managing director of government relations.

Dave Schnase, vice president of academic and membership affairs.

Cari Van Sensus, vice president of policy and chief of staff.

Stan Wilcox, executive vice president of regulatory affairs.

BOARD OF GOVERNORS FEDERAL AND STATE LEGISLATION WORKING GROUP

Composition: The Federal and State Legislation Working Group shall consist of 18 members, including 12 Division I, three Division II and three Division III members, named by the Board of Governors.

Charge: Federal and state legislators have introduced legislation about a student-athlete's ability to license and benefit from name, image and likeness (NIL) during the period of NCAA eligibility. Federal legislation threatens the non-profit status of the Association and its members and state legislation threatens to create local differences that would make it impossible to host fair national championships and to alter materially the principles of intercollegiate athletics. These initiatives necessitate conversations and agreements about how the membership should respond to the legislative proposals. To facilitate the dialogue, the NCAA Board of Governors and the President of the NCAA established the Board of Governors Federal and State Legislation Working Group to study whether the Association should maintain its position in opposition to the legislation and/or work to develop a process whereby a student-athlete's NIL could be monetized in a fashion that still would be consistent with the NCAA's core values, mission and principles.

Staff Liaisons: Stan Wilcox (Lead), Scott Bearby, Dawn Buth, Abe Frank, Dave Schnase and Cari Van Senus

Co-Chairs: Val Ackerman and Gene Smith

Board of Governors Representative: John DeGioia, Georgetown University

DIVISION	POSITION	NAME AND INSTITUTION
I	President	Jere Morehead, University of Georgia
I	President	Rita Cheng, Northern Arizona University
I	President	Tim White, California State University
I	Commissioner	Bob Bowlsby, Big 12 Conference
I	Commissioner	Val Ackerman, Big East Conference
I	AD	Jill Bodensteiner, Saint Joseph's University
I	AD	Rick George, University of Colorado
I	AD	Carla Williams, University of Virginia
I	AD	Gene Smith, The Ohio State University
I	FAR	Don Bruce, University of Tennessee
I	SWA	Carolayne Henry, Mountain West Conference
I	Student-athlete – Male	
I	Student-athlete – Female	
II	President	Glen Jones, Henderson State University
II	Commissioner	Jacqie McWilliams
II	Compliance	Scott Larson, Lubbock Christian
III	President	Mary Beth Cooper, Springfield College
III	AD	Daryl Sims, University of Wisconsin - Oshkosh
III	Student-athlete	Jackson Erdmann, Saint John's University



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ncaa.org

July 23, 2019

VIA EMAIL

Sue Henderson
Chair, NCAA Division III Presidential Advisory Group
2039 John F. Kennedy Blvd
Jersey City, NJ 07305

Dear President Henderson:

As co-chairs of the NCAA Board of Governors Federal and State Legislation Working Group, we would like to formally invite the NCAA Division III Presidential Advisory Group to provide written feedback to the working group.

The goal of the working group is to examine issues highlighted in recently proposed federal and state legislation related to student-athlete name, image and likeness. As part of its efforts, the working group will study modifications of current rules, policies and practices. In particular, the group will focus on solutions that reinforce the educational goals of the student-athlete; maintain the clear demarcation between professional and college sports; and further align student-athletes with the general student body. The group's work will not result in paying students as employees or as substitute payment for athletics ability. All discussions with the working group will be off the record and not for attribution.

In your written submission, we request that you address the following questions:

1. What are the challenges and opportunities in creating a system in which student-athletes may be compensated for the use of their name, image and likeness?
2. Are there viable models for the compensation of a student-athlete's name, image and likeness that reinforce educational goals, provide a clear demarcation between professional and college sports and that further align student-athletes with the general student body? If so, please address how these models would be:
 - a. Enforceable to prevent improper recruiting and transfer inducements or substitution of payment for athletics ability;
 - b. Narrowly tailored to support the values and principles of NCAA athletics;
 - c. Adaptable to future technological, societal and industry changes.

N a t i o n a l C o l l e g i a t e A t h l e t i c A s s o c i a t i o n

Creating a pathway to opportunity for college athletes

The NCAA is an equal opportunity employer that values inclusive excellence in the workplace.

3. How might fair competition among schools be impacted by compensating student-athletes for their name, image and likeness? In what ways could this impact be mitigated?
4. Are there existing structures to fairly and accurately determine the market value of a student-athlete's name, image and likeness? What are they?
5. What measures would you recommend that would mitigate against a student-athlete prioritizing NIL compensation over academic success and commitment to the team?

Please submit your responses by [clicking here](#) **not later than Friday, August 30.**

Thank you again for your willingness to participate in this important discussion. We look forward to hearing from you soon.

Sincerely,

Val Ackerman
Co-Chair,
NCAA Board of Governors Federal
and State Legislation Working Group

Gene Smith
Co-Chair,
NCAA Board of Governors Federal
and State Legislation Working Group

VA/GS:cvs



**REPORT OF THE NCAA BOARD OF GOVERNORS
STUDENT-ATHLETE ENGAGEMENT COMMITTEE
MAY 29, 2019, TELECONFERENCE**

ACTION ITEMS.

1. Legislative Items.

- None.

2. Nonlegislative Items.

- None.

INFORMATIONAL ITEMS.

- 1. Welcome and announcements.** Taylor Ricci, chair of the NCAA Board of Governors Student-Athlete Engagement Committee, welcomed the committee members and thanked them for taking the time to participate on the call. Ricci noted that several NCAA staff members would be joining the call to present information related to items on the agenda.
- 2. Report of March 1, 2019, teleconference.** The committee approved the report of its March 1, 2019, teleconference.
- 3. Student-Athlete Engagement Committee Social Media Campaign Takeaways.** Yannick Kluch provided the committee with information regarding the April 17-18 Student-Athlete Engagement Committee Social Media Campaign to promote awareness and provide resources to address issues surrounding sexual violence. The committee was informed that the two-day social media campaign was a great success and reached 29 million people and included 5,300 hashtag mentions on social media. Additionally, the content of the campaign was diverse and included videos, photographs, statistics, campus initiatives and calls to action. The committee also was informed that the NCAA Minority Opportunities and Interests Committee will be leading a diversity and inclusion social media campaign again this fall.
- 4. NCAA Board of Governors report.** The committee received an update on the Board of Governors April meeting and May teleconference. The committee was informed that the Board of Governors voted to table the e-sports discussion topic. Additionally, the Board of Governors endorsed as Association-wide policy the Interassociation Recommendations: Preventing Catastrophic Injury and Death in Collegiate Athletes. These recommendations resulted from the work of the NCAA Sport Science Institute in collaboration with the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports and other outside medical experts. The Governors rescinded the Association's policy that prohibited the conduct of NCAA championships in states that permit single-game sports wagering, now allowing NCAA championships to occur in any state with legalized sports wagering, including Nevada. The Association-wide strategic planning process is ongoing, with a

final presentation to the Board of Governors scheduled in October 2019. Finally, the Governors appointed five independent members to the Board, effective August 1, 2019, with new member orientation occurring over the next couple of months.

5. **NCAA Coaches Credentialing discussion.** The committee received an update on the NCAA Coaches Credentialing program, which will include key topics such as student-athlete well-being, NCAA policies, rules and processes and coaching education. The committee was informed that the coaches credentialing program will include an Association-wide level of credentialing and continuing education for coaches. The NCAA will pilot the program this fall in collaboration with the National Association of Basketball Coaches and the Women's' Basketball Coaches Association. The pilot will include two modules: mental health awareness and sexual violence prevention. The Board of Governors will review feedback from the pilot program and will continue to develop content and curriculum to build a foundation for the coaches credentialing program.
6. **NCAA Board of Governors Federal and State Legislation Working Group discussion.** The committee received an update regarding the newly created NCAA Board of Governors Federal and State Legislation Working Group charged with discussing the pros and cons of accommodating name, image and likeness monetization within the amateur model and consistent with the general student experience.
7. **Sports wagering – player availability reporting update.** The committee was updated on the work of the NCAA Board of Governors Ad Hoc Committee on Sports Wagering and the continuing discussion of the feasibility of player availability reporting. Nicholas Clark, who serves as a representative on the Ad Hoc Committee on Sports Wagering, discussed the committee's key priorities to maintain the integrity of competition and student-athlete well-being.
8. **Strategic priorities.** The committee approved a request from the One Love Foundation to serve as a member of the One Love 2020 Sports Challenge Honorary Host Committee, which includes a commitment to assist the One Love Foundation in their year-long campaign and sports challenge. The campaign challenges every Division I, II, and III institution to host at least one One Love Workshop by May 3, 2020 and will culminate with the One Love 2020 Sports Summit hosted by the University of Virginia in June 2020. The committee's role as a member of the One Love 2020 Sports Challenge Honorary Host Committee will be one of its strategic priorities for the 2019-20 academic year.
9. **Other Business.** The committee thanked Ricci for her service as chair of the committee. The committee elected Nicholas Clark as the new committee chair.
10. **Adjournment.** The teleconference was adjourned at 1:02 p.m. Eastern time.

Committee Chair: Taylor Ricci, Oregon State University, Division I Student-Athlete Advisory Committee
Staff Liaisons: Mark Bedics, Championships and Alliances
Todd Shumaker, Enforcement
Danielle Ghiloni Walter, Academic and Membership Affairs

NCAA Board of Governors Student-Athlete Engagement Committee May 29, 2019, Teleconference	
Participants:	
Amanda Carroll, Florida Gulf Coast University, NCAA Division I Student-Athlete Advisory Committee.	
Nicholas Clark, Coastal Carolina University, Division I SAAC.	
Annabelle Feist, Williams College, NCAA Division III SAAC.	
Sue Henderson, New Jersey City University, NCAA Board of Governors.	
Maisha Kelly, Bucknell University, NCAA Division I Council.	
Colby Pepper, Covenant College, Division III SAAC.	
Taylor Ricci, Oregon State University, Division I SAAC.	
Absentees:	
Grant Foley, Delta State University, NCAA Division II SAAC.	
Jessica Koch, California State University, San Bernardino, Division II SAAC.	
Michael Rubayo, Swarthmore College, Division III SAAC.	
Joshua Shapiro, Colorado Mesa University, Division II SAAC.	
NCAA Staff Liaisons in Attendance:	
Mark Bedics, Todd Shumaker and Danielle Ghiloni Walter	
Other NCAA Staff in Attendance:	
Scott Bearby, Jackie Campbell, Yannick Kluch, Naima Stevenson and Cari Van Senus.	

REPORT OF THE
NCAA BOARD OF GOVERNORS COMMITTEE
TO PROMOTE CULTURAL DIVERSITY AND EQUITY
APRIL 27, 2019, MEETING

ACTION ITEMS.

- None.

INFORMATIONAL ITEMS.

1. **Welcome and introductions.** Katrice Albert, NCAA executive vice-president of inclusion and human resources, welcomed participants to the meeting and to the eighth annual NCAA Inclusion Forum. Albert expressed gratitude for President Dianne Harrison's leadership, noting that Harrison's tenure as chair would conclude on August 31, 2019.

For the first time ever, all four of the NCAA's equity, diversity, and inclusion committees were represented at the same meeting to engage about their major initiatives. These committees serve as the "Force of Four," working together to achieve inclusive excellence for the membership.

2. **Approval of February 21, 2019, teleconference report.** The committee approved its February 21, 2019, teleconference report.
3. **Engagement with NCAA research on how available data can impact and support committee goals.** The committee briefly discussed the article "NSIA Looks to Diversify Intercollegiate Sports," from *Diverse Issues in Higher Education*. The committee's three major goals connect directly to the efforts described in the article. NCAA staff will engage in follow-up related to the article.

NCAA staff informed the committee that the NCAA inclusion and human resources staff is working on a Presidential Pledge website platform that will feature both membership and national office leadership demographic data. The goal is to launch this site in fall 2019. In addition, NCAA Champion magazine will begin running a regular feature in summer 2019 on member schools and conferences that are acting in meaningful, impactful ways on the Presidential Pledge and striving for inclusive excellence.

It was clarified that this meeting would focus on membership data, and that during the August teleconference, the committee would review national office demographic data. NCAA research staff presented data slides to the committee that addressed the following areas:

- a. **Available data for current membership and national office leadership demographics.** The committee viewed demographic data on race/ethnicity and gender for student-athletes, athletics directors, coaches, and conference commissioners for 2014 and 2018. The committee observed the increasing racial and ethnic diversity of student-athletes. In

contrast, the data generally showed stagnation or regression for ethnic minorities and women in leadership positions. The committee requested that demographic data for the Presidential Pledge website platform include data for each division. It also noted the value of presenting both quantitative data and qualitative analysis that demonstrate the challenges of diversifying intercollegiate athletics leadership. In addition, the committee emphasized the importance of presenting demographic data to presidents and chancellors.

Additional key topics of discussion included the number of women coaches being fired based on standards of behavior that are more stringent than those for male coaches, as well as the number of female student-athletes who enter college having had only male coaches. It was noted that the Women's Sports Foundation is collecting data on women coaches and reasons why they are being removed from or choosing to leave positions.

- b. Turnover data for athletics director and head coach positions.** The committee learned that recent outreach to the NCAA membership resulted in a fuller data set for coaches that includes start dates in positions. Moving forward, reliable data will be available to examine both turnover and replacement for the positions of head coaches and athletics directors. The committee requested that this data also be reviewed for minority-serving institutions.
- c. NCAA governance structure data.** The committee considered the nominating process for committees by division, noting that in Division I, conferences have the power to change the nomination slate that is proposed by the NCAA Division I Nominating Committee. The committee discussed the value of a study of the governance structure with a focus on both the processes for committee appointments and the diversity of representation.

Another topic of discussion was the dimensions of diversity that are tracked for both leadership positions and committee representation. Currently, there is not an opportunity for the membership to identify as persons with disabilities or as LGBTQ when demographic information is submitted to the NCAA. The committee acknowledged the difficulties of expanding data collection but encouraged NCAA Research to consider possibilities for methodologies that would overcome challenges.

- 4. Updates from NCAA equity, diversity and inclusion committees.** The committee received updates from the NCAA equity, diversity and inclusion committee chairs.
 - a. NCAA Minority Opportunities and Interests Committee.** MOIC Chair Anthony Grant provided an update and overview of the committee's initiatives.
 - (1) Athletics Diversity and Inclusion Designee.** The committee recommended legislation that would require each member school and conference office have an Athletics Diversity and Inclusion Designee. The staff member in this role would serve as the

main contact for the school for information about NCAA equity, diversity, and inclusion initiatives and resources. The NCAA Division I Council voted to consider this legislation at its spring 2020 meeting, and the Divisions II and III Management Councils recommended that their respective Presidents Councils sponsor the proposal for a vote at the 2020 NCAA Convention.

(2) NCAA Diversity and Inclusion Social Media Campaign. In partnership with MOIC and the three divisional Student-Athlete Advisory Committees, the NCAA office of inclusion developed the NCAA Diversity and Inclusion Social Media Campaign during the first week of October 2018. The campaign was a tremendous success with the hashtag #NCAAIInclusion ranking eighth nationally on Twitter during the week.

(3) Research surveys. The committee engaged with NCAA research staff about opportunities to add questions to existing surveys that are distributed to student-athletes on the national level. The committee continues to have interest in data about coaches' persistence in the profession and how the race and ethnicity of the coach factors into new job opportunities after a coach leaves a position or is fired.

b. NCAA Committee on Women's Athletics. CWA Chair Julie Cromer Peoples provided an update and overview of the committee's initiatives.

(1) NCAA Emerging Sports for Women. The chair informed the Committee to Promote Cultural Diversity and Equity that CWA oversees the NCAA Emerging Sports for Women program and engages annually in a review process of submitted emerging sport proposals from August to April. At its April 2019 meeting, the committee reviewed proposals from acrobatics & tumbling, STUNT, and wrestling. The committee will inform the leadership of these sports by early June regarding whether the sport has been recommended for the emerging sport list.

(2) Sexual violence prevention education. During its September 2018 and April 2019 meetings, the committee engaged with NCAA staff who lead the Association's efforts on sexual violence prevention and education. The committee discussed educational opportunities and plans to continue dialogue about possible accountability measures.

c. CWA and MOIC joint meeting. Chairs Cromer People and Grant reported on discussion topics from the April 25, 2019, joint CWA and MOIC meeting.

(1) Esports. NCAA staff provided an overview about the current collegiate Esports scene to CWA and MOIC. The committees posed some fundamental questions about eSports: 1) Does it fit the NCAA definition of a sport? 2) Does it align with the values of the NCAA? 3) What are the possible negative impacts on gender equity and Title IX

compliance? The committees expressed concern about the misogyny, sexism, and violence that are present in some games. The committees also had dialogue about where Esports programs are currently located on campuses, noting that they are often located outside of athletics departments.

(2) Optimization of the Senior Woman Administrator Designation initiative. The committee received an overview and update of the Optimization of the Senior Woman Administrator Designation initiative, including the October 2018 release of two educational resources: “What is the SWA” and “Are you maximizing the SWA’s impact.” In addition, SWA video spotlights were emailed to the membership and released on social media in April 2019. One of the goals of the initiative is to increase the representation of ethnic minority women in the SWA designation. The committees were engaged in small group dialogue to brainstorm about barriers to and opportunities for achieving this goal. This dialogue will inform future action strategies for the initiative.

d. NCAA Gender Equity Task Force. Co-chairs Noreen Morris and Judy Sweet reported on progress on the task force’s recommendations. The task force’s recommendation that Division I legislate a once-in-five year diversity, equity and inclusion review for member schools has been approved by the NCAA Division I Council. The legislative proposal will go before the NCAA Division I Board of Directors in early May. The Division I Council has requested a study on how a diversity, equity and inclusion review would work at the conference level. The task force’s recommendations are in progress or completed.

5. Updates about major IHR initiatives. The committee received additional updates on IHR initiatives.

- a. 2019 NCAA Inclusion Forum.** The previous Inclusion Forum registration record of 519 attendees was eclipsed, including a record number 136 students, which comprised 25% of participants.
- b. NCAA Board of Governors.** Five independent members were added to the Board of Governors. A diverse slate of very qualified candidates has been reviewed by the BOG Executive Committee and five will be presented to the full BOG for a vote during its April 30 meeting.
- c. NCAA leadership development.** Following a comprehensive review of leadership development programming with a focus on outcomes, a new model for programming will be launched in the 2019-20 academic year. The model will center on the pipeline for career advancement through programming that will help future and current leaders in intercollegiate athletics to launch, build and advance.

