

NCAA Constitution Committee Survey

Comprehensive Findings, September 2021



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Methods

- ▶ Two survey instruments were designed by NCAA research staff in collaboration with the NCAA Constitution Committee. Questions asked the membership to identify current NCAA constitutional elements that should carry into the future and solicited suggestions for modernization and improvement. The survey comprised scaled and multiple-choice items, as well as open-ended questions.
- ▶ One survey was designed for student-athlete leaders at the national, conference and campus level, while the other was designed for campus leaders and conference and coaches association executive directors/commissioners.
- ▶ Depending on the thoroughness of one's response, the surveys were estimated to take 10-30 minutes to complete online through QuestionPro survey software and could be taken via phone, tablet or computer.
- ▶ Using the NCAA membership directory, campus and conference administrators were emailed directly and asked to complete the survey. Student-athlete leaders at the national level (the national Student-Athlete Advisory Committees and the Board of Governors Student-Athlete Engagement Committee) were emailed directly, while conference SAAC liaisons were made aware of the survey and forwarded the survey link to student-athlete leaders at the conference and campus levels.
- ▶ The survey was active for 10 days, opening Aug. 23 and closing Sept. 1, 2021.



Response Rates

- ▶ 1,362 student-athlete leaders and 3,492 campus, conference and coaches association leaders completed the surveys.
- ▶ Athletics directors and conference commissioners had the highest response rates, with over 75% participation Association-wide.
- ▶ 51% of faculty athletics representatives and 41% of presidents/chancellors at NCAA member schools completed the survey.
- ▶ Because senior woman administrator, athletics diversity and inclusion designee and athletics health care administrator are designations, but not singular titles held, estimations for their representation cannot be provided (e.g., a senior woman administrator could also be the senior compliance official).

| Administrator Survey | Division I | Division II | Division III |
|--|--------------|--------------|--------------|
| President/Chancellor | 134 (37%) | 133 (43%) | 184 (42%) |
| Athletics direct report | -- | 24 | 56 |
| Faculty athletics representative | 206 (58%) | 164 (54%) | 192 (44%) |
| Conference commissioner/Executive director (includes sport-specific conf.) | 38 (76%) | 21 (88%) | 45 (75%) |
| Director of athletics | 259 (72%) | 249 (81%) | 379 (87%) |
| Senior compliance administrator | 251 | 175 | 89 |
| Senior woman administrator | 170 | 122 | 132 |
| Athletics diversity and inclusion designee | 30 | 28 | 36 |
| Athletics health care administrator | 148 | 84 | 120 |
| Divisional Total | 1,236 | 1,000 | 1,233 |
| Total including coaches association executive directors (n=23): 3,492 | | | |
| Student-Athlete Leader Survey | Division I | Division II | Division III |
| National SAAC/Board of Governors SAEC | 40 | 31 | 29 |
| Conference SAAC member | 270 | 84 | 68 |
| Campus SAAC representative | 233 | 395 | 212 |
| Total | 543 | 510 | 309 |



Institutional Drivers for Participating in Intercollegiate Athletics

(% responding “agree” and “strongly agree”)

| | President/Chancellors | | | FARs | | | Athletics Directors | | |
|--|-----------------------|-------------|--------------|------------|-------------|--------------|---------------------|-------------|--------------|
| | Division I | Division II | Division III | Division I | Division II | Division III | Division I | Division II | Division III |
| Build campus community | 89% | 85% | 90% | 74% | 78% | 72% | 93% | 90% | 81% |
| Provide educational opportunities to college athletes | 89% | 88% | 85% | 67% | 80% | 73% | 88% | 88% | 83% |
| Enhance institutional brand identity | 88% | 72% | 69% | 87% | 75% | 61% | 94% | 86% | 71% |
| Provide athletics opportunities to college students | 88% | 90% | 96% | 66% | 87% | 87% | 83% | 87% | 87% |
| Alumni engagement | 87% | 57% | 46% | 80% | 42% | 55% | 88% | 58% | 49% |
| Alumni giving/development | 72% | 47% | 39% | 77% | 44% | 57% | 81% | 57% | 45% |
| Historical precedence | 70% | 57% | 49% | 65% | 57% | 48% | 65% | 69% | 52% |
| Boost/sustain enrollment through athletics opportunities | 64% | 78% | 89% | 59% | 76% | 86% | 64% | 80% | 81% |
| Promote health and well-being | 54% | 64% | 72% | 36% | 49% | 51% | 48% | 59% | 65% |



Reasons Why Colleges Should Have College Athletics Programs

(% student-athlete leaders responding “agree” and “strongly agree”)

| | Student-Athlete Leaders | | |
|---|-------------------------|-------------|--------------|
| | Division I | Division II | Division III |
| Builds campus community | 94% | 94% | 94% |
| Helps athletes develop personal/professional skills | 93% | 94% | 94% |
| Attracts prospective students | 84% | 91% | 86% |
| Promotes health/lifelong physical activity | 83% | 89% | 89% |
| Keeps alumni engaged | 80% | 83% | 77% |
| Fundraising/donations | 78% | 81% | 71% |
| Historical legacy | 68% | 74% | 61% |