- d. **Presidential Pledge “road tour.”** Albert described how she is visiting conference spring and fall meetings to engage with leaders on ways to advance the Presidential Pledge and to achieve inclusive excellence.
 - e. **Division I strategic plan foundational goal.** Division I’s strategic plan foundational goal on diversity: NCAA office of inclusion staff continues to engage with Division I to develop actions to support their diversity and inclusion goals.
 - f. **Partnerships with affiliate groups.** IHR is sponsoring the keynote address and a major track of programming at the May 2019 National Conference on Race and Ethnicity in Higher Education. IHR continues to build and enhance relationships with organizations that have similar equity, diversity and inclusion goals. The committee recommended connecting with organizations such as the Association of Governing Bodies to facilitate communication with key decision makers in higher education.
6. **Discussion on NCAA Board of Governor’s funding to support committee goals.** The committee received a brief update on current programming initiatives funded in the current fiscal year: Achieving Communication series; the National Association of Collegiate Directors of Athletics McLendon Summit; Minority Coaches series for women’s basketball, track and field and women’s volleyball; Leadership Education Series; Leadership Pipeline Platform; and CoSIDA minority grant.
- The committee was informed that \$65,000/\$75,000 in the current budget cycle is available for additional initiatives as part of the realignment of the 2019-2020 budget. The committee endorsed the concept of these funds supporting the “road tour” engagement with presidents/chancellors and conferences on the Presidential Pledge; the development of additional videos for the Leadership Profile Platform; a review of the nomination processes and demographics for the membership’s governance structure; and the completion of a diversity and inclusion hiring guide.
7. **Discussion on committee goals.** The committee requested that NCAA staff continue to gather and analyze demographic data for the membership, the governance structure, and the national office with focus on turnover data for race/ethnicity and gender. In addition, the committee observed that many of its goals are in progress and directly reflected in work driven by the other three equity, diversity, and inclusion committees as well as through IHR initiatives. The committee will prioritize goals for 2019-20 during its August teleconference.
8. **Review previous request regarding the NCAA Confederate Flag Policy’s impact on hosting championships.** The committee concurred that the leadership at membership schools that are impacted by the NCAA Confederate Flag Policy is best positioned to engage with state legislatures regarding Confederate flag policies if they choose to do so. It was noted that there is a proposal in Mississippi to consider an alternative version of the state flag.

9. **Honor committee members who will conclude their service on August 31, 2019.** The committee thanked Tori Murden McClure, Jacqie McWilliams and Leslie Wong for their service.
10. **Discussion on recommendations for new committee members.** NCAA staff will provide more details about the committee's new member needs and ask for recommendations through email.
11. **Future meeting dates.** NCAA staff will communicate through email to determine availability for an August 2019 teleconference.
12. **Adjournment.** The meeting adjourned at 9:15 p.m.

Committee chair: Dianne Harrison, Cal State University, Northridge
Staff liaisons: Katrice Albert, Office of Inclusion and Human Resources
Amy Wilson, Office of Inclusion

NCAA Committee to Promote Cultural Diversity and Equity April 27, 2019, Meeting	
Attendees:	
Dylan Gladney, Prairie View A&M University.	
Dianne Harrison, California State University, Northridge.	
Brit Katz, Millsaps College.	
Mark Lombardi, Maryville University.	
Tori Murden McClure, Spalding University.	
Jacqueline McWilliams, Central Intercollegiate Athletic Association.	
Faynesse Miller, Hamline University.	
Leslie Wong, San Francisco State University.	
Absentees:	
Satish Tripathi, University at Buffalo, The State University of New York.	
Guests in Attendance:	
Anthony Grant, Noreen Morris, Julie Cromer Peoples, and Judy Sweet.	
NCAA Staff Liaisons in Attendance:	
Katrice Albert and Amy Wilson.	
Other NCAA Staff Members in Attendance:	
Erin Irick, Jean Merrill and Tiana Myers.	

MEMORANDUM

June 30, 2019

VIA EMAIL

TO: NCAA Affiliate Members.

FROM: Jackie Campbell
NCAA Managing Director of Law, Policy and Governance.

SUBJECT: NCAA Board of Governors Recent Action Related to the Affiliate Membership Category.

This is to inform you that the NCAA Board of Governors recently directed each division's governance entity to pursue appropriate legislative action to eliminate the affiliate membership category as set forth in Constitution 3.4. The recommended elimination of the affiliate membership category in no way is designed to change the relationship that you have with the NCAA. It is anticipated that each division will consider taking action to eliminate the category as early as this summer through the approval of noncontroversial legislation.

Why is the Board of Governors recommending the elimination of the affiliate membership category?

The affiliate membership category was created in the early years of the Association primarily to provide a voice at the NCAA Convention for outside groups and associations intimately related to intercollegiate athletics in their functioning and purpose. At the 1980 NCAA Convention, legislation was adopted to permit affiliate members to use the registered marks of the Association in accordance with guidelines established by the former NCAA Council. The annual membership fee currently is \$500, which includes as a benefit the use of NCAA marks.

The Board of Governors believes the affiliate membership category has become outdated and its elimination will not impact the opportunity for such members to collaborate with and provide feedback to the NCAA on issues deemed to be of importance to its constituents. In fact, it has become common practice for the NCAA to conduct extensive outreach and communication with affiliate members to provide feedback to assist it in making informed governance decisions. Communication and collaboration with these groups on issues impacting the sports in which they are affiliated will continue. Further, the Board of Governors noted that the value of the NCAA brand has increased significantly over time and any organization seeking to use NCAA marks should petition for such use through the required review process and, if approved, enter into a licensing agreement with the Association.

What does the elimination of the affiliate membership category mean for current affiliated members?

If legislation is approved to eliminate the affiliate membership category, members will no longer be billed an annual \$500 membership fee. Affiliate members currently using NCAA marks may continue to do so only until July 31, 2019. Effective August 1, 2019, groups and associations outside the NCAA who wish to use NCAA marks may seek approval to enter into a licensing agreement with the

Association. Further, the NCAA will continue its formal outreach and communication with such members to gather important feedback on important issues impacting the sports in which they are affiliated. [Note: The elimination of the affiliate membership category will not impact the ability of the National Association of Men's Basketball Coaches (NABC) and the Women's Basketball Coaches Association (WBCA) to sponsor qualifying regular-season multiple-team events (MTEs) pursuant to NCAA Bylaw 17.3.5.1.1.]

In addition, a new category will be created for NCAA Convention registration purposes for current affiliate members to ensure that you continue to pay the same registration fee you would have paid as an affiliate member. You will be informed of the category name when you receive notice of membership action, if it results in the elimination of the affiliate membership category.

How will I be notified if the affiliated membership category is eliminated?

You will receive notice from the national office regarding formal action taken by the divisional governance bodies. If you wish to provide any feedback regarding the Board of Governors recommendation prior to consideration by the divisional governance bodies, please feel free to contact me (jgcampbell@ncaa.org).

JGC:ld

cc: Selected NCAA Staff

NCAA Government Relations Report

(June 2019)

Congressional Overview

The 116th Congress continues to be challenged by gridlock. A divided Congress, along with a presidential election cycle that is in full swing, have contributed to an ongoing stalemate between the U.S. House and Senate. It is expected that over the summer Congress will focus on laying the groundwork for budget and appropriations decisions that will need to be made before the end of the fiscal year in September. Current government funding runs out on September 30th and Congress needs to tackle the debt ceiling and budget caps as well. There is also a growing desire among House Democrats to increase oversight activity, which could continue to disrupt Congress' legislative agenda.

Federal Issues

Student Athlete Equity Act

On March 14, 2019, Rep. Mark Walker (R-NC) introduced H.R. 1804, the Student Athlete Equity Act. H.R. 1804 would amend the Internal Revenue Code of 1986 by removing the tax-exempt status of any qualified amateur sports organization that substantially limits a student-athlete's ability to earn compensation from use of their name, image or likeness. The proposal currently has two cosponsors, Rep. Cedric Richmond (D-LA) and Rep. John Ratcliffe (R-TX), and has been referred to the House Ways & Means Committee.

NCAA government relations staff will continue its outreach to policymakers to share concerns with the legal and practical implications of this bill.

Sports Betting

NCAA government relations staff have been working with the professional sports leagues and other stakeholders to seek introduction of a bipartisan sports betting proposal. The NCAA and others are seeking introduction of a bill that contains many of the standards that were included in the Sports Wagering Market Integrity Act of 2018, which was introduced by Sen. Charles Schumer (D-NY) and former Sen. Orrin Hatch during the 115th Congress. Under the bill, states that decided to legalize sports betting would be required to adhere to important core competencies. These competencies include: a minimum age requirement of 21 for individuals placing bets; the prohibition of bets placed by athletes, coaches, officials and others associated or credentialed by a sports organization; the restriction of certain types of risky bets from being offered to bettors; and the requirement that official sports organization data be used. The proposal also created a National Sports Wagering Clearinghouse to receive reports of suspicious activity, disseminate best practices, operate a national repository of sports wagering data and provide technical assistance and consultation.

With the continued growth of sports wagering throughout the country, the NCAA and professional sports leagues have educated policymakers on the need for introduction and passage of a federal sports betting proposal to protect student-athletes, eliminate illegal sports betting and uphold the integrity of amateur and professional sporting contests.

National Collegiate Athletics Accountability Act

On May 10, 2019, Rep. John Katko (R-NY) introduced H.R. 2672, the National Collegiate Athletics Accountability Act. The bill would amend the Higher Education Act of 1965 to provide increased accountability of nonprofit athletic associations and to establish a commission to identify and examine issues of national concern related to intercollegiate athletics. H.R. 2672 currently has one co-sponsor, Rep. Bobby Rush (D-IL), and has been referred to the House Committee on Education and Labor.

National Collegiate Athletics Act of 2019

On April 2, 2019, Rep. Al Lawson (D-FL) introduced H.R. 2036, the National Collegiate Athletics Act of 2019. The bill would amend the Higher Education Act of 1965 and prevent colleges and universities from being a member of an intercollegiate athletic association that fails to comply with the requirements under the Act. The proposal would require institutions to provide 2-year scholarships to freshman men's basketball and football student-athletes that cover the full cost of attendance. These scholarships would only be revocable for specified reasons, including a violation of the student code of conduct or failing to meet the academic standards set by the institution. Institutions would be required to provide a need-based scholarship to men's basketball and football student-athletes who are no longer on an athletic scholarship at the school, enabling the student to complete the necessary coursework to obtain an associate or bachelor's degree. Finally, the proposal would require institutions to cover any medical costs incurred as a result of a sports-related injury for men's basketball or football student-athletes. H.R. 2036 currently has nine cosponsors and has been referred to the House Committee on Education and Labor.

Sen. Chris Murphy (D-CT) – White Paper on Student-Athlete Compensation

In early April 2019, Sen. Chris Murphy (D-CT) released a report titled "Madness, Inc.: How is everyone getting rich off college sports – except the players". The report highlights the size, scope and nature of college sports and suggests that the NCAA must begin to put student-athletes first by finding a way to fairly compensate them. Media reports suggest that this white paper is the first of a series that Sen. Murphy plans to release related to college athletics.

State Issues

Fair Pay to Play Act

On February 4, 2019, California State Senator Nancy Skinner (D) introduced SB 206, the Fair Pay to Play Act. The proposal would prevent a California postsecondary educational institution from enforcing a rule that prevents a student-athlete from being compensated for use of their name, image or likeness. Further, the proposal – which has an implementation date of January 2023 - states that the NCAA or an athletic conference, shall not prevent a postsecondary educational institution from participating in intercollegiate athletics if a student athlete is compensated for the use of their name, image or likeness. SB 206 was passed by the Senate on May 22, 2019 and approved by the Assembly Arts, Entertainment, Sports, Tourism and Internet Media Committee on June 25, 2019. The bill will next move to the Assembly Higher Education Committee for consideration.

In June 2019, President Emmert penned a letter to the Chairman of the Assembly Higher Education Committee and the Chairman of the Assembly Arts, Entertainment, Sports, Tourism and Internet Media Committee notifying them of the creation of the NCAA Board of Governors Federal and State Working Group and requesting the Assembly postpone hearing SB 206 until the work of the committee has been completed.

Sports Betting

The legalization of sports betting has continued to be a hotly debated topic in state capitols throughout the country. Currently, eight state are accepting wagers on athletics competitions (DE, MS, NV, NJ, NM, PA, RI, WV). Sports betting has also been legalized in Arkansas, Indiana, Iowa, Montana, New York, Oregon, Tennessee and Washington D.C. and regulations are currently being developed. Legislation legalizing sports betting has been passed in Illinois, New Hampshire, Colorado, Connecticut and Maine, however, regulations have not been developed and wagering will not begin until additional action is taken by the Governor, voters or legislature.

NCAA government relations staff has continued to work closely with the professional sports leagues to educate policymakers about the risks associated with legalized sports betting and the need for standards that protect the integrity of athletics competitions and the well-being of student-athletes and professional athletes. Specifically, the NCAA and professional sports leagues have requested that regulations prohibit wagering by persons under 21 years of age and by athletes, coaches, referees or employees of an amateur or professional sports organization. Similar to efforts on the federal level, the NCAA has advocated for states to allow sports organizations to restrict, limit or exclude certain types of risky bets from being offered to bettors.

Revised Uniform Athlete Agents Act

The Revised Uniform Athlete Agents Act (RUAAA) is a state model law designed to provide protections for student-athletes and education institutions through the regulation of athlete agents. The RUAAA updates the original act by expanding the definition of athlete agent, requiring agent notification to an institution before communicating with a student-athlete to induce them to sign an agency contract and creating a registration process that provides reciprocity for agents registered in other states. The RUAAA has been adopted in 13 states.

The RUAAA contains a provision that prohibits an athlete agent from providing anything of value to a student-athlete to induce them to enter into an agency agreement. This provision would prevent an agent from covering limited expenses for meals, hotel and travel related to the agent selection process, as allowed under recently adopted NCAA legislation. As a result, the NCAA is supporting passage of the RUAAA with an amendment that would allow athlete agents to cover these limited expenses. The amendment has been approved in six states (AL, IN, KY, OR, TN, UT).

Higher Education Associations

NCAA government relations staff continues to build strong relationships with various higher education associations. The American Council on Education (ACE), the Association of Public and Land-grant Universities (APLU) and the National Association of Colleges and University Business Officers (NACUBO), among others, continue to provide guidance and support on issues of common interest. The NCAA government relations office looks forward to continuing these mutually beneficial relationships to better formulate and further the NCAA's legislative goals.



NCAA Sport Science Institute and Committee for Competitive Safeguards and Medical Aspects of Sport

Strategic Priorities Timeline

Last Update: July 2019

NOTE: Dates are estimates and may change in response to external factors

Strategic Priority	Initiative	Summary	Anticipated Deliverable	Estimated Timeline
Preventing Catastrophic Injury and Death	Safety in College Football Summit 2016	<p>Review has taken place through the Uniform Standards of Care Process with membership input and updates.</p> <p>Document has been endorsed by CSMAS and 13 medical organizations.</p> <p>Final document to be presented to Board of Governors in April 2019.</p>	Present to BoG for consideration as Association-wide policy.	<p>Event date: Jan. 2016</p> <p>Document drafting: complete</p> <p>Membership & external review: complete</p> <p>External review & endorsement: complete</p> <p>BoG final review and recommendations: complete</p> <p>Final deliverable: July 9, 2019</p>
Athletics Health Care Administration	NATA-NCAA Summit on the Organizational and Administrative Aspects of Athletic Health Care in College / University Settings	This project has been transitioned into several separate projects focusing on various aspects of independent medical care.		Event date: Jan. 2017
	Independent Medical Care – Access to Care			Initial BoG Review: May 2019

	for a Visiting Athletic Team			Document drafting: thru September Membership review: October 2019 CSMAS review: December 2019 BoG final review and/or endorsement: January 2019 Final deliverable: March 2019
Concussion	Concussion Safety Advisory Group	A group of independent experts selected by their respective professional medical or scientific organization, or NCAA division. Under the oversight of CSMAS, their charge is to advise the Association on changes to the Concussion Safety Protocol Checklist and Template as necessary given emerging clinical and scientific information on sport-related concussion.	Possible recommendations for Concussion Safety Protocol Checklist and Template	Event date: July 25, 2019 Document drafting: March 2019 Membership review: Not necessary. CSMAS review and endorsement: September 2019. BOG review and endorsement: N/A Final deliverable: TBD
	NCAA-DoD Mind Matters Summit	This will be the final presentations from the NCAA-DoD Mind Matters Research Challenge. In addition, relevant material from CARE Consortium and Mind Matters Education Challenge will be presented. Membership will be invited	Foundational statements will be developed that will become the basis of an Executive Summary and other educational material.	Event date: June 10-11, 2019 Document drafting: October 2019 Membership review: Not necessary CSMAS review and support: December 2019 Final deliverable: TBD
Data-driven Decisions	Integrated Technology in Coaching and Athletic Health Care	SSI will host a meeting to discuss issues arising for both coaching and the delivery of athletic health care from the use of wearable technologies (e.g., global positioning systems; heart rate monitors).	To Be Determined	Anticipated Event date: TBD Document drafting: Membership review: CSMAS review and endorsement:

				BOG review and endorsement: Final deliverable:
	2020 Safety in College Football Summit	SSI will host the third such meeting, which will comprehensively review health and safety issues in college football.	Football-specific rules and policy review.	Event date: TBD – First quarter 2020
Doping & Substance Abuse	Pain Management in the Collegiate Athlete Task Force	SSI hosted a discussion focused on pain management for the collegiate athlete.	Interassociation recommendations*	Event date: July 10-11, 2018 Document drafting: Thru December 2019 Membership review: January – April 2020 CSMAS review and endorsement: June 2020 External review and endorsement: June - August 2020 BOG review and/or endorsement: August 2020 Final deliverable: Fall 2020
Mental Health	Task Force to Advance Mental Health Best Practice Strategies	SSI hosted a task force that will serve as a follow-up to the 2013 Mental Health Task Force. The 2017 task force will identify strategies and resources that support the implementation of the Mental Health Best Practices and identify models of mental health care and measures of effectiveness for the previously-published best practices.	Educational tools†	Event date: November 9-10, 2017 Document drafting: November – March 2018 Membership review: April 2018 CSMAS review and endorsement: June 2018 BOG review and endorsement: August 2018 Final deliverable: First deliverable of MH Workshop Planning Kit and MHBP implementation resources were released June 2018. Final deliverables expected in October 2019.

	Sports Wagering Task Force	SSI and Research Department hosted a summit for the purpose of identifying education and intervention strategies to prevent and/or manage problem gambling behaviors among student-athletes. Specific deliverables will be determined at the summit.	Peer-reviewed Journal Article	Article submission: TBD
			Educational Tools	Event Date: March 12-13, 2019 Tool Development: TBD Membership review: CSMAS review and endorsement: NA BOG review and endorsement: NA Final deliverable: TBD
Overuse, Sleep, and Performance	Task Force on Sleep & Wellness	SSI hosted a task force on sleep and wellness May 1-2, 2017, with representatives from scientific, higher education and sports medicine organizations to review current data and discuss existing best practices related to the sleep and wellness of student-athletes.	Educational tools [†]	Event date: May 1-2, 2017 Tool Development: Spring 2019. Membership review: CSMAS review and endorsement: NA BOG review and endorsement: NA Final deliverable: August 2019
			Peer-review journal article	Article submission: Complete – Accepted for publication with the British Journal of Sports Medicine

*Will result in uniform standards of care for the Association; [†]Outcomes will be educational in nature, and will serve as a resource for member schools



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INTERASSOCIATION RECOMMENDATIONS

PREVENTING CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES



CONTENTS

Introduction	1
Background.....	2
Recommendation 1 Sportsmanship	5
Recommendation 2 Protective Equipment	6
Recommendation 3 Acclimatization and Conditioning	7
Recommendation 4 Emergency Action Plan	9
Recommendation 5 Responsibilities of Athletics Personnel.....	10
Recommendation 6 Education and Training	11
Interassociation Recommendations Checklist	12
References	16
Appendix A 2016 Safety in College Football Summit Agenda	18
Appendix B 2016 Safety in College Football Summit Participants	19
Appendix C Endorsing Organizations.....	21



July 2019

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INTRODUCTION

The second Safety in College Football Summit resulted in interassociation consensus recommendations for three paramount safety issues in collegiate athletics:

1. Independent medical care for collegiate athletes.
2. Diagnosis and management of sport-related concussion.
3. Year-round football practice contact for collegiate athletes.

This document, the fourth arising from the 2016 event, addresses the prevention of catastrophic injury, including traumatic and nontraumatic death, in collegiate athletes. The final recommendations in this document are the result of presentations and discussions on key items that occurred at the summit. After those presentations and discussions, endorsing organization representatives agreed on 18 draft foundational statements (available upon request) that became the basis for this consensus paper, which has been subsequently reviewed by relevant stakeholders and endorsing organizations. This is the final endorsed document for preventing catastrophic injury and death in collegiate athletes.

This document is divided into the following components:

BACKGROUND

This section provides an overview of catastrophic injury and death in collegiate athletes.

INTERASSOCIATION RECOMMENDATIONS: PREVENTING CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES

This section provides the final recommendations of the medical organizations for preventing catastrophic injuries in collegiate athletes.

INTERASSOCIATION RECOMMENDATIONS: CHECKLIST

This section provides a checklist for each member school. The checklist will help the athletics health care administrator to ensure that policies are in place and followed, and are consistent with this document, *Interassociation Recommendations: Preventing Catastrophic Injury and Death in Collegiate Athletes*.

REFERENCES

This section provides the relevant references for this document.

APPENDIXES

This section lists the agenda, summit attendees and medical organizations that endorsed this document.

BACKGROUND

Data about catastrophic injuries and illnesses in collegiate athletes began with intermittent accounts from print media, and more formally in 1931, through the American Football Coaches Association's initiation of the Annual Survey of Football Injury Research. Since 1982, the National Center for Catastrophic Sport Injury Research at the University of North Carolina, Chapel Hill,¹ has been the nation's premier source of catastrophic injury and death related to participation in organized sports at all levels of competition, including college. The NCCSIR monitors, collects and analyzes data on catastrophic injuries, illnesses and death and provides publicly available reports about football and other sports.¹

In order to create enhanced national surveillance abilities for catastrophic injuries, illness and death, the NCCSIR has partnered with the Consortium for Catastrophic Injury Monitoring in Sport. The consortium includes the division on traumatic injury at the Matthew Gfeller Sport-Related Traumatic Brain Injury Research Center at the University of North Carolina, Chapel Hill; the division on exertional injury at the Korey Stringer Institute at the University of Connecticut; and the

division on cardiac injury in sport at the University of Washington.¹ Working through the consortium, the NCCSIR has developed new methods of data collection and analysis, including the use of a public-facing online reporting system.²

Researchers who study the epidemiology of catastrophic injury and death in sport identify two mechanisms by which these events occur. *Traumatic* catastrophic injuries, also called direct injuries, are bodily injuries caused directly by participation in a sport activity.¹ An example of a traumatic catastrophic injury is a spinal cord injury caused by tackling in the sport of football. The three leading causes of death from traumatic injury are traumatic brain injuries, spinal cord injuries and internal organ injuries.¹ *Nontraumatic* catastrophic injuries, also known as indirect or exertional injuries, are the "result of exertion while participating in a sport activity or by a complication that was secondary to a non-fatal injury."¹ An example of a nontraumatic catastrophic injury is sudden cardiac arrest in an athlete occurring during a basketball practice. The two leading causes of death from nontraumatic injury are sudden cardiac death and exertional injuries.^{1,3}



Enhancing a culture of safety in college sports in general, and college football in particular, is foundational to reducing the occurrence of catastrophic injury and death and the basis for bringing college athletics stakeholders to the first Safety in College Football Summit in 2014, and then reconvening in 2016. The goal of this and any sport safety initiative is protecting the life and the long-term well-being of all athletes.

Catastrophic Injury Patterns

Since 1982, the first year for which catastrophic injury/illness data were available across all collegiate sports (i.e., NCAA; National Association of Intercollegiate Athletics; National Junior College Athletic Association), there have been 487 catastrophic injuries or illnesses. Of these, 297 (61%) were traumatic events and 190 (39%) were nontraumatic events.¹ In 2016-17, the last year for which data across all collegiate sports are available, 19 catastrophic events occurred, five of which were fatal.¹

Overall, football has the highest number of both traumatic and nontraumatic catastrophic injuries of any collegiate sport. Since 1931, the first year in which football-specific fatality data were collected, there have been 94 traumatic fatalities in college football and 127 nontraumatic fatalities.⁴ More recently, since 1960 there have been 51 traumatic fatalities and 99 nontraumatic in football.⁴ After adjusting for the total number of participating athletes, football is joined by male gymnastics, female skiing, male ice hockey and female gymnastics for the highest rates of traumatic catastrophic injury.¹ Traumatic events in football had fallen every decade from 1960 until 1994. That decline is associated with rule modifications based on research,^{5,6} enhanced medical care and education. Since 1994, the number of traumatic injuries has varied, but at a level generally lower than those of the 1970s and 1980s.¹

Since 1970, in both high school and college football, nontraumatic fatalities have outnumbered traumatic fatalities. Nontraumatic deaths in American football have remained relatively steady for more than five decades. Data from 2017⁴ reveal the current decade will continue this unfortunate and often preventable trend of nontraumatic death that occurs largely in out-of-season or preseason workouts. From 2001 to 2017, the ratio of nontraumatic to traumatic death in collegiate football was 5:1 — 35 nontraumatic deaths compared with seven traumatic fatalities.⁴

While rule modification has the potential to decrease nontraumatic deaths in certain situations (e.g., verification of sickle cell trait decreasing exertional collapse associated with sickle cell trait in Division I football), the policy and procedures to prevent nontraumatic catastrophic death have not kept pace with strength and conditioning sessions and practice sessions that continue to be the setting for record rates of high school and college athlete deaths. For example, of the nine nontraumatic deaths of football players at all levels of the sport in 2017, six occurred during conditioning sessions and one occurred during a strengthening session.¹ For the 2015-16 academic year, six (15%) of the 40 nontraumatic catastrophic injuries and illnesses that occurred across all sports and all levels of competition took place during strength and conditioning sessions.¹ This means that across all sports beside football, nontraumatic injuries are occurring in practice sessions overseen by sport coaches and not during strength and conditioning sessions.

Policy Developments

Available research provides insight into risk factors for catastrophic injury and has led to policy decisions meant to mitigate those risks. Established research demonstrates that NCAA Division I football athletes with sickle cell trait are at a higher risk of nontraumatic catastrophic events, including death.^{5,7,8} In response, the last decade has seen an increase in policy recommendations for the prevention of exertional collapse associated with sickle cell trait (ECAST) in collegiate sport. In 2007, the National Athletic Trainers' Association released a consensus statement on sickle cell trait in the athlete.⁹ By 2013, all three NCAA divisions had adopted legislation requiring confirmation of student-athlete sickle cell trait status before participation.¹⁰⁻¹² This policy, in tandem with targeted on-site precautions, has resulted in a statistically significant decrease in the number of ECAST deaths in college athletes.^{13,14}

Transition periods, defined below, are often associated with poor acclimatization and fitness levels in athletes returning to activity.^{15,16} These concerns have prompted several policy developments. In 2003, the NCAA implemented preseason acclimatization legislation for football.^{17,18} In the same year, NCAA Division I passed a bylaw¹⁹ specific to Football Bowl Subdivision and Football Championship Subdivision football that requires any strength and conditioning

professional who conducts voluntary offseason weight training or conditioning activities to be certified in first aid and cardiopulmonary resuscitation and to be accompanied by a member of the sports medicine staff who has unchallengeable authority to cancel or modify the workout for health and safety reasons. NCAA Division II passed similar legislation one year later.²⁰ In Division I, the unchallengeable authority component of this legislation was extended to all sports other than football in situations when a member of the sports medicine staff is present at a workout. In 2012, NATA released interassociation best practices on the prevention of sudden death in collegiate athletes during strength and conditioning drills.¹⁵ As of 2016, all three NCAA divisions have legislation that requires strength and conditioning professionals to have a certification from either a nationally recognized strength and conditioning certification program^{21,22} or from an accredited strength and conditioning certification program.²³

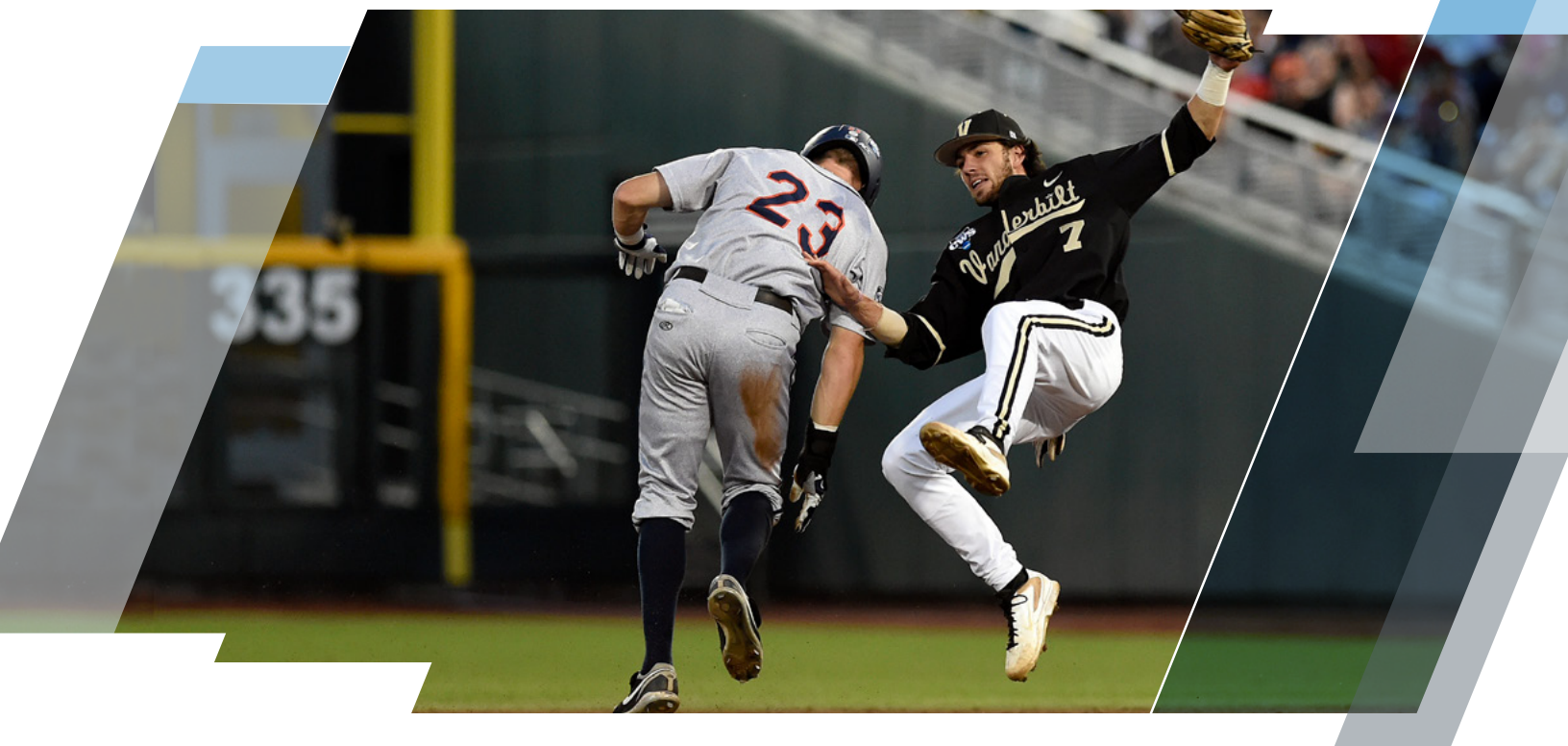
However, despite these policy developments, catastrophic injuries and fatalities continue to occur. In recent years, most of the fatalities are from nontraumatic causes. These can be mitigated at the member school with appropriate strategies.

Prevention Strategies

Nontraumatic deaths can be mitigated locally through implementation of consensus- and science-based recommendations. Yet, the number of nontraumatic

fatalities are twice those of traumatic fatalities. There have been 99 nontraumatic deaths in collegiate football compared to 51 traumatic deaths since 1960. Just as most of the fatal head injuries and catastrophic cervical spine injuries occurring from 1960 to 1975 can be directly related to the style of play in the sport of football during that time,²⁴⁻²⁶ nontraumatic, exertion-related death is directly related to the conduct and construct of workouts intended to prepare athletes to play sport.^{5,16,27,28} Whereas spearing is often the mechanism for traumatic catastrophic injury and death in football,^{25,26} intense, sustained exertion that is not sport-specific and does not include appropriate work-to-rest ratios, coupled with modifications for individual risk and precautions, is too often the mechanism for exertion-related nontraumatic fatality.^{5,9,16,27-29}

Since 1970, traumatic deaths have undergone a steep and steady decline; nontraumatic deaths, however, have remained steady since 1960. The current era, from 2000 to present, is notable for the following: year-round training for football coupled with the highest incidence of nontraumatic sport-related training deaths in football in recorded history. A proper combination of strategies to prevent the condition from arising in the first place; ensurance of optimal medical care delivery by key stakeholders on-site; and transparency and accountability in workouts should help to eliminate such nontraumatic deaths — a major goal of this document.





INTERASSOCIATION RECOMMENDATIONS:

PREVENTING CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES

Best practices for preventing catastrophic injury and death in collegiate sport are organized into six key areas.

RECOMMENDATION 1 | SPORTSMANSHIP

The principle of sportsmanship is foundational to NCAA athletics competition and creates a moral and ethical framework within which athletics competition occurs. This framework rejects any intentional effort by athletes to use any part of their body, uniform or protective equipment as a weapon to injure another athlete or themselves.³⁰ This philosophical commitment is further amplified by expressed statements about the value of sportsmanship in sport playing rules.³¹⁻³³ The avoidance of on-field or on-court behaviors intended to cause injury to another athlete must become part of the cultural foundation from which all subsequent sport safety initiatives arise.

While acknowledging that football, like other contact/collision sports, is an aggressive, rugged contact sport, the rules of football and of all other sports identify a responsibility shared by all involved to conduct themselves according to a shared ethical code.³³ This code requires that the head and helmet not be used as a weapon, and that unsportsmanlike efforts to deliberately injure an opponent are outside the boundaries of fair and legal play. The act does

not need to be purposeful to be considered an infraction.

Given this commitment to sportsmanship, coupled with the considerable safety implications of its violation, the following recommendations regarding deliberate injury to an opponent should be considered in all sports:

1. A player should be ejected immediately from competition (in addition to a particular penalty) for a first infraction.
2. Video replay (when available) after the competition can verify missed calls and could lead to suspension from the next competition. Conferences play a crucial role in this process and should commit themselves to this responsibility.
3. Officials who fail to call such infractions should be educated and/or disciplined appropriately.
4. In helmeted sports, rules should be further developed to prohibit and penalize the initiation of contact with the head/helmet and should be uniformly enforced.



RECOMMENDATION 2 | PROTECTIVE EQUIPMENT

Protective equipment that is used in sport typically must be manufactured and maintained according to performance and safety standards promulgated by standards organizations such as the National Operating Committee on Standards for Athletic Equipment^{34,35} and ASTM International.³⁶ When sport playing rules require equipment to comply with existing standards, the legality of the equipment is dependent on compliance, certification or both with existing standards. For example, current playing rules in the sport of football require that helmets be manufactured and maintained according to standards established by NOCSAE. These standards have been demonstrated to reduce the occurrence of

catastrophic brain injury.³⁷ In some cases, as with the helmet in the sport of football, equipment must be maintained through a reconditioning process. Where this responsibility exists, member institutions must remain vigilant about ensuring necessary maintenance to ensure the continued safety and legality of protective equipment.

The following should be implemented across all sports:

- Every member school should establish policy to ensure annual certification, recertification and compliance, as appropriate, with all protective equipment standards.

RECOMMENDATION 3 | ACCLIMATIZATION AND CONDITIONING

Many nontraumatic deaths take place during the first week of activity of a transition period in training.¹⁵ Given this fact, it is imperative to recognize the vulnerability during these periods and to ensure that both proper exercise and heat acclimatization are implemented.

Transition periods hold particular risk, but absent adherence to established standards, best practices and precautions, collegiate athletes are at risk at all points in the offseason regimen. For example, February and July typically are not transition times, yet from 2000 to 2017, they are the deadliest months of winter and summer training in collegiate football.²⁸ Acclimatization and physiologic progression with a basis of exercise science and sport specificity are the cornerstones of safe conditioning and physical activity. It takes approximately seven to 10 days for the body to acclimatize to the physiologic and environmental stresses placed upon it at the start of a conditioning or practice period, especially during periods of warm or hot weather.^{15,38,39}

Acclimatization, especially heat acclimatization, can occur only through repeated exposure to a hot environment⁴⁰ while progressively increasing the volume and intensity of physical activity.⁴¹ Unfortunately, perceived time pressures by coaches coupled with the culture of certain sports that excesses in training make athletes tough, disciplined and accountable contribute to a tendency to overload athletes during transition periods.^{15,42}

A minimum expectation is that **all** strength and conditioning sessions, regardless of when in the year they occur, should be evidence- or consensus-based; sport-specific; intentionally administered; appropriately monitored, regardless of the phase of training; and not punitive in nature.

For acclimatization and conditioning, the following direction should be considered for all sports and by any individual responsible for the planning and/or implementation of training and conditioning sessions, whether that be a strength and conditioning professional or a sport coach:

1. Training and conditioning sessions should be introduced intentionally, gradually and progressively to encourage proper exercise

acclimatization and to minimize the risk of adverse effects on health. This is especially important during the first seven days of any new conditioning cycle, which should be considered a *transition period*. A lack of progression and sport-specificity in the volume, intensity, mode and duration of conditioning programs in transition periods has been noted as a primary factor in nontraumatic fatalities.¹⁶ Importantly, in this period of year-round sport, new conditioning cycles can occur several times throughout the year and are not limited to the beginning of a competitive season. During transition periods, athletes should be instructed to avoid additional volunteer sessions of physical activity (e.g., 7-on-7 drills, pickup games, drill work). Physical activity schedules during transition periods should be well prescribed, accounting for all sources of physical activity in which an athlete engages.

Examples of transition periods for athletes include, but are not limited to:

- a. Individual transitions.
 - (1) Athletes new to the program.
 - (2) Returning after an injury or illness.
 - (3) Any delayed participation relative to the team schedule.
 - b. Team transitions.
 - Resumption of training after an academic break (e.g., winter, spring, summer breaks).
2. Training and conditioning sessions should be exercise-science based and physiologically representative of the sport and its performance components. Conditioning programs should begin with work-to-rest ratio intervals appropriate for the goals of the training session and that allow for proper recovery.
 3. Collegiate athletes are especially vulnerable to exertional injuries during the first four days of transition periods, and the data support that modifications in these periods can greatly decrease the risk of catastrophic events.¹⁴ During this time, training and conditioning sessions should be appropriately calibrated and include

limitations on total volume and intensity of activity. This may be accomplished in several ways. For example, holding only one training and conditioning session per day during the transition period may be effective for limiting the volume of physical activity.

- a. Properly training during transition periods also should greatly reduce or eliminate rhabdomyolysis, which is largely preventable. Since 2007, 57 NCAA collegiate athletes have been reported as suffering from exertional rhabdomyolysis in nine team outbreaks representing eight different institutions, with 51 of the afflicted athletes requiring hospitalization.⁴³ Novel overexertion, or exertion caused by new activities or at unaccustomed volume or intensity, is the most common cause of exertional rhabdomyolysis and is characterized as too much, too soon and too fast in a workout regimen.¹⁴ Team outbreaks of exertional rhabdomyolysis in NCAA athletes have similarities of irrationally intense workouts designed and conducted by coaches and/or strength and conditioning professionals.⁴³
- b. When phasing in activity during transition periods, athletics staff members should consider the following:
 - (1) Days/week.
 - (2) Body part.
 - (3) Activity/exercise.
 - (4) Sets/repetitions/distance.
 - (5) Load (percent of one-repetition maximum, i.e., 1RM).
 - (6) Work-rest ratio.
 - (7) Modifications: position; individual; return from injury; environment.

4. All training and conditioning sessions should be documented. In addition, all training and conditioning sessions should:
 - a. Be approved by a credentialed strength and conditioning professional, or by the head sport coach at institutions that do not employ strength and conditioning professionals.
 - b. Address exercise volume, intensity, mode and duration.
 - c. Ensure the location of the training and conditioning session is identified in the plan to accommodate venue-specific emergency action planning.
 - d. Be reproducible upon request and be shared with the primary athletics health care providers (team physician and athletic trainer) before the session in which they are to be used.
 - e. Be modified in response to hazardous environmental conditions, scheduling considerations, etc. The amended workout plan should maintain the above principles.
5. A disciplinary system should be developed and applied to strength and conditioning professionals and sport coaches who fail to follow these recommendations. Such penalties could include suspension and/or termination by the member school. Additionally, failure to follow the recommendations could be a reportable offense by member schools to the NCAA.

RECOMMENDATION 4 | EMERGENCY ACTION PLAN

There is broad agreement that the most effective way to prevent catastrophic fatalities and manage nonfatal catastrophic events is through a sound and well-rehearsed emergency action plan.^{13,15,29,44,45} Venue-specific emergency action plans are a cornerstone of emergency readiness for campus and athletics health care providers.^{38,46}

Emergency action plans should be readily available to all members of the athletics community, located both centrally and at each venue at which athletics activities will occur and should be rehearsed with all relevant sports medicine and coaching staff at least once a year. The equipment necessary to execute the emergency action plan should be available to each venue at which athletics activities will occur. Emergency action plan rehearsal also should be incorporated into new employee orientation.

At a minimum, well-rehearsed and venue-specific emergency action plans should be developed for the following nontraumatic catastrophic events:

1. Head and neck injury.
2. Cardiac arrest.
3. Heat illness and heat stroke.
4. Exertional rhabdomyolysis.
5. Exertional collapse associated with sickle cell trait.
6. Any exertional or nonexertional collapse.
7. Asthma.
8. Diabetic emergency.
9. Mental health emergency.

In addition, well-rehearsed and venue-specific emergency action plans should be consistent with the NCAA Concussion Safety Protocol Checklist.⁴⁷ This checklist was created in response to NCAA legislation passed by the Division I conferences with autonomy in January 2015,⁴⁷ and subsequently by all three divisions. The checklist facilitates the development of a comprehensive and coordinated set of policies to guide institutions in the diagnosis and management of collegiate athlete concussions and in the eventual return to play and return to the classroom by those athletes. Concussion emergency action plans should be created for the following suspected conditions:

1. Concussion.
2. Moderate or severe traumatic brain injury.

3. Cervical spine injuries.

Special considerations:

1. Cardiac emergencies — Research has shown that in sudden cardiac arrest, the probability of survival drops by 7-10% for every minute of active arrest, whereas the probability of survival is 89% in properly administered CPR and automated external defibrillators.^{48,49} The location of AEDs should be documented and should reflect a strategy that ensures their arrival at the scene of a collapse with the target goal of collapse-to-shock in less than three minutes.⁴⁹ All AEDs should be checked at least monthly to assure they are fully charged.⁴⁹
2. Exertional heat illness emergencies — Exertional heatstroke is a medical emergency that is characterized by extreme hyperthermia (>40.0 degrees C/>104 degrees F) and central nervous system dysfunction such as altered behavior or decreased consciousness.⁴¹ To differentiate heatstroke from other acute medical events, primary athletics health care providers should be prepared to measure core body temperature using rectal thermometry. Rectal temperature has been demonstrated as the most accurate method for measuring body temperature, whereas other methods such as axillary, tympanic (aural), temporal, oral and skin measurements are not valid or reliable predictors of core temperature.⁵⁰ During warm weather events, but especially pre-season practices of fall season sports, resources (e.g., equipment and personnel) should be readily available to ensure that full-body ice water immersion can be conducted in a timely manner. Full-body immersion in cold water (1.7 degrees C to 15.0 degrees C/35 degrees F to 59 degrees F) is the most effective immediate treatment of exertional heatstroke, with fatality rates close to zero if the body temperature is brought to less than 40.0 degrees C within 30 minutes after collapse.⁴¹ Full-body cold water immersion should be conducted before patient transport, and should be continued until the body has cooled to a temperature below 38.9 degrees C/102 degrees F. During cold water immersion, body temperature should be continuously monitored with rectal thermometry.



RECOMMENDATION 5: RESPONSIBILITIES OF ATHLETICS PERSONNEL

Physical activity never should be used for punitive purposes. Exercise as punishment invariably abandons sound physiologic principles and elevates risk above any reasonable performance reward.¹⁵ As stated in the 2014-15 NCAA Sports Medicine Handbook, this principle has been reinforced by the NCAA Committee on Competitive Safeguards and Medical Aspects of Sports.⁵¹ All athletics personnel, including both sport and strength and conditioning professionals, as well as primary athletics health care providers, should intervene when they suspect that physical activity is being used as punishment. Although “intent” of punishment may be difficult to establish, punishment workouts use unsound physiological principles, as enumerated in this document.

All training and conditioning sessions should be administered by personnel with demonstrated competency in the safe and effective development and implementation of training and conditioning activities, and with the necessary training to respond to emergency situations arising from those activities.

NCAA bylaws in all three divisions require that strength and conditioning professionals have a strength and conditioning certification from either a nationally accredited²³ or nationally recognized,^{21,22} strength and conditioning certification program. Additional NCAA bylaws in Division I¹⁹ require that strength and conditioning professionals must be accompanied by members of the sports medicine staff when conducting voluntary, offseason conditioning sessions. In these situations, NCAA bylaws in both Divisions I and II^{19,20} require the sports medicine staff members have unchallengeable authority to cancel or modify workouts for health and safety reasons.

In Division III, where the presence of full-time strength and conditioning professionals may be less frequent, and where as a result, sport coaches may provide strength and conditioning services to all collegiate athletes, legislation is more nuanced. Any sport coach can conduct an in-season workout without needing a strength and conditioning certification. Only strength and conditioning professionals with nationally recog-

nized certifications can conduct voluntary workouts in the offseason, and then only during the regular academic year and only if the voluntary workouts are being conducted for all collegiate athletes.²¹ This legislation anticipates a situation when a sport coach is otherwise serving a broader, campus-wide responsibility as strength and conditioning beyond the sport he or she coaches.

The following questions about the strength and conditioning credential should be considered when hiring a strength and conditioning professional:

1. Is the strength and conditioning credential one that reflects attaining relevant competencies in the delivery of strength and conditioning services to collegiate athletes and teams?
2. Is the credential conferred by a certification program/process that is nationally accredited?
3. What are the requisite educational standards required for certification eligibility, and the continuing education requirements required by the certification program?
4. Does the certification require CPR and AED certification?
5. Does the certification require a baccalaureate degree or higher, and is it in a degree field with relevance to the provision of strength and conditioning services?

The current state of credentialing across the strength and conditioning profession makes it difficult to ensure that all strength and conditioning professionals have the requisite competency to safely and effectively conduct conditioning sessions. Many organizations currently offer “strength and conditioning” credentials, though there is significant variability in both the content represented by these credentials and the rigor required to attain them. The complete absence of state regulation further complicates this landscape because there is no clearly established strength and conditioning scope of practice, and therefore, there is no authoritative accounting of the knowledge and skill domains required for the safe and effective practice of a strength and conditioning professional. If carefully considered, the five questions above can assist

institutions in identifying strength and conditioning credentials reflecting the attainment of minimal competence in the provision of strength and conditioning services. Moreover, the U.S. Registry of Exercise Professionals (see usreps.org/Pages/Default.aspx) contains those strength and conditioning professions with certifications from programs accredited by the National Commission for Certifying Agencies. NCCA accreditation is considered a marker of quality for certification programs in the health and/or medical domains.

An additional problem arises through the increasingly close alignment between sport coaches and strength and conditioning professionals, especially in the sport

of football. Strength and conditioning professionals frequently are hired by the head football coach, and/or subject to their administrative oversight. This alignment is problematic because it contributes to the perception that strength and conditioning professionals are members of the coaching staff rather than independently credentialed strength and conditioning professionals. Such singular alignment and reporting are not consistent with this document. All strength and conditioning professionals should have a reporting line into the sports medicine or sport performance lines of the institution. This includes sport coaches who have responsibility for providing strength and conditioning services across all sport teams.

RECOMMENDATION 6 | EDUCATION AND TRAINING

Beyond strength and conditioning professionals, each institution should adopt requirements for the education and training of athletics personnel, including as a minimum, but not limited to, strength and conditioning professionals, sport coaches and primary athletics health care providers. Education should focus on preventing catastrophic injury and sudden death in sport. Such education and training should occur annually. Regular education not only can serve to improve the recognition and response skills of those who may be involved in a catastrophic event but also can contribute to a heightened state of organizational mindfulness that contributes to an environment of emergency readiness. Education and prevention strategies should be customized for the unique learning needs of relevant stakeholders and their roles on the athletics team.

Such training should include the following:

1. Foundational information regarding emergency action plans.
2. Environmental monitoring (heat/humidity, lightning).
3. Head and neck injuries.
4. Cardiac arrest.
5. Heat illness and heatstroke.
6. Exertional Rhabdomyolysis.
7. Exertional collapse associated with sickle cell trait.
8. Any exertional or nonexertional collapse.
9. Asthma.
10. Diabetic emergency.
11. Mental health emergency.
12. Proper training principles/principles of periodization.





SPORT SCIENCE
INSTITUTE™

INTERASSOCIATION RECOMMENDATIONS | CHECKLIST

PREVENTING CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES

This checklist will help the athletics health care administrator to ensure that policies are in place and followed, and are consistent with this document, *Interassociation Recommendations: Preventing Catastrophic Injury and Death in Collegiate Athletes*.

1

TRAUMATIC: GENERAL

YES

NO

COMMENTS

In all sports, all practices and competitions adhere to existing ethical standards.

☐☐

In all sports, using playing or protective equipment as a weapon is prohibited during all practices and competitions.

☐☐

In all practices and competitions, deliberately inflicting injury on another player is prohibited.

☐☐

All playing and protective equipment, as applicable, meets relevant equipment safety standards and related certification requirements.

☐☐

There is a regularly rehearsed emergency action plan consistent with the Concussion Safety Protocol Checklist for all venues at which practices or competitions are conducted.

☐☐

There is a regularly rehearsed emergency action plan consistent with the Concussion Safety Protocol Checklist for all suspected concussions.

☐☐

There is a regularly rehearsed emergency action plan consistent with the Concussion Safety Protocol Checklist for all suspected moderate or severe traumatic brain injuries.

☐☐

There is a regularly rehearsed emergency action plan consistent with the Concussion Safety Protocol Checklist for all suspected cervical spine injuries.

☐☐

Annual education and prevention strategies about catastrophic injuries are provided to all sports coaches.

☐☐

Annual education and prevention strategies about catastrophic injuries are provided to all strength and conditioning professionals.

☐☐

TRAUMATIC: GENERAL CONTINUED	YES	NO	COMMENTS
Annual education and prevention strategies about catastrophic injuries are provided to all primary athletics health care providers (i.e., team physicians and athletic trainers).	<input type="checkbox"/>	<input type="checkbox"/>	
Annual education and prevention strategies about catastrophic injuries are provided to all collegiate athletes.	<input type="checkbox"/>	<input type="checkbox"/>	
Annual education and prevention strategies about catastrophic injuries are provided to all athletics administrators.	<input type="checkbox"/>	<input type="checkbox"/>	

2 TRAUMATIC: CONTACT/COLLISIONS HELMETED SPORTS

YES	NO	COMMENTS
<input type="checkbox"/>	<input type="checkbox"/>	All contact/collision, helmeted practices and competitions adhere to existing ethical standards.
<input type="checkbox"/>	<input type="checkbox"/>	All contact/collision, helmeted practices and competitions adhere to keeping the head out of blocking and tackling.
<input type="checkbox"/>	<input type="checkbox"/>	All contact/collision, helmeted practices and competitions adhere to prohibiting the use of the helmet as a weapon.
<input type="checkbox"/>	<input type="checkbox"/>	All contact/collision, helmeted practices and competitions adhere to not deliberately inflicting injury on another player.
<input type="checkbox"/>	<input type="checkbox"/>	All contact/collision, helmeted practices and competitions adhere to maintaining and certifying helmets to existing helmet safety standards.

3 NON-TRAUMATIC: GENERAL

YES	NO	COMMENTS
<input type="checkbox"/>	<input type="checkbox"/>	All practices and strength and conditioning sessions adhere to established scientific principles of acclimatization and conditioning.
<input type="checkbox"/>	<input type="checkbox"/>	Conditioning periods are phased in gradually and progressively to encourage proper exercise acclimatization and to minimize the risk of adverse effects on health.
<input type="checkbox"/>	<input type="checkbox"/>	The first seven days of any new conditioning cycle are considered a transition period and a time of physiologic vulnerability for athletes.
<input type="checkbox"/>	<input type="checkbox"/>	Transition periods for athletes include, but are not limited to, returning after an injury or illness.
<input type="checkbox"/>	<input type="checkbox"/>	Transition periods for athletes include, but are not limited to, returning after school break (e.g., winter, spring, summer).

NON-TRAUMATIC: GENERAL CONTINUED	YES	NO	COMMENTS
Transition periods for athletes include, but are not limited to, beginning as a delayed start.	<input type="checkbox"/>	<input type="checkbox"/>	
Training and conditioning sessions are appropriately calibrated and include limitations on total volume and intensity of activity, especially during the first four days of transition periods.	<input type="checkbox"/>	<input type="checkbox"/>	
All workouts have a written plan that is exercise science-based, physiologically sport-specific, and tailored to the individual.	<input type="checkbox"/>	<input type="checkbox"/>	
Workout plans are approved by a credentialed strength and conditioning professional, or the responsible sport coach if a strength and conditioning professional is not available at the institution.	<input type="checkbox"/>	<input type="checkbox"/>	
Components of the workout plan include volume, intensity, mode and duration.	<input type="checkbox"/>	<input type="checkbox"/>	
The activity location is stated in the workout plan to accommodate venue-specific emergency action planning.	<input type="checkbox"/>	<input type="checkbox"/>	
Workout plans are reproducible upon request and shared with the primary athletics health care providers (team physician and athletic trainer) before the session in which they are to be used.	<input type="checkbox"/>	<input type="checkbox"/>	
Modification due to hazardous environmental conditions, scheduling considerations, etc., is supported. The amended workout plan maintains the above principles.	<input type="checkbox"/>	<input type="checkbox"/>	
Exercise never is used for punitive purposes.	<input type="checkbox"/>	<input type="checkbox"/>	
Educational background, sport experience and credentialing are verified for all strength and conditioning professionals.	<input type="checkbox"/>	<input type="checkbox"/>	
All strength and conditioning professionals have a reporting line into the sports medicine or sport performance lines of the institution.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for all venues in which practices or competitions are conducted.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for head and neck injuries.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for cardiac arrest.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for exertional heat illness and heat stroke.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for exertional rhabdomyolysis.	<input type="checkbox"/>	<input type="checkbox"/>	

NON-TRAUMATIC: GENERAL CONTINUED	YES	NO	COMMENTS
Emergency action plans are developed and rehearsed annually for exertional collapse associated with sickle cell trait.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for any exertional or non-exertional collapse.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for asthma.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for diabetic emergency.	<input type="checkbox"/>	<input type="checkbox"/>	
Strength and conditioning venues have emergency action plans specific to the venue, sport and circumstances.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for strength and conditioning professionals.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for sport coaches.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for athletic trainers.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for team physicians.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for collegiate athletes.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for athletics administrators.	<input type="checkbox"/>	<input type="checkbox"/>	

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APPENDIX A

2016 SAFETY IN COLLEGE FOOTBALL SUMMIT AGENDA

AGENDA

National Collegiate Athletic Association
Safety in College Football Summit

Orlando, Florida

February 10-11, 2016

DAY 1

1. **Welcome and summit overview. (Scott Anderson and Brian Hainline)**
2. **Topic 1: Sensor and clinical data regarding football practice and head exposure.**
 - a. Campus research. (Stefan Duma, Thomas Druzgal, Jacob Marucci, Jason Mihalik)
 - b. Big 12 research. (Scott Anderson, Allen Hardin)
 - c. Roundtable discussion and report out.
 - d. Referendum: Year-round football practice contact.
3. **Topic 2: Catastrophic injury in football.**
 - a. Traumatic. (Kevin Guskiewicz)
 - b. Nontraumatic. (Scott Anderson, Doug Casa)
 - c. Roundtable discussion and report out.
 - d. Referendum: Action plan for mitigating catastrophic injury in football.
4. **Topic 3: Diagnosis and management of sport-related concussion guidelines.**
 - a. Guidelines overview. (Brian Hainline, Scott Anderson)
 - b. Concussion diagnosis and management update: New data from Concussion Assessment, Research and Education Consortium. (Steven Broglio, Thomas McAllister, Michael McCrea)
 - c. Re-examining concussion treatment: Agreements from the TEAM meeting? (Anthony Kontos)
 - d. Roundtable discussion and report out.
 - e. Referendum: Diagnosis and management of sport-related concussion.

DAY 2

1. **Opening remarks. (Scott Anderson and Brian Hainline)**
2. **Topic 4: Independent medical care. (Scott Anderson and Brian Hainline)**
 - a. Roundtable discussion and report out.
 - b. Referendum: Independent medical care.
3. **Topic 5: Interassociation consensus statements.**
 - a. Year-round football practice contact.
 - b. Catastrophic injury in football.
 - c. Diagnosis and management of sport-related concussion.
 - d. Independent medical care.
4. **Closing remarks.**

APPENDIX B

2016 SAFETY IN COLLEGE FOOTBALL SUMMIT PARTICIPANTS

Jeff Allen, Head Athletic Trainer, University of Alabama
(attending on behalf of Nick Saban)

Scott Anderson, College Athletic Trainers' Society,
University of Oklahoma

Doug Aukerman, Pac-12 Conference

Julian Bailes, M.D., Congress of Neurological Surgeons,
American Association of Neurological Surgeons

Stevie Baker-Watson, Director of Athletics,
DePauw University

Brad Bankston, Commissioner, Old Dominion
Athletic Conference

Karl Benson, Commissioner, Sun Belt Conference

Bob Boerigter, Commissioner, Mid-America
Intercollegiate Athletics Association

Bob Bowlsby, Commissioner, Big 12 Conference;
Chair, Football Oversight Committee

Matthew Breiding, Centers for Disease Control
and Prevention

Steve Broglio, M.D., Principal Investigator,
CARE Consortium, University of Michigan

William Bynum, President, Mississippi Valley State
University

Jeff Bytowski, D.O., American Osteopathic Academy
of Sports Medicine

Carolyn Campbell-McGovern, The Ivy League

Doug Casa, Ph.D., Consortium Director, Division on
Exertional Injury, National Center for Catastrophic Sport
Injury Research; Chief Executive Officer, Korey Stringer
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University of Connecticut

Bob Casmus, Committee on Competitive Safeguards and
Medical Aspects of Sports, Catawba College

Scott Caulfield, National Strength and Conditioning
Association

Randy Cohen, National Athletic Trainers' Association

Bob Colgate, National Federation of State High School
Associations

Dawn Comstock, Associate Professor, University of
Colorado, Denver

Kevin Crutchfield, M.D., American Academy of Neurology

Ty Dennis, Division II Student-Athlete Advisory
Committee, Minnesota State University, Mankato

Jon Divine, M.D., President, American Medical Society
for Sports Medicine

Tom Dompier, Ph.D., President, Datalys Center for
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Jason Druzgal, M.D., Neuroradiologist, University
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Engineering and Sciences, Virginia Polytechnic Institute
and State University

Ruben Echemendia, Ph.D., President, Sports
Neuropsychology Society

Brent Feland, M.D., Collegiate Strength and Conditioning
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Scott Gines, Director of Athletics, Texas A&M University-
Kingsville

Kevin Guskiewicz, Ph.D., University of North Carolina,
Chapel Hill

Allen Hardin, Senior Associate Athletics Director,
University of Texas at Austin

Steven Hatchell, President, National Football Foundation

Bill Heinz, Chair, Sports Medicine Advisory Committee,
National Federation of State High School Associations

Jaime Hixson, Associate Commissioner, Mountain West
Conference

Peter Indelicato, American Orthopaedic Society for
Sports Medicine

Nick Inzerello, Senior Director, Football Development,
USA Football

Jay Jacobs, Division I Strategic Vision and Planning
Committee, Auburn University

Chris Jones, Division I Football Oversight Committee
(proxy), University of Richmond

Kerry Kenny, Assistant Commissioner,
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Anthony Kontos, Ph.D., Assistant Research Director,
Sports Medicine Concussion Program, University
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CARE Consortium

Michael McCrea, Ph.D., Principal Investigator,
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William Meehan, M.D., American Academy of Pediatrics

Jason Mihalik, Ph.D., University of North Carolina,
Chapel Hill

Bob Murphy, Board Member, College Athletic
Trainers' Society

Bob Nielson, Chair, NCAA Football Rules Committee
Scott Oliaro, Board Member, College Athletic Trainers' Society
Kene Orjioke, Division I Student-Athlete Advisory Committee, University of California, Los Angeles
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Julie Cromer Peoples, Senior Woman Administrator, University of Arkansas, Fayetteville
Sourav Poddar, M.D., American College of Sports Medicine
Kayla Porter, Division III Student-Athlete Advisory Committee, Frostburg State University
Rogers Redding, Secretary-Rules Editor, NCAA Football Rules Committee
Yvette Rooks, Board Member, College Athletic Trainers' Society
Eric Rozen, Board Member, College Athletic Trainers' Society
Scott Sailor, President, National Athletic Trainers' Association

Jon Steinbrecher, Commissioner, Mid-American Conference
Ken Stephens, National Operating Committee on Standards for Athletic Equipment
Edward Stewart, Senior Associate Commissioner, Big 12 Conference
Michael Strickland, Senior Associate Commissioner, Atlantic Coast Conference
Grant Teaff, Executive Director, American Football Coaches Association
Buddy Teevens, Coach, Dartmouth College
James Tucker, M.D., Board Member, College Athletic Trainers' Society
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Alfred White, Senior Associate Commissioner, Conference USA

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Brian Hainline, Chief Medical Officer, NCAA
Kathleen McNeely, Chief Financial Officer, NCAA
Terrie Meyer, Executive Assistant, Sport Science Institute

John Parsons, Director, Sport Science Institute
Chris Radford, Associate Director, Public and Media Relations
Stephanie Quigg, Director, Academic and Membership Affairs



APPENDIX C

ENDORISING ORGANIZATIONS

The following organizations have endorsed this document:

- American Association of Neurological Surgeons
- American Medical Society for Sports Medicine
- American Orthopaedic Society for Sports Medicine
- American Osteopathic Academy of Sports Medicine
- College Athletic Trainers' Society
- Collegiate Strength and Conditioning Coaches Association
- Congress of Neurological Surgeons
- Korey Stringer Institute
- National Athletic Trainers' Association
- National Strength and Conditioning Association
- National Operating Committee for Standards on Athletic Equipment
- Sports Neuropsychology Society

The following organization has affirmed the value of this document:

- American Academy of Neurology





SPORT SCIENCE
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PREVENTING CATASTROPHIC INJURY
AND DEATH IN COLLEGIATE ATHLETES | JULY 2019





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INTERASSOCIATION RECOMMENDATIONS | CHECKLIST

PREVENTING CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES

This checklist will help the athletics health care administrator to ensure that policies are in place and followed, and are consistent with this document, *Interassociation Recommendations: Preventing Catastrophic Injury and Death in Collegiate Athletes*.

1

TRAUMATIC: GENERAL

YES

NO

COMMENTS

In all sports, all practices and competitions adhere to existing ethical standards.

☐
☐

In all sports, using playing or protective equipment as a weapon is prohibited during all practices and competitions.

☐
☐

In all practices and competitions, deliberately inflicting injury on another player is prohibited.

☐
☐

All playing and protective equipment, as applicable, meets relevant equipment safety standards and related certification requirements.

☐
☐

There is a regularly rehearsed emergency action plan consistent with the Concussion Safety Protocol Checklist for all venues at which practices or competitions are conducted.

☐
☐

There is a regularly rehearsed emergency action plan consistent with the Concussion Safety Protocol Checklist for all suspected concussions.

☐
☐

There is a regularly rehearsed emergency action plan consistent with the Concussion Safety Protocol Checklist for all suspected moderate or severe traumatic brain injuries.

☐
☐

There is a regularly rehearsed emergency action plan consistent with the Concussion Safety Protocol Checklist for all suspected cervical spine injuries.

☐
☐

Annual education and prevention strategies about catastrophic injuries are provided to all sports coaches.

☐
☐

Annual education and prevention strategies about catastrophic injuries are provided to all strength and conditioning professionals.

☐
☐

PREVENTING CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES | CHECKLIST

TRAUMATIC: GENERAL CONTINUED	YES	NO	COMMENTS
Annual education and prevention strategies about catastrophic injuries are provided to all primary athletics health care providers (i.e., team physicians and athletic trainers).	<input type="checkbox"/>	<input type="checkbox"/>	
Annual education and prevention strategies about catastrophic injuries are provided to all collegiate athletes.	<input type="checkbox"/>	<input type="checkbox"/>	
Annual education and prevention strategies about catastrophic injuries are provided to all athletics administrators.	<input type="checkbox"/>	<input type="checkbox"/>	

2 TRAUMATIC: CONTACT/COLLISIONS HELMETED SPORTS	YES	NO	COMMENTS
All contact/collision, helmeted practices and competitions adhere to existing ethical standards.	<input type="checkbox"/>	<input type="checkbox"/>	
All contact/collision, helmeted practices and competitions adhere to keeping the head out of blocking and tackling.	<input type="checkbox"/>	<input type="checkbox"/>	
All contact/collision, helmeted practices and competitions adhere to prohibiting the use of the helmet as a weapon.	<input type="checkbox"/>	<input type="checkbox"/>	
All contact/collision, helmeted practices and competitions adhere to not deliberately inflicting injury on another player.	<input type="checkbox"/>	<input type="checkbox"/>	
All contact/collision, helmeted practices and competitions adhere to maintaining and certifying helmets to existing helmet safety standards.	<input type="checkbox"/>	<input type="checkbox"/>	

3 NON-TRAUMATIC: GENERAL	YES	NO	COMMENTS
All practices and strength and conditioning sessions adhere to established scientific principles of acclimatization and conditioning.	<input type="checkbox"/>	<input type="checkbox"/>	
Conditioning periods are phased in gradually and progressively to encourage proper exercise acclimatization and to minimize the risk of adverse effects on health.	<input type="checkbox"/>	<input type="checkbox"/>	
The first seven days of any new conditioning cycle are considered a transition period and a time of physiologic vulnerability for athletes.	<input type="checkbox"/>	<input type="checkbox"/>	
Transition periods for athletes include, but are not limited to, returning after an injury or illness.	<input type="checkbox"/>	<input type="checkbox"/>	
Transition periods for athletes include, but are not limited to, returning after school break (e.g., winter, spring, summer).	<input type="checkbox"/>	<input type="checkbox"/>	

PREVENTING CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES | CHECKLIST

NON-TRAUMATIC: GENERAL CONTINUED	YES	NO	COMMENTS
Transition periods for athletes include, but are not limited to, beginning as a delayed start.	<input type="checkbox"/>	<input type="checkbox"/>	
Training and conditioning sessions are appropriately calibrated and include limitations on total volume and intensity of activity, especially during the first four days of transition periods.	<input type="checkbox"/>	<input type="checkbox"/>	
All workouts have a written plan that is exercise science-based, physiologically sport-specific, and tailored to the individual.	<input type="checkbox"/>	<input type="checkbox"/>	
Workout plans are approved by a credentialed strength and conditioning professional, or the responsible sport coach if a strength and conditioning professional is not available at the institution.	<input type="checkbox"/>	<input type="checkbox"/>	
Components of the workout plan include volume, intensity, mode and duration.	<input type="checkbox"/>	<input type="checkbox"/>	
The activity location is stated in the workout plan to accommodate venue-specific emergency action planning.	<input type="checkbox"/>	<input type="checkbox"/>	
Workout plans are reproducible upon request and shared with the primary athletics health care providers (team physician and athletic trainer) before the session in which they are to be used.	<input type="checkbox"/>	<input type="checkbox"/>	
Modification due to hazardous environmental conditions, scheduling considerations, etc., is supported. The amended workout plan maintains the above principles.	<input type="checkbox"/>	<input type="checkbox"/>	
Exercise never is used for punitive purposes.	<input type="checkbox"/>	<input type="checkbox"/>	
Educational background, sport experience and credentialing are verified for all strength and conditioning professionals.	<input type="checkbox"/>	<input type="checkbox"/>	
All strength and conditioning professionals have a reporting line into the sports medicine or sport performance lines of the institution.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for all venues in which practices or competitions are conducted.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for head and neck injuries.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for cardiac arrest.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for exertional heat illness and heat stroke.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for exertional rhabdomyolysis.	<input type="checkbox"/>	<input type="checkbox"/>	

PREVENTING CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES | CHECKLIST

NON-TRAUMATIC: GENERAL CONTINUED	YES	NO	COMMENTS
Emergency action plans are developed and rehearsed annually for exertional collapse associated with sickle cell trait.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for any exertional or non-exertional collapse.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for asthma.	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency action plans are developed and rehearsed annually for diabetic emergency.	<input type="checkbox"/>	<input type="checkbox"/>	
Strength and conditioning venues have emergency action plans specific to the venue, sport and circumstances.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for strength and conditioning professionals.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for sport coaches.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for athletic trainers.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for team physicians.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for collegiate athletes.	<input type="checkbox"/>	<input type="checkbox"/>	
The institution has adopted requirements for the annual education and training for the prevention of sudden death in sport for athletics administrators.	<input type="checkbox"/>	<input type="checkbox"/>	



**INTERASSOCIATION RECOMMENDATIONS: PREVENTING
CATASTROPHIC INJURY AND DEATH IN COLLEGIATE ATHLETES
JULY 2019**

Frequently Asked Questions

This document was created to assist NCAA member institutions with questions about the document, *Interassociation recommendations: Preventing catastrophic injury and death in collegiate athletes*, which was endorsed on April 30, 2019 by the NCAA Board of Governors as association-wide policy – effective date August 1, 2019. These recommendations are the last to emerge from the 2016 NCAA Safety in College Football Summit. Unique relative to the other documents from this summit, they were developed and ultimately approved according to the Uniform Standard of Care procedures.

This document is divided into two parts. Part I addresses issues about the process by which the document was developed, reviewed and endorsed. Part II addresses issues about the content of the document itself and is shaped by questions that have emerged from the membership regarding the interpretation and implementation of the recommendations in the document.

PART I: Process of developing the recommendations.

1. What is the Uniform Standard of Care policy?

It is a procedural pathway that guides and facilitates communication between the Committee on Competitive Safeguards and Medical Aspects of Sports and the Board of Governors on issues of student-athlete health and safety that may require a consistent policy solution across the entire Association.

2. What is the origin of the Uniform Standard of Care policy?

In December 2016, the NCAA Division I Board of Directors requested CSMAS assistance to develop language to capture “unified standards of care” for student-athlete health and safety matters. This request was in support of its report to the NCAA Board of Governors Ad Hoc Committee on Structure and Composition, and specifically addressed the roles and responsibilities of the Board of Governors “to monitor and provide direction in student-athlete health and safety matters that require a unified standard of care and/or pose legal risk to the Association.”

In March 2017, CSMAS satisfied this request by recommending a policy framework that would facilitate association-wide action when, on occasion, an issue of significance arises that not only poses a substantial challenge to the principle of student-athlete well-being, but also requires a uniform, Association-wide response to address that challenge. The policy calls for CSMAS to evaluate such an issue against four criteria, and then to determine if referral to the Board of Governors is indicated. The four criteria are:

- a. The issue involves new scientific evidence with anticipated Association-wide importance.
- b. The issue will impact a core Association-wide value.
- c. The issue poses a legal risk to the Association.
- d. The issue poses a reputational risk to the Association.

The Board of Governors approved the CSMAS framework at its April 2017 meeting.

3. *How is the Uniform Standard of Care policy used?*

When an issue is identified by CSMAS as satisfying one or more of the four above criteria, the committee works collaboratively with the NCAA Sport Science Institute to develop a proposal for the Board of Governors that:

- a. Explains how the issue(s) satisfies one or more of these criteria.
- b. Demonstrates why an effective solution(s) to the problem requires a uniform, Association-wide approach.
- c. Suggests one or more actions to the Board of Governors that may contribute to the development or implementation of a uniform Association-wide solution.

These actions may include approving the development of an exploratory summit or task force to investigate the issue in question. In turn, such an event may give rise to consensus interassociation recommendations that are vetted for Association-wide policy, or rather an alternative pathway such as the production of educational products or reference documents, or some combination that is determined to best meet the needs of the membership as it acts to respond to the health and safety issue in question.

Documents that are considered as Association-wide policy are subjected to review and input by the NCAA membership and relevant scientific and medical organizations, with final review and approval by CSMAS and the Board of Governors.

4. *Is the interassociation recommendations on catastrophic injury prevention document a product of the Uniform Standard of Care procedures?*

Yes. The Board of Governors approved the development of the document within the construct of the Uniform Standards of Care procedures during its April 2017 meeting. Subsequently, the catastrophic injury document was written, and then reviewed by the collective leadership of all three NCAA divisions and medical/scientific organizations which were asked to endorse the document. Collectively, the recommendations in the document provide an Association-wide solution to mitigate catastrophic injury and death in collegiate athletes. The Board of Governors endorsed these recommendations at its April 30, 2019 meeting.

5. *Who wrote the document?*

The content of the document was informed by the 2016 NCAA Safety in College Football Summit, as well as available scientific literature on the topic of catastrophic injury. The document itself was written by a core writing group, designated at the summit, comprised of a physician and three athletic trainers/sport scientists.

6. *Did the membership review this document?*

Yes, extensively. According to the Uniform Standard of Care policy, the document was managed under the oversight of the CSMAS, the membership committee with responsibility to student-athlete health and safety.

In addition, the document was reviewed by governance leadership in all three divisions, including the Division I Strategic Visioning and Planning Committee, the Division I Council, the Division II and III Management Councils, and the Division II and III Presidents Councils.

7. *Did any other organizations review this document?*

Yes. The document was reviewed and ultimately endorsed by thirteen leading medical and scientific organizations, all of which were represented at the original 2016 summit. A list of endorsing organizations is available in appendix C of the document.

PART II: Content of the recommendations.

8. *Are these recommendations or requirements? What is the difference? What is the penalty for not following these recommendations?*

In both name and in structure, the document is presented as recommendations, rather than legislation. The membership's embracing these recommendations stems from the emerging standard of care they collectively illuminate.

The value of the endorsement of external scientific and medical organizations is that their endorsements validate the existence of a standard of care. Consequently, the recommendations are serving the membership by helping it to understand and respond to the existing landscape of expectations.

The Board of Governors' endorsement of the recommendations under the Uniform Standard of Care policy does not transform them into legislation. Instead, the Board of Governors' endorsement:

- a. Establishes the recommendations as Association-wide policy and priority.
- b. Simultaneously creates a pathway to uniformity and consistency in guidance provided to the Association as a whole.

Institutions are advised to review all the recommendations with campus general counsel and medical personnel to determine necessary and appropriate changes to protect and enhance the safety of student-athletes.

9. *The effective date of the document is August 1, 2019. Does this mean that all aspects of the document, including the reporting line of strength and conditioning professionals, must be in place by that date?*

August 1, 2019 is the starting line – not the finishing line – for school adoption of the recommendations in this document. Member schools should have begun the process of aligning with the document by August 1, 2019, utilizing the Checklist as a guide. This includes beginning the process of determining alignment strategies with strength and conditioning professionals.

10. *Previous versions of the document included foundational statements as an appendix. Why are the foundational statements not included in the final version of the document?*

The foundational statements were presented in previous versions of the document for the sake of transparency and to document the deliberations of the 2016 Safety in College Football Summit, from which this document arises. They were not legislative or policy recommendations. The foundational statements created confusion with the membership

and were frequently mistaken with the recommendations themselves. As a result, we have removed them from the final version and they are available upon request.

The six recommendations are presented in the document along with a Checklist that will help when planning local strategies for the prevention of catastrophic injury and illness.

11. *To whom do these recommendations apply? Are coaches responsible to these recommendations in the same way as athletics health care providers, administrators, and strength and conditioning professionals?*

As Board of Governors endorsed Association-wide policy, these recommendations apply to all athletics personnel. Anyone who has a role to play in the prevention of catastrophic injury and death in student-athletes should be aware of and understand these recommendations, and the corresponding campus-based policies that operationalize them. This includes coaches and their staffs.

Athletics health care administrators (AHCAs) have a unique role in facilitating campus alignment with these recommendations. As the primary administrative point of contact for health and safety at each member school, the AHCA has a special responsibility to ensure that the recommendations are broadly distributed and socialized amongst members of the athletic department. The AHCA may also lead in convening meetings and/or discussions amongst relevant stakeholders, or in developing local policies reflective of these recommendations.

12. *Some of the recommendations seem to require Association action rather than individual school action. Are “next steps” planned for some of these recommendations?*

Some recommendations may be immediately actionable at the institutional level (e.g., reporting structure for strength and conditioning professionals). Those recommendations that are have been written so as to maximize a school’s flexibility when strategizing about how best to align with the recommendation. This is the primary advantage of recommendations over legislation.

Other recommendations may require additional consideration and follow-up by the Association (e.g., identifying an issue as a reportable offense). In fact, we expect that one or more Association committees will decide to address several of these issues as part of their ongoing committee agendas. For example:

- a. CSMAS has decided to further explore the issues of acclimatization and transition periods, both of which are emphasized in the recommendations.

- b. This exploration may lead CSMAS to eventually make formal legislative recommendations. Such recommendation would then trigger further membership deliberation and debate according to well-established legislative pathways.
 - c. If the membership ultimately approves such legislation, it would represent a transformation of a recommendation into a legislative requirement.
13. *The document calls for every member school to establish policy to ensure annual certification, recertification and compliance, as appropriate, with all protective equipment standards. What if there is no standard for a piece of athletic equipment? How is “industry standard” to be decided?*

If there is not an industry standard for a specific piece of athletic equipment, then there is no need for the member school to establish such policy. However, school policy should clearly account for which pieces of protective equipment do and do not have such industry standards. Common pieces of protective equipment that have standards include, but are not limited to, football helmets, hockey helmets, lacrosse helmets, lacrosse balls, field hockey eye goggles, soccer shin guards, and batting helmets.

14. *The document states that exercise should never be used for punitive purposes. Is there a formal definition or description of exercise as punishment?*

The recommendations note that punishment workouts are based on intent and unsound physiological principles. However, beyond that, no formal definition is provided.

Punishment workouts are more than just “extra exercise.” In general terms, punitive workouts are motivated by anger or frustration and may include a volume and intensity of exercise corresponding to that anger and frustration. Such volume and intensity is not part of a planned workout and is not based on sound principles of exercise science and physiology, but rather is used to make athletes “tougher” or to create a team culture of “accountability.” Punitive exercises are unplanned, spontaneous, are inconsistent with the conditioning level of the athlete or team, are not logically progressive in intensity, and are not sport-specific in their nature. Common sense should prevail.

15. *The document calls for all training and conditioning sessions to be documented, reproducible upon request, and shared with the primary athletics health care providers before the session in which they are used. What is the purpose of these recommendations? Are team physicians and athletic trainers expected to review and approve all training and conditioning sessions?*

These recommendations are made to (1) Enhance the mindful and intentional application of strength and conditioning sessions, and (2) To enhance the awareness of such workouts by all staff with responsibility to student-athlete health and safety.

Documenting the sessions creates a formal, shareable record that should be both evidence- or consensus-based and sport-specific in its structure and implementation. It is also hoped that documenting such sessions will decrease the likelihood that strength and conditioning professionals and/or sport coaches will go “off-script” during the session. Non-evidence and non-consensus-based strength and conditioning, plus unplanned and/or punitive application of physical activity, have been associated with injury.

Primary athletics health care providers (team physicians and athletic trainers) are not expected to approve training and conditioning sessions. The document specifically assigns responsibility for approving strength and conditioning sessions to credentialed strength and conditioning professionals, or by head sport coaches at institutions in which strength and conditioning professionals are not available. But it is hoped that these recommendations lead to an increase in the awareness of primary athletics health care providers about such sessions and create enhanced opportunity for interdisciplinary oversight.

16. *The document states that all strength and conditioning professionals should have a reporting line into the sports medicine or sports performance service lines of the institution. What does “reporting line” mean? Can strength and conditioning professionals have a dotted line reporting relationship to a sport coach?*

“Reporting line” is synonymous with an organizational or personnel chart. The intent of the document is to guide schools regarding the avoidance of an intentional administrative relationship between a strength and conditioning professional and a sport coach. The document calls for schools to develop an administrative structure in which strength and conditioning professionals are fully integrated into either the sports medicine or the sport science/performance staff. The document does not preclude a secondary “dotted line” reporting line to a sport coach.

17. *The document calls for annual education and training of athletics personnel on a number of topics related to the prevention of catastrophic injury. Can schools begin to offer such education now? Will any assistance from the NCAA national office be provided?*

Yes, schools are encouraged to begin educating immediately, and in whatever way they determine is appropriate for the needs of their personnel.

In the meantime, the NCAA SSI will work in collaboration with CSMAS on the development of educational resources that can be used by member schools at their discretion. Such resources will be available to member schools over the next several months.



REPORT OF THE NCAA DIVISION III STRATEGIC
PLANNING AND FINANCE COMMITTEE
JUNE 20, 2019, TELECONFERENCE

ACTION ITEMS.

1. Legislative Items.

- None.

2. Nonlegislative.

a. Division III 2019-21 Strategic Plan.

- (1) Recommendation. Approve the 2019-21 Strategic Plan, and specifically updates to year one (2019-20). [Attachment A]
- (2) Effective date. September 1, 2019.
- (3) Rationale. The committee reviewed the seven strategic priorities for 2019-20, which is the first year of the 2019-21 budget biennium. Initiatives highlighted include: (1) Create a working group to review, and update, the current Strategic Positioning Platform; (2) Evaluate and determine next steps for the International Ice Hockey Pilot; (3) Support the LGBTQ Working Group to develop a facilitator program to educate the membership on ways to create a more safe and inclusive environment; (4) Promote the NCAA Presidential Pledge and Division III committee service for women and ethnic minorities to support diversity and inclusion; (5) Maintain and promote the use of the Injury Surveillance Program and SSI's data collection system by the membership; (6) Partner with playing rules staff to monitor divisional challenges with officiating, including quality and pipeline; (7) Maintain and enhance Division III University; and (8) Develop an operating budget for 2019-21 and beyond that presents policy goals and program preferences that are fiscally responsible and sustainable.
- (4) Estimated budget impact. None.
- (5) Estimated student-athlete impact. None.

INFORMATIONAL ITEMS.

1. **Report from the March 5, 2019, in-person meeting.** The committee approved the report from its March 5, 2019, in-person meeting.
2. **Budget.** The committee reviewed the 2018-19 budget-to-actual as of May 2019, the 2019-20 approved budget and the future budget model. The budget-to-actual report reflects a two-year comparison with a column for charter expenses. While the championships expense totals did not reflect the entire 2019 spring championships, staff anticipates spending the entire championships budget, with the nonchampionships budget having a surplus of around \$225,000. 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.

The committee also reviewed the 2018-19 championship supplemental spending, established to support several championship enhancements funded through the division's excess reserve. Due to positive variances with the fall and winter championships, the actual expenses are less than budgeted cost; however, only a portion of transportation and per diem has been recorded for the spring championships.

3. **Division III 2017-19 Strategic Plan.** The committee reviewed the final analysis from Year Two: 2018-19 of the Strategic Plan [Attachment B], noting the outcome of each initiative: accomplished, on-going or priority for 2019-20.

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. **Division III Strategic Positioning Platform Working Group.** The committee will create a working group to review and update the Division III Strategic Positioning Platform. The working group will be established in October after the Board of Governors approves the new Association-wide Strategic Plan.
5. **Division III Initiatives with Budget Impact.** The committee received an update from the following Division III initiatives.
 - a. Ethnic Minority and Women's Internships Grant. There were 23 Ethnic Minority and Women's Internship Grants approved and supplemented for 2019-20. Staff highlighted the selected recipients from 52 applications for the 2018-19 budget cycle.

- b. Division III Strategic Alliance Matching Grant. The committee received an update noting the seven new recipients for 2019-20 cycle. In addition, the 14 recipients that were selected for the 2017-18 and 2018-19 cycles will continue to be funded in 2019-20.
- c. 2018-19 Student-Athlete Leadership Forum. The committee received an update on the Student-Athlete Leadership Forum noting 128 Division III student-athletes attended from the 157 applications. The forum continues to be successful in providing curriculum and experiences that are impactful to the participants. Student-athletes return to campus with invaluable leadership skills, the experience of exploring the relationship between personal values, core beliefs and behavioral styles, and a stronger understanding of the NCAA, the different divisional perspectives and the valuable role of the Student-Athlete Advisory Committee (SAAC).
- d. 360 Proof. The committee noted that 231 institutions are currently registered for 360 Proof, which is an increase of eleven since June 2018. Based on lower than desired levels of institutional involvement, the steering committee determined that the program should run at least two more years with a series of strategic updates before considering its long-term future.
- e. International Ice Hockey Pilot. The committee noted the Management Council approved extending the international ice hockey pilot for a second year based on 80% satisfaction survey results. As part of the second-year pilot, Division III governance will reimburse half of the estimated \$150 prospective student-athletes registration fee (\$75) no later than November 1.
- f. Division III Identity Initiative. The committee received an update on the identity initiative that highlighted the purchasing website, DIII/D3 SIDA Recognition Award, Social Media and website content. To date, approximately 26 percent (117) of Division III institutions and 56 percent (25) conference offices have used their purchasing website credit, which ends on August 31, 2019.
- g. CoSIDA Student Program. Staff noted that eight students who were either women or ethnic minorities, and interested in a career in Division III athletics communication, attended the annual CoSIDA convention and specifically Division III Day. The program's goal is to help diversify the Division III athletics communication landscape.
- h. Strategic Communication Guide. The committee discussed the development and publication of the revised Division III Guide to Strategic Athletics Communication on Campus, which was created as a result of a survey conducted by the Division III College Sports Information Directors of America (CoSIDA) executive board of Division III sports information and athletics communication directors. The resource compiles key data, analytics, and best practices that will positively impact athletics communication and sports information directors which simultaneously having a positive impact on athletics departments.

- i. Next Steps Program. The committee received an update on the Next Steps Program, an initiative developed by the Diversity and Inclusion Working Group to continue building the diversity pipeline. Twenty-four students of color who previously participated in the Division III Student Immersion Program attended this program prior to the NCAA Career in Sports Forum.
 - j. Senior Woman Administrator Program. Twenty-nine senior woman administrators attend the Senior Woman Administrator Program held in conjunction with the NCAA Inclusion Forum. The program spent \$78,594 of approximate \$80,000 budgeted.
 - k. Institute for Administrative Advancement. The committee noted 25 administrators participated in the recent Institute for Administrative Advancement. This year's institute was held in conjunction with the Indianapolis Regional Rules Seminar.
 - l. New Athletic Directors (AD) Orientation. The committee received an update noting 31 new ADs attended this year's orientation session held in conjunction with the NADIII AA Summer Forum in Orlando, Florida.
 - m. LGBTQ Facilitator Training. The Division III LGBTQ One Team, an initiative developed by the Diversity and Inclusion Working Group, held its first facilitator training May 22-23 in Indianapolis. Thirty-one Division III administrators participated in the training.
6. **Other Business.** Staff provided an update on the NCAA's budget process and Board of Governors updates related to esports, sports wagering, federal and state legislative working group and the independent member orientation.
7. **Future Meetings.** The committee noted its next teleconference will be in November and an in-person meeting in March 2020.
8. **Adjournment.** The meeting adjourned at 11:59 a.m.

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

*Staff Liaisons: Louise McCleary, Division III Governance
Dan Dutcher, Division III Governance
Eric Hartung, Research
Jeff Myers, Academic and Membership Affairs
Caryl West, Administrative*

NCAA Division III Strategic Planning and Finance Committee June 20, 2019, teleconference
Attendees:
Stevie Baker-Watson, DePauw University.
Angela Baumann, Massachusetts State Collegiate Athletic Conference.
Heather Benning, Midwest Conference.
Stuart Dorsey, Texas Lutheran University.
Margaret Drugovich, Hartwick College. [Acted as chair for this meeting]
David Ellis, Becker College.
Colby Pepper, Covenant College, SAAC.
Kate Roy, North Atlantic Conference.
Dennis Shields, University of Wisconsin, Platteville.
Bill Stiles, Alvernia University.
Michael Vienna, Emory University.
Joseph Walsh, Great Northeast Athletic Conference.
Absentees:
Tori Murden McClure, Spalding University.
Kent Trachte, Lycoming College
NCAA Staff Support in Attendance:
Dan Dutcher, Debbie Kresge and Louise McCleary.
Other NCAA Staff Members in Attendance:
Brian Burnsed, Eric Hartung, Jeff Myers, Adam Skaggs, Liz Suscha and Caryl West.

Division III Strategic Plan

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

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



INTRODUCTION

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

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

CONTENTS

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

DIVISION III PHILOSOPHY STATEMENT

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

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

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

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

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

Division III Positioning Statement

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

Division III Attributes

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

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

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

Responsibility: Development of accountability through personal commitment and choices.

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

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

Reasons to Believe

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

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

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

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

significant NCAA Convention attendance. Enhance communication between the NCAA and Athletics Direct Reports on campus to effectively engage and educate as well as leverage these individuals serving in the governance structure (e.g. ADR Institute).

- In partnership with the NCAA Executive Staff and divisional Association-wide governance staffs, enhance Division III specific presidential programming at the NCAA Convention and promote the Chancellors and Presidents Outreach Program to educate and engage all Division III chancellors and presidents.
- Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents.
- Continue to inform presidents and chancellors, in a transparent manner of, the Sport Science Institute's efforts, new initiatives and interassociation guidelines.

3. Ensure the Division is Effectively Managing Diversity and Inclusion Issues.

- Partner with the Office of Inclusion, Student-Athlete Leadership staff and the Minority Opportunities Athletic Association (MOAA) to review the objectives and establish meaningful goals for the division's programs supporting equity and inclusion. Partner with Division III conferences and institutions to support innovative programs that promote inclusion (e.g. Monthly Diversity Spotlight).
 - Continue professional development and networking opportunities for women and ethnic minorities (e.g. SWA Program, the Institute for Administrative Advancement, Student Immersion Program and Next Steps).
 - **Support an LGBTQ Working Group to develop a facilitator program to educate the membership on ways to create a safe and inclusive environment for LGBTQ individuals and allies. Continue to promote the LGBTQ non-discrimination policy guide and OneTeam identity kit.**
- Monitor NCAA emerging sports and sponsorship trends (e.g., women's wrestling, esports, stunt, equestrian).
 - Collaborate with the office of inclusion.
- Establish strategies to increase and diversify the pool of candidates for Division III committee service and membership job searches.
 - In coordination with the Office of Inclusion and Student-Athlete Leadership, maintain the division's database of all women and ethnic minorities that have participated in an NCAA program. Continue to distribute and promote "The Diverse Workforce", a resource to assist institutions and conference offices to diversify its athletics searches. Continue to send out a quarterly Diversity and Inclusion newsletter.
 - Maintain the Diversity and Inclusion Working Group to evaluate the current diversity and inclusion landscape within Division III.
 - **Monitor and promote institutional/conference commitment to the NCAA Presidential Pledge to support diversity and inclusion.**
 - **Research strategies to promote committee service for women and ethnic minorities within the division.**

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

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

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

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

6. Enhance Formal Accountability of the Governance Structure.

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

7. Maintain Fiscal Integrity.

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

Appendix A

NCAA Association Wide Goals and Related

Division III Programs and Objectives

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

Objectives

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

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

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

Objectives

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

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

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

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

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

Objectives

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

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

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

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

Objectives

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

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

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

Objectives

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

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

Appendix B

Division III Budget Justification

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

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

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

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

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

Appendix C

History of the

Division III Strategic Plan

History

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

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

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

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

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

Division III Strategic Plan

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

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



INTRODUCTION

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

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

CONTENTS

Philosophy Statement...	page 3
Strategic Positioning Platform Summary...	page 4
Strategic Priorities for the Budget Biennium...	page 5
NCAA Goals and Related Division III Programs and Objectives (Appendix A) ...	page 10
Budget Justification (Appendix B) ...	page 18
History of the Strategic Plan (Appendix C) ...	page 21

DIVISION III PHILOSOPHY STATEMENT

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

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

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

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

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

Division III Positioning Statement

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

Division III Attributes

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

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

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

Responsibility: Development of accountability through personal commitment and choices.

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

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

Reasons to Believe

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

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

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

1. **Clarify the Values of Division III athletics.** The division continues to serve as a conscious alternative to the sport-specialization youth culture, and as an accessible and fulfilling educational and athletics destination. It also emphasizes a fuller, more integrated academic experience in all divisional endeavors. This included communicating the Division III philosophy, attributes, and strategic plan to high school prospective student-athletes, parents and high school admissions counselors, collaborating with the NCAA Eligibility Center, supporting membership activation of the Division III Identity Initiatives and other Division III social media platforms.
 - Communicate the distinct Division III philosophy as articulated in the Strategic Positioning Platform.
 - Engage in a one-year pilot with the Eligibility Center to conduct a participation history review of Division III new international ice hockey players. At the conclusion of the pilot, assess if it reduced the compliance burden. **ACCOMPLISHED.** Had 100% participation. The EC conducted 203 reviews. After the pilot, surveyed the participating institutions and conferences. Eighty (80) percent supported a second year of the pilot.
 - Maintain initiatives to educate the membership regarding the Eligibility Center's free registration process for Division III prospective student-athletes and its correlation to using the NCAA free on-line compliance form.
 - Continue to grow the strategic partnership with Special Olympics and in particular, celebrate its 50th Anniversary with year-long promotions and activities. Improve the activity reporting program to better tell the partnership's story from a division-wide perspective. Maintain the Monthly Spotlight Poll that recognizes Special Olympic events on member campuses and conference offices. **ACCOMPLISHED.** Fifty-two (52) institutions participated in the 50 for 50th Challenge. DeSales University was voted the champion. Staff also produced and promoted 50 Special Olympics stories on the Division III social media platforms throughout the year.
 - Elevate the current part-time assistant director to full-time to more effectively oversee and enhance the division's communication efforts, including social media platforms and website management. **TBD.** Submitted as a FY20 budget request. Supported by SPFC and Councils.
 - Reclassify the associate director to director to most effectively serve the membership and oversee new initiatives and programs and manage the Conference Strategic Grant Program – the division's highest funded nonchampionship program. **WITHDRAWN** with the departure of the current associate director.
 - Support integration activities that bring together key institutional and/or conference partners to discuss ways each institution (and the conference as a group) might best support the integration of athletics within the campus environment, consistent with the division's unique philosophy, identity and strategic positioning platform.
 - Maintain and enhance the partnership with the College Sports Information Directors Association (CoSIDA) by providing professional development funding and opportunities (e.g. Division III Day at the CoSIDA Convention and CoSIDA Student Program), overseeing a recognition system awarded three times per year, and providing funds to support the Division III-specific Academic All-America program.
 - Update the Sports Information Director resource and best practices guide for all Division III institutions and conferences. **ACCOMPLISHED.** Created a Strategic Communications Working Group. Surveyed the membership, collected data and updated the 2012 resource with new data, best practices and resources. Delivered to the membership at the 2019 CoSIDA and ECAC-SIDA Conventions.

- Strengthen the advocacy of Division III faculty for the values of the athletics experience. The division continues to enhance the Faculty Athletic Representative (FAR) Fellows Institute by offering professional development training and networking opportunities to FARs.
 - Identify strategies to re-engage FARs via an established FAR working group. Host the inaugural FAR Orientation at the annual FARA Symposium for new FARs, produce and distribute best practices, and explore legislation to codify FAR expectations. **ACCOMPLISHED.** The inaugural New FAR Orientation was held in October. Thirty FARs attended and feedback was positive. The FAR Working Group developed three resources that were distributed to the membership in December (electronically) as well as at the 2019 NCAA Convention (hard copies).
 - Emphasize the values of Division III to effectively manage its membership growth. Partnering with Divisions I and II to accomplish membership growth management on behalf of the entire Association. **ON-GOING.** Association-wide joint meetings with staff to address membership issues such as new membership and reclassification.
 - Maintain in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division. **ON-GOING.**
2. **Appropriately Leverage Presidential and Athletics Direct Reports Leadership in the Division III Governance Structure.** Continue to selectively forward issues of presidential importance to the division's presidents. Improve and pursue full conference participation in the Presidents Advisory Group and significant NCAA Convention attendance. Enhance communication between the NCAA and Athletics Direct Reports on campus to effectively engage and educate as well as leverage these individuals serving in the governance structure (e.g. ADR Institute).
- In partnership with the NCAA Executive Staff and divisional Association-wide governance staffs, enhance Division III specific presidential programming at the NCAA Convention and promote the Chancellors and Presidents Outreach Program to educate and engage all Division III chancellors and presidents. **ON-GOING.** The past several years, President Emmert's office has provided a president-specific education session at the NCAA Convention. Further, the Chancellors and Presidents Outreach Program will continue in 2019-20.
 - Build external partnerships. Do not rely solely on presidents attending the NCAA Convention; send NCAA representatives to existing higher education meetings for presidents. **ON-GOING.** Conducted 2019 Division III-specific educational breakfast at CIC Presidents Institute. Attended by approximately 30 presidents.
3. **Ensure the Division is Effectively Managing Diversity and Inclusion Issues.**
- Partner with the Office of Inclusion, Student-Athlete Leadership staff and the Minority Opportunities Athletic Association (MOAA) to review the objectives and establish meaningful goals for the division's programs supporting equity and inclusion. Partner with Division III conferences and institutions to support innovative programs that promote inclusion (e.g. Monthly Diversity Spotlight_.
 - Continue professional development and networking opportunities for women and ethnic minorities (e.g. SWA Program, the Institute for Administrative Advancement, Student Immersion Program and Career Next Steps). **ON-GOING.** Support an LGBTQ working group that will collaborate with the Office of Inclusion to develop programming and resources at the campus, conference and national levels, and specifically policy template language for handbooks, creation of a LGBTQ-inclusion identity

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

- Establish strategies to increase and diversify the pool of candidates for Division III committee service and membership job searches. **ON-GOING.**
 - In coordination with the Office of Inclusion and Student-Athlete Leadership, maintain the division's database of all women and ethnic minorities that have participated in an NCAA program.
 - Continue to distribute and promote "The Diverse Workforce", a resource to assist institutions and conference offices to diversify its athletics searches.
 - Continue to send out a quarterly Diversity and Inclusion newsletter.
 - Continue to promote committee service to women and ethnic minorities within the division.
 - Monitor and promote institutional/conference commitment to the NCAA Presidential Pledge to support diversity and inclusion. **ON-GOING.** The Division III Diversity and Inclusion Working Group is collaborating with the NCAA Office of Inclusion to move the pledge into action.
- Maintain an existing working group to evaluate the current diversity and inclusion landscape within Division III. Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. Develop best practices. **ACCOMPLISHED/ON-GOING.** At the 2019 NCAA Convention, the membership approved legislation to make student-athlete graduation rate reporting mandatory effective June 2020. The working group continues to monitor diversity and inclusion issues.

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

- Maintain and enhance 360 Proof, a web-based, evidence-informed and free alcohol and other drug resource, for Division III and NASPA small college institutions. **ON-GOING.**
- Continue to partner with the Sport Science Institute (SSI) regarding priority health and safety issues. Provide Division III representatives for on-going summits (e.g. mental health, pain management). Provide timely and consistent communication to the membership regarding new SSI interassociation guidelines and best practices. Partner on the promotion and use of the Injury Surveillance Program, SSI's data collection system, by the membership. **ON-GOING.** Participation in the Injury Surveillance Program (ISP) rose from nine (9) percent to 22% with another 9% signed up to participate.
- Provide additional funding, via the conference grant program, for athletic trainer professional development. **ACCOMPLISHED.** Funds were available via the conference grant program for athletic training professional development.
- Provide additional funding, via the conference grant program, to enhance officiating. **ACCOMPLISHED/ON-GOING.** Additional funds were added to the conference grant program for officiating. Continue to collaborate externally with the Division III Commissioners Association and internally with the director of playing rules and officiating to examine the issues and find solutions.

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

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

- Continue to sponsor a regular and representative academic reporting program to compare the academic success of student-athletes and the general student body. Continue to emphasize the academic success of Division III student-athletes as compared to other students. **Focus on graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. Develop best practices. ON-GOING.** With the 2019 Convention vote to require the annual submission of student-athlete graduation rates starting in June 2020, the working group will develop best practices, based on the collected data in 2021-22.

6. Enhance Formal Accountability of the Governance Structure.

- Continue to distribute an annual performance scorecard for regular accountability of key Division III programs and committee staff liaisons. **ON-GOING.**
- Evaluate the Division III Membership Survey distributed in the Spring of 2018, specific to key policies, initiatives and programs, strategic priorities and legislative standards. **ACCOMPLISHED.** Distributed survey results to the membership and all governance committees.
- Continue to monitor the enrollment and retention challenges within higher education and the unique challenges affecting the Division III membership. **ON-GOING.**
- Work with conference commissioners to plan and implement a Conference Rules Seminar (CRS) in the summer as requested and needed to provide a more regionalized compliance educational opportunity for active Division III member institutions and conferences. **ON-GOING.**
- Address relevant issues identified through evaluation of committee structure.

7. Maintain Fiscal Integrity.

- Develop a divisional biennium operating budget for 2017-19 and beyond that presents policy goals and program preferences that are fiscally responsible and sustainable. **ACCOMPLISHED.** SPFC and the Councils approved the 2019-21 proposed budget. Will continue to monitor in future years.
- Continue to address the long-term use of the budget's surplus (beyond the mandated reserve), including potential effects of the Association's new 2024-2032 broadcast agreement extension. **ON-GOING.**

Appendix A

NCAA Association Wide Goals and Related

Division III Programs and Objectives

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

Objectives

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

<u>Division III Programs and Initiatives</u>	<u>Desired Outcomes</u>	<u>Resource Allocation from Division III Budget</u>
Conference visits by Presidents Council, Management Council, Student-Athlete Advisory Committee (SAAC) members and staff.	Improve communication between and among governance structure and membership as evidenced by a satisfaction survey.	Association-wide funding
Strategic Initiatives Conference Grant Program: Tier Two Integration activities.	All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year. The integration activities should bring together key conference partners to discuss ways each school (and the conference as a group) might best support the integration concept, consistent with the division's unique philosophy, identity and Strategic Positioning Platform.	\$295,530
Communication Initiatives: Inform membership of policy issues, governance updates and hot topics.	Conference visits, quarterly presidential updates, monthly athletics updates and periodic educational columns shall be conducted or distributed on a regular schedule.	Overhead
Annual Division III Commissioners meeting.	All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics. Additional funding is provided through Tier One of the Strategic Initiative Conference Grant Program to supplement a portion the conference's travel costs.	\$20,000
Student-athlete leadership forums and campus based leadership programming.	At least 80 percent of eligible institutions will participate annually in DIII Student-Athlete Leadership forums, and the participating coaches and administrators will become stronger advocates for the values of Division III intercollegiate athletics.	\$365,000
Strategic Initiatives Conference Grant Program: Tier One-Professional Development and SAAC support, Tier Two-Student-Athlete Well Being Initiatives.	All institutions will access strategic initiative conference grant dollars over a four-year period, and all conferences will optimally use the full allocation of funds each year.	\$1,143,894
National SAAC Outreach.	Celebrate successful campus SAAC community outreach each quarter, engage in community outreach at each National SAAC meeting, and annually educate student-athletes about National Student-Athlete Day and other community initiatives. Support national SAAC's creation of a short video highlighting the Division III student-athlete experience to be shown at annual campus compliance meetings.	Association-wide funding
National student-athlete outreach.	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.	\$20,000
Graduation Rate Reporting.	Sponsor a regular and representative graduation rate reporting program to compare student-athletes and nonstudent-athletes using data currently provided to the Association and the Department of Education.	\$35,000

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

Objectives

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

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

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

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

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

Objectives

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

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

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

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

Objectives

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

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

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

Objectives

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

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

Appendix B

Division III Budget Justification

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

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

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

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

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

Appendix C

History of the

Division III Strategic Plan

History

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

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

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

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

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



**FY 2017 - 2018 DIII Budget to Actual (through 08/31/2018) and FY 2018 - 2019 DIII Budget to Actual
(through 6/30/2019) unaudited**

	FY 2017 - 2018			FY 2018 - 2019		
	Actual	Budget	Variance	Actual	Budget	Variance
Revenue						
DII/DIII Allocation-Based Revenue	\$31,421,951	\$31,155,829	\$266,122	\$31,164,026	\$32,237,370	(\$1,073,344)
Additional Revenue from Membership Dues Increase				\$530,200	\$519,000	\$11,200
Other Non-DII/DIII Revenue	\$76,135	\$46,250	\$29,885	\$0	\$0	\$0
Revenue Total	\$31,498,086	\$31,202,079	\$296,007	\$31,694,226	\$32,756,370	(\$1,062,144)
Expenses						
Championship Expenses						
Men's Championships						
DIII Men's Baseball	\$2,214,380	\$2,218,000	\$3,620	\$1,292,193	\$2,332,000	\$1,039,807
DIII Men's Basketball	\$1,284,977	\$1,142,000	(\$142,977)	\$1,319,436	\$1,169,000	(\$150,436)
DIII Men's Cross Country	\$595,832	\$576,500	(\$19,332)	\$602,200	\$592,350	(\$9,850)
DIII Men's Football	\$2,305,524	\$1,982,500	(\$323,024)	\$1,828,104	\$2,036,500	\$208,396
DIII Men's Golf	\$602,252	\$607,500	\$5,248	\$590,256	\$621,500	\$31,244
DIII Men's Ice Hockey	\$418,395	\$370,000	(\$48,395)	\$371,763	\$376,000	\$4,237
DIII Men's Lacrosse	\$666,333	\$622,000	(\$44,333)	\$406,436	\$634,000	\$227,564
DIII Men's Soccer	\$1,248,150	\$1,225,400	(\$22,750)	\$1,106,399	\$1,244,400	\$138,001
DIII Men's Swimming and Diving	\$598,095	\$619,000	\$20,905	\$581,801	\$629,000	\$47,199
DIII Men's Tennis	\$691,143	\$680,500	(\$10,643)	\$573,892	\$698,000	\$124,108
DIII Men's Track Indoor	\$774,526	\$682,500	(\$92,026)	\$688,560	\$836,850	\$148,290
DIII Men's Track Outdoor	\$922,434	\$907,500	(\$14,934)	\$852,915	\$921,250	\$68,335
DIII Men's Volleyball	\$277,130	\$235,000	(\$42,130)	\$172,336	\$315,000	\$142,664
DIII Men's Wrestling	\$434,908	\$440,500	\$5,592	\$485,043	\$451,500	(\$33,543)
Total	\$13,034,080	\$12,308,900	(\$725,180)	\$10,871,334	\$12,857,350	\$1,986,016
Women's Championships						
DIII Women's Basketball	\$1,202,747	\$1,231,000	\$28,253	\$1,093,529	\$1,253,000	\$159,471
DIII Women's Cross Country	\$595,000	\$597,000	\$2,000	\$620,525	\$614,150	(\$6,375)
DIII Women's Field Hockey	\$575,621	\$494,000	(\$81,621)	\$451,420	\$504,000	\$52,580
DIII Women's Golf	\$417,563	\$389,550	(\$28,013)	\$397,260	\$407,550	\$10,290
DIII Women's Ice Hockey	\$219,181	\$271,000	\$51,819	\$253,714	\$314,000	\$60,286
DIII Women's Lacrosse	\$914,629	\$834,000	(\$80,629)	\$643,977	\$851,000	\$207,023
DIII Women's Rowing	\$345,238	\$413,000	\$67,762	\$244,415	\$427,000	\$182,585
DIII Women's Soccer	\$1,219,224	\$1,305,000	\$85,776	\$1,250,624	\$1,327,000	\$76,376
DIII Women's Softball	\$1,776,627	\$1,563,000	(\$213,627)	\$971,931	\$1,597,000	\$625,069
DIII Women's Swimming and Diving	\$639,708	\$683,000	\$43,292	\$652,253	\$695,000	\$42,747
DIII Women's Tennis	\$695,575	\$720,500	\$24,925	\$613,769	\$740,000	\$126,231
DIII Women's Track Indoor	\$701,113	\$649,500	(\$51,613)	\$596,845	\$766,150	\$169,305
DIII Women's Track Outdoor	\$922,958	\$915,500	(\$7,458)	\$870,048	\$945,750	\$75,702
DIII Women's Volleyball	\$1,096,389	\$1,127,500	\$31,111	\$1,120,380	\$1,153,500	\$33,120
Total	\$11,321,573	\$11,193,550	(\$128,023)	\$9,780,690	\$11,595,100	\$1,814,410
Championship Expenses	\$24,355,653	\$23,502,450	(\$853,203)	\$20,652,024	\$24,452,450	\$3,800,426
Overhead Allocation	\$410,000	\$428,000	\$18,000	\$351,667	\$422,000	\$70,333
Total Championship Expense	\$24,765,653	\$23,930,450	(\$835,203)	\$21,003,691	\$24,874,450	\$3,870,759

**FY 2017 - 2018 DIII Budget to Actual (through 08/31/2018) and FY 2018 - 2019 DIII Budget to Actual
(through 6/30/2019) unaudited**

Non-Championship Expenses						
Conference Grants	\$2,791,532	\$2,795,100	\$3,568	\$3,042,605	\$3,042,600	(\$5)
Intern Program	\$1,089,884	\$1,130,000	\$40,116	\$1,129,700	\$1,209,920	\$80,220
Strategic Alliance Matching Grant	\$589,725	\$708,600	\$118,875	\$624,228	\$708,600	\$84,372
Leadership Conference	\$366,642	\$365,000	(\$1,642)	\$181,903	\$365,000	\$183,097
Identity Initiative	\$312,697	\$300,000	(\$12,697)	\$181,754	\$300,000	\$118,246
Diversity Initiatives	\$255,519	\$250,000	(\$5,519)	\$220,922	\$250,000	\$29,078
Sportsmanship - GameDay the DIII Way	\$228,694	\$250,000	\$21,306	\$171,503	\$250,000	\$78,497
360 Proof	\$111,264	\$125,000	\$13,736	\$78,947	\$125,000	\$46,053
Coaches and Administrators Diversity				\$0	\$100,000	\$100,000
Leadership Development Initiatives DiSC	\$86,662	\$80,000	(\$6,662)	\$100,000	\$100,000	\$0
LGBTQ				\$123,052	\$100,000	(\$23,052)
ADR Institute	\$80,877	\$90,000	\$9,123	\$55,763	\$90,000	\$34,237
SAAC April and Associate Member Meetings	\$16,039	\$25,000	\$8,961	\$63,462	\$90,000	\$26,538
FAR Orientation/Institute	\$58,850	\$85,000	\$26,150	\$66,139	\$85,000	\$18,861
AD and Commissioner Orientation	\$78,886	\$85,000	\$6,114	\$52,218	\$85,000	\$32,782
Athletics Administrator Partnership (NADIIIAA)	\$75,000	\$75,000	\$0	\$75,000	\$75,000	\$0
Injury Surveillance and Testing				\$0	\$74,500	\$74,500
NCAA Annual Convention	\$72,485	\$70,000	(\$2,485)	\$70,326	\$70,000	(\$326)
Membership Learning Management - DIII University				\$20,107	\$55,000	\$34,893
Academic All-America Program (Co-SIDA)	\$39,500	\$44,000	\$4,500	\$39,500	\$44,000	\$4,500
Insurance	\$40,960	\$41,000	\$40	\$40,960	\$41,000	\$40
Special Olympics	\$38,341	\$35,000	(\$3,341)	\$33,233	\$35,000	\$1,767
Academic Reporting Honorarium	\$35,262	\$35,000	(\$262)	\$34,996	\$35,000	\$4
Women Leaders in College Sports	\$30,000	\$30,000	\$0	\$945	\$30,000	\$29,055
Working Groups	\$14,565	\$35,000	\$20,435	\$22,157	\$20,000	(\$2,157)
Conference Commissioner Meetings	\$10,497	\$20,000	\$9,503	\$1,329	\$20,000	\$18,671
NADIIIAA and Commissioner Mtg	\$19,711	\$10,000	(\$9,711)	\$1,769	\$10,000	\$8,231
Administrative - Misc	\$49,303	\$85,300	\$35,997	\$17,789	\$15,380	(\$2,409)
CoSIDA DIII Day	\$22,537	\$0	(\$22,537)	\$13,341	\$15,000	\$1,659
Staff Professional Development				\$6,576	\$7,000	\$424
Exploratory/Provisional Membership	\$9,442	\$0	(\$9,442)	\$2,254	\$0	(\$2,254)
Non-Championship Expenses	\$6,524,876	\$6,769,000	\$244,124	\$6,472,478	\$7,448,000	\$975,522
Overhead Allocation	\$1,031,000	\$1,128,000	\$97,000	\$885,000	\$1,062,000	\$177,000
Total Non-Championship Expense	\$7,555,876	\$7,897,000	\$341,124	\$7,357,478	\$8,510,000	\$1,152,522
Total Division III Expenses	\$32,321,528	\$31,827,450	(\$494,078)	\$28,361,168	\$33,384,450	\$5,023,282

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

\$3,333,058	(\$628,080)
\$29,181,289	\$29,181,289
\$32,514,347	\$28,553,209

Assumptions:

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

Division III Budget Projections

Notes:

- 1 Mandated reserve is 50% of the annual DIII revenue allocation in cash beginning in fiscal year 2017-18. The division also holds a separate event cancellation insurance policy with a \$5M limit.
- 2 Supplemental championships spending is earmarked for individual/team local ground transportation and returning travel party sizes to 2013-14 levels. This supplemental spending would be evaluated first for elimination in the event of an open event.
- 3 Amount includes inflationary increase from prior year amount (light blue highlight).
- 4 All amounts for 2017-18 are audited amounts. Overhead estimates were updated September 2018 based on current information.

**REPORT OF THE
NCAA DIVISION III MANAGEMENT COUNCIL**

The Division III Management Council conducted its July 22-23 meeting in Indianapolis. Listed below are informational items for review and consideration by the Presidents Council.

ACTION ITEM

- **None.**

NO ACTION REQUIRED

The following do not require formal action by the Presidents Council and are being reported for informational purposes only.

1. **Management Council Chair and Vice Chair Election - 2020.** The Council elected Heather Benning, executive director of the Midwest Conference, as chair and Gerard Bryant, faculty athletics representative at John Jay College, as vice-chair for 2020.
2. **2020 Convention Session Topics.** The Convention Planning Subcommittee reported, and the Management Council endorsed, the following Convention education session topics:
 - a. Leadership and mentoring (e.g., associate to director of athletics, mentoring new coaches). (NADIII AA-sponsored session).
 - b. Crisis management. The session will focus on crisis communication protocols and the importance of establishing emergency action plans, especially in the areas of mental health crisis and catastrophic injury and death.
 - c. Diversity (e.g., disability, LGBTQ, international, SWA). This session will address student-athlete overall mental health issues with a focus on assisting LGBTQ student-athletes and student-athletes with disabilities.

The Council also approved, in concept, the announcement of the inaugural recipients of the Division III LGBTQ awards during the 2021 Division III Business Session. The visibility and recognition are central components to the LGBTQ Working Group's mission to make Division III safer for, inclusive of and welcoming to LGBTQ individuals and allies.

3. **2020 Proposed Convention Legislation.** The Council endorsed the Committee on Women's Athletics action to sponsor 2020 Convention legislation to add women's wrestling and acrobatics and tumbling to the NCAA emerging sports list for women effective August 1, 2020. The Council also approved the following governance-sponsored Convention legislation, which will be reviewed by the Joint Legislative Steering Committee [see Supplement No. 06] to determine if any of the proposals are presidential in nature:

- a. Athletics diversity and inclusion designee. Legislation that proposes that an active member institution or conference shall identify an athletics diversity and inclusion designee to be the primary contact and conduit for diversity and inclusion-related information.
- b. Composition of conference composition. Legislation that would specify that institutions in years three and four of the NCAA Division III provisional and reclassifying membership process may count towards the seven institutions necessary to comprise a conference provided there are at least four active member institutions.
- c. Division III institutions with Division I sponsorship. Legislation to permit Division III member institutions with Division I sports to apply all Division I legislation, with the exception of financial aid bylaws. Currently, ten Division III institutions sponsor a Division I sport.

The Council approved the following noncontroversial legislation: (1) To specify that if a waiver is approved to extend a student-athlete's participation opportunity beyond 10 semesters/15 quarters, the semesters/quarters associated with the waiver must be used during consecutive regular terms at the certifying institution; and (2) To designate violations of the fee for lessons legislation as restitution violations, which do not affect eligibility if the value of the benefit is \$200 or less, provided student-athletes make restitution to a charity of their choice prior to competing.

The Council approved the following official interpretation: To confirm that the outside competition prohibition during the playing and practice season only applies to a non-NCAA sport when the institution uses the non-NCAA sport for sports sponsorship (e.g., if the institution uses sailing for sports sponsorship, its sailing student-athletes could not compete on an outside sailing team during the institution's playing season).

The Council amended the draft language in the Mental Health Services and Resources noncontroversial legislation to more appropriately reflect the Division III philosophy. Staff will share the amended language with the NCAA Office of Legal Affairs.

4. **NCAA Transfer Portal.** After receiving feedback from the Division III membership and Division III Commissioners Association, the Council determined that it would not immediately seek legislation mandating the use of the Transfer Portal. Instead, the Council agreed that the portal should be used on a voluntary basis for the 2019-20 academic year. The Council urged staff to develop and endorse a communication plan to encourage and promote membership use of the portal. Staff noted a scheduled webinar on August 6.
5. **Championships Committee.** The Council received an update on the committee's discussions regarding regional alignment alternatives. The proposal – a 10-region model (without consideration of the sponsorship numbers by sport) as well as a scaled model dependent on sport sponsorship – focused on three guiding principles: (1) The number of institutions across all regions; (2) Emphasizing geographic proximity for regional placement; and (3) Maintaining conference

members in the same regions. The commissioners purposefully did not take competitive balance into account, noting strength changes from year to year and that regions should be primarily based on geography. However, much of the feedback from sport committees cited the proposal's impact on competitive equity as a significant concern. Accordingly, the Championships Committee is reaching back out to sport committees with the intent of soliciting two models – one that incorporates eight regions and one with 10 – that retain the three original guiding principles but also account for competitive equity as each sport committee sees fit. The committee will review the feedback during its September in-person meeting.

The Council also heard an update on establishing additional requirements for a conference to be eligible to earn automatic qualification to Division III championships. The Championships Committee's working group agreed that conference members should be required to compete against conference opponents in order to earn the AQ. However, it did not reach a consensus on the appropriate threshold. The Division III Conference Commissioners Association also discussed the threshold and will use the fall to discuss and provide an appropriate benchmark that could be incorporated into a legislative proposal for a future Convention (likely the 2021 Convention).

Staff updated the Council on a recent bench size membership survey. The bench size reflects who can be in the competition area. Typically, it is the squad size (e.g., student-athletes in uniform) and other essential personnel (e.g., coaches, athletics trainers, etc.). Over time, the membership has requested an increase to the bench size. The Championships Committee conducted a survey of the membership. The survey feedback indicated the membership would like some flexibility with bench sizes, however, it is apparent that a blanket increase would not be practical. Therefore, staff has requested sport committees provide more sport specific information, by sport, regarding the bench size. The Championships Committee will review this additional feedback during its September meeting. Staff noted that there will be no budget impact, but instead the policy changes will allow more flexibility for institutions competing in the championship. The Council discussed and provided feedback on the policy implementation date (e.g., immediate vs. delayed).

6. Active and Provisional/Reclassifying Membership. The Management Council noted that the Membership Committee elected the following institutions to active Division III membership:

- Belhaven University.

The Membership Committee also approved the advancement of the following provisional and reclassifying institutions currently in the provisional/reclassifying process as follows, effective September 1, 2019:

a. Year one to year two:

- (1) Delhi State University of New York; and
- (2) Johnson and Wales University (Denver).

- b. Year two to year three (waived) to year four. The committee approved a request to waive the four-year participation requirement in NCAA Bylaw 20.3.3 and bypass year three of the provisional membership process:
 - (1) Brevard College (reclassifying from Division II);
 - (2) Dean College; and
 - (3) Pfeiffer College (reclassifying from Division II).

The Council upheld the Membership Committee's denial of two sport sponsorship waiver requests from Marantha Baptist University. As a result, the institution will be placed on restricted status effective September 1, 2019.

For the 2019-20 academic year, there will be 438 active members and eight provisional/reclassifying members for a total of 446 members. In 2019-20, Division III will have a net negative five active institutions.

- 7. **Governance Scorecard.** (See Supplement No. 19) Staff provided the results of the 2018-19 governance scorecard. The scorecard is a tool that allows Division III committee members to evaluate how well NCAA staff liaisons performed specific tasks and how important those tasks were to committee members. It also aids staff in managing the performance of governance structure committee liaisons. Based on a five-point scale, the overall performance rating was 4.59.
- 8. **Sport Science Institute (SSI) Updates.** The Council received an update on the development of an NCAA internal task force that will fully explore relevant issues surrounding host and visitor care provisions, care of game officials, independent medical care, risk management and other pertinent concerns. SSI will collaborate with governance to develop a membership communication plan. SSI is hosting the inaugural Concussion Safety Advisory Group in late July. The purpose of the advisory group is to examine the concussion checklist and template and determine needed changes and next steps. The Council also reviewed the final version the most recent SSI interassociation guidelines on preventing catastrophic injury and death in college student-athletes, a checklist and a frequently asked document. [See Supplement Nos. 13b and 13c]
- 9. **Attestation of Compliance.** The Council received an update on a new compliance process for the 2019-20 academic year. Institutions are no longer required to execute the following forms: "Certification of Compliance for Institutions" and "Certification of Compliance for Staff Members of Athletics Departments". Instead, effective August 1 and due no later than October 15, an institution's president/chancellor and athletics director will be required to attest (via video and form) to certain compliance obligations via the NCAA Learning Portal. The school's Single-Source Sign-On administrator will give the president or chancellor and director of athletics access to the learning portal and assign the course. Staff is hosting a series of webinars designed specifically for the school's Single-Source Sign-On administrator to learn how to assign the video.

- 10. Gameday the DIII Way.** Staff provided an update on Gameday the DIII Way – the division’s game environment and sportsmanship initiative. Next steps for the 2019-20 academic year include the following:
- a. Researching the best way to release the online training videos to the membership.
 - b. Extending the contract with the Disney Institute through July 1, 2021.
 - c. Focus on regional-based ambassador training for senior athletics administrators and ‘super facilitator’ training for the most active existing Division III facilitators.
 - d. Incorporate Gameday language into NCAA Division III championships (e.g., public service announcements, host manuals, pre-competition teleconferences).

Division III Governance Scorecard - 2019



1

Methods

- Survey items were replicated from previous iterations of the Governance Scorecard
- Online survey link was provided to each member of Division III Governance and Sport committees
- Respondents were asked to evaluate how well their liaisons performed specific tasks and how important those tasks were to the committee members
- Survey responses were on a 5 point scale with 1=extremely poorly and 5=extremely well
- Respondents were asked to select the three tasks that they believe were most important



2

Respondent Demographics

Responses were received from:		2018	2019
President/CEO	=	20	14
Directors of Athletics	=	43	38
Other Athletics Administrator	=	30	25
Coaches	=	62	59
Student-athletes	=	16	16
Faculty Athletics Representative	=	6	5
Conference Commissioners	=	16	14
Other Conference Staff	=	5	4
Athletics Direct Report	=	6	3
Other/Not Provided	=	32	27
Total valid responses	=	236*	207*

**Note: Not all respondents answered all questions,
Some respondents served on more than one committee*



3

Respondent Demographics

How many NCAA councils or committees have you served on in the past?

None	=	86 (45%)
1	=	34 (18%)
2	=	25 (13%)
3	=	15 (8%)
4 or more	=	30 (16%)

How long have you served on the council or committee that you are currently a part of?

6 months or less	=	28 (18%)
7-12 months	=	33 (16%)
13-24 months	=	60 (29%)
25-36	=	42 (20%)
37 months +	=	34 (16%)

**Note: not all respondents answered all questions*



4

Respondent Appointment and Preparation

Which of the following BEST describes how you were nominated to be a part of this council or committee:

Self-nominated	=	118 (57%)
Conference nominated	=	27 (13%)
Nominated by someone else	=	40 (19%)
Appointed through another position	=	21 (10%)

Indicate how true the statement is regarding your preparation to be part of this council or committee: *I was provided with enough training and information prior to my first meeting to be able to effectively participate at all council or committee meetings.*

True	=	164 (79%)
Somewhat true/untrue	=	39 (19%)
Untrue	=	4 (2%)

5

Committee Name	Members	Responses	Response Rate
Baseball Committee	8	4	50%
Championships Committee	8	9	113%
Convention-Planning Subcommittee	16	11	69%
Ethnic Minority and Women's Internship Grant Selection Committee	5	3	60%
Field Hockey Committee	6	4	67%
Financial Aid Committee	12	7	58%
Football Committee	8	4	50%
Interpretations and Legislation Committee	8	6	75%
Management Council	21	17	81%
Membership Committee	10	9	90%
Men's and Women's Swimming and Diving Committee	8	5	63%
Men's and Women's Track and Field and Cross Country Committee	8	5	63%
Men's Basketball Committee	8	9	113%
Men's Golf Committee	6	6	100%
Men's Ice Hockey Committee	4	3	75%
Men's Lacrosse Committee	4	2	50%
Men's Soccer Committee	8	6	75%
Men's Tennis Committee	4	1	25%
Men's Volleyball Committee	4	3	75%
Nominating Committee	8	6	75%
Presidents Council	18	8	44%
Softball Committee	8	4	50%
Strategic Alliance Matching Grant Selection Committee	5	3	60%
Strategic Planning & Finance Committee	15	4	27%
Student-Athlete Advisory Committee	24	16	67%
Student-Athlete Reinstatement Committee	6	3	50%
Women's Basketball Committee	8	6	75%
Women's Golf Committee	5	5	100%
Women's Ice Hockey Committee	5	3	60%
Women's Lacrosse Committee	5	3	60%
Women's Rowing Committee	6	5	83%
Women's Soccer Committee	8	7	88%
Women's Tennis Committee	4	3	75%
Women's Volleyball Committee	8	6	75%
Wrestling Committee	6	1	17%
Total	295	197	67%

Note: Some respondents serve on more than one committee
Some respondents did not specify a committee

6

All Committees	How well did the staff liaison meet your needs?	
	2018	2019
- Provided direction, guidance and leadership	4.68	4.61
- Encouraged, enabled and facilitated collaboration and discussion	4.72	4.61
- Developed substantive and relevant agendas	4.71	4.63
- Tracked, researched and synthesized pertinent/relevant and high-priority topics and issues	4.64	4.53
- Developed insights and strategies and recommended solutions	4.58	4.49
- Provided appropriate data and information to support decision-making	4.72	4.55
- Effectively and appropriately influenced outcomes in the best interest of intercollegiate athletics	4.62	4.59
- Demonstrated good communication skills including listening	4.75	4.63
- Coordinated logistics including meetings, conference calls, presentation equipment and meeting materials	4.79	4.68
- Produced informative reports and communications in a timely manner	4.70	4.58
Overall Performance	4.69	4.59

Total respondents (2019) = 197 out of 295 members = 67% response rate (2018 rate 78%)

NCAA Research

7

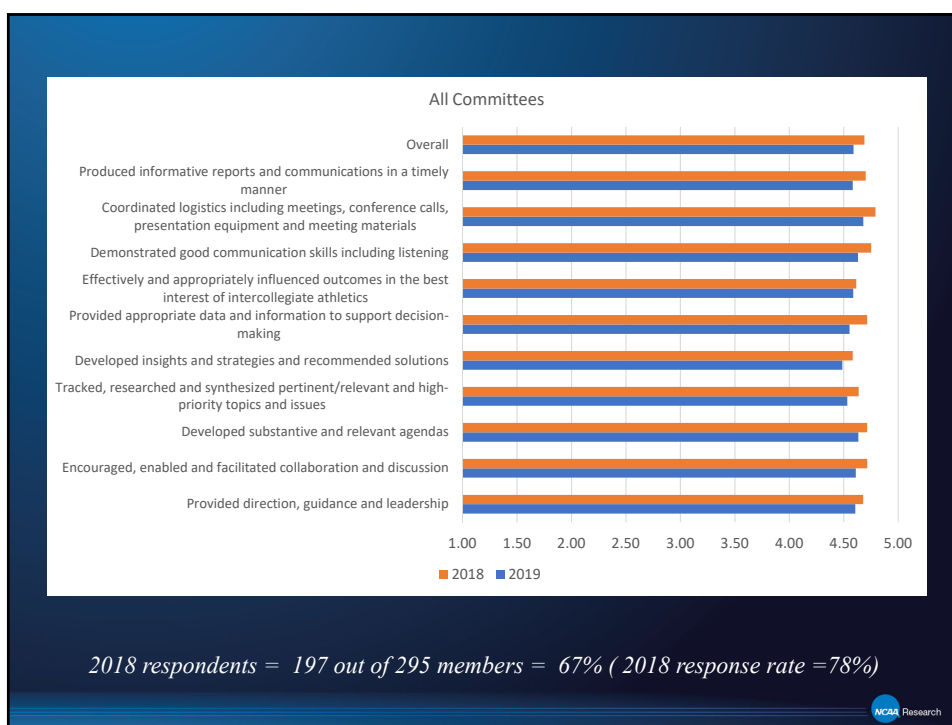
Importance of services provided by liaisons	
<i>There were five services that committee members thought most important</i>	
Rate the importance of these services provided by liaisons	Division III
- Provided direction, guidance and leadership	57%
- Provided appropriate data and information to support decision-making	47%
- Encouraged, enabled and facilitated collaboration and discussion	39%
- Coordinated logistics including meetings, conference calls, presentation equipment and meeting materials	35%
- Tracked, researched and synthesized pertinent/relevant and high-priority topics and issues	32%

Respondents asked to rate the three services they thought most important. Percentage shown indicates the proportion of respondents who rated a service among the three most important.

Other services were mentioned as among the three most important on 25% or less of the surveys.

NCAA Research

8



9

Summary of Comments

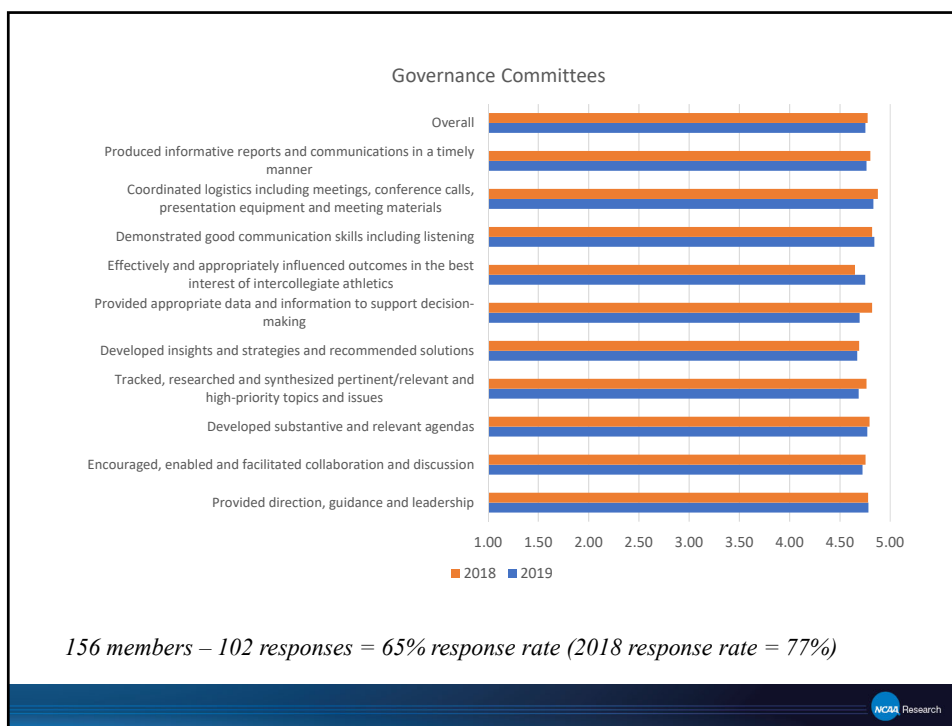
There were a total of 44 comments.

Of the 44 comments:

- 29 were positive, generally lauding the liaison for their performance.
- Of the remaining comments most offered specific criticisms of particular activities or incidents of the committees. Among the issues cited:
 - The learning curve and relative inexperience of new liaisons
 - Communication and timing of the consideration of issues
 - The role of the committee
 - Over involvement of the liaison in the activities of the committee
 - Logistical issues
- There were also a number of comments directly related to specific issues that had come before the various committees

NCAA Research

10



11

Governance Committees	Sport Committees
Championships Committee	Baseball Committee
Convention Planning Subcommittee	Field Hockey Committee
Ethnic Minority & Women's Internship	Football Committee
Grant Selection Committee	Men's and Women's Swimming Committee
Financial Aid Committee	Men's and Women's Track & Field Committee
Interpretations and Legislation Committee	Men's Basketball Committee
Management Council	Men's Golf Committee
Membership Committee	Men's Ice Hockey Committee
Nominating Committee	Men's Lacrosse Committee
Presidents Council	Men's Soccer Committee
Strategic Alliance Matching Grant	Men's Tennis Committee
Selection Committee	Men's Volleyball Committee
Strategic Planning & Finance Committee	Softball Committee
Student-Athlete Advisory Committee	Women's Basketball Committee
Student-Athlete Reinstatement Committee	Women's Golf Committee
	Women's Ice Hockey Committee
	Women's Lacrosse Committee
	Women's Rowing Committee
	Women's Soccer Committee
	Women's Tennis Committee
	Women's Volleyball Committee
	Wrestling Committee

NCAA Research

12