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Principles Central to the Future of the NCAA

- ▶ Across the membership, a substantial majority (over three-quarters) within each role by division agreed that the following principles were central to the future of the NCAA as a governing body:
 - ▶ Conducting national championships.
 - ▶ Primacy of the academic experience in policy- and decision-making.
 - ▶ Sport-specific rules for competition and participation.
 - ▶ Standards for allocating national revenue.
 - ▶ Standards for college athlete eligibility.
 - ▶ Standards for college athlete health and safety.
- ▶ Over 90% of student-athlete leaders within each division agreed that standards for **inclusive and equitable environments** were central to the future of the NCAA. Such standards also received over 70% agreement within each administrative role and division, with the exception of Division II and Division III conference commissioners at 57% and 64% respectively.
- ▶ Survey participants were able to suggest additional principles that should be considered. Those suggested multiple times included amateurism, diversity and inclusion, gender equity, student-athlete development and student-athlete mental well-being.



The following principles should be central to the future of the NCAA as a governing body

(% responding “agree” and “strongly agree”)

| | Presidents/Chancellors | | | Athletics Directors | | | Conference Commissioners | | | Student-Athlete Leaders | | |
|--|------------------------|-------------|--------------|---------------------|-------------|--------------|--------------------------|-------------|--------------|-------------------------|-------------|--------------|
| | Division I | Division II | Division III | Division I | Division II | Division III | Division I | Division II | Division III | Division I | Division II | Division III |
| College athlete eligibility | 95% | 94% | 93% | 88% | 95% | 92% | 86% | 95% | 87% | 86% | 91% | 86% |
| Primacy of the academic experience | 89% | 91% | 94% | 82% | 81% | 80% | 89% | 86% | 73% | 86% | 89% | 85% |
| Health and safety | 89% | 92% | 89% | 88% | 91% | 91% | 84% | 81% | 89% | 92% | 95% | 96% |
| Rules for competition and participation | 87% | 88% | 85% | 84% | 92% | 89% | 92% | 100% | 84% | 82% | 89% | 87% |
| National revenue allocation | 83% | 84% | 75% | 80% | 86% | 85% | 87% | 95% | 80% | 80% | 80% | 81% |
| Conducting national championships | 80% | 80% | 76% | 91% | 94% | 90% | 89% | 90% | 96% | 83% | 90% | 90% |
| Athletics aid and institutional benefits | 80% | 81% | 79% | 71% | 86% | 77% | 74% | 71% | 73% | 83% | 89% | 86% |
| Inclusive and equitable environments | 76% | 76% | 77% | 74% | 74% | 77% | 76% | 57% | 64% | 90% | 90% | 91% |
| Competitive equity | 74% | 89% | 80% | 69% | 89% | 84% | 45% | 71% | 67% | 89% | 91% | 88% |
| Noninstitutional compensation/benefits | 56% | 52% | 58% | 46% | 51% | 54% | 34% | 43% | 36% | 75% | 78% | 72% |
| Athletics department financial stability | 47% | 65% | 52% | 46% | 66% | 62% | 24% | 33% | 16% | 84% | 90% | 88% |



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The following principles should be central to the future of the NCAA as a governing body

(% responding “agree” and “strongly agree”)

| | Coaches Association Executive Directors |
|--|--|
| College athlete eligibility | 100% |
| National revenue allocation | 96% |
| Conducting national championships | 95% |
| Rules for competition and participation | 91% |
| Competitive equity | 87% |
| Athletics aid and institutional benefits | 83% |
| Primacy of the academic experience | 83% |
| Inclusive and equitable environments | 83% |
| Health and safety | 78% |
| Athletics department financial stability | 61% |
| Noninstitutional compensation and benefits | 30% |



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The Principle of Student-Athlete Well-Being

(% responding “agree” and “strongly agree” that the following clauses are central to any constitutional redrafting)

| | Student-Athlete Leaders | | |
|--|-------------------------|-------------|--------------|
| | Division I | Division II | Division III |
| Overall educational experience (2.2.1) | 88% | 91% | 92% |
| Cultural diversity (2.2.2) | 81% | 87% | 85% |
| Gender equity (2.2.2) | 78% | 83% | 84% |
| Health and safety (2.2.3) | 86% | 91% | 90% |
| Student-athlete/coach relationship (2.2.4) | 79% | 88% | 88% |
| Fairness, openness and honesty (2.2.5) | 80% | 89% | 89% |
| Student-athlete involvement (2.2.6) | 83% | 90% | 89% |

Note: Clause 2.2.2 is the subprinciple of “cultural diversity and gender equity.” This subprinciple was broken into its two components to gain an understanding about student-athlete leaders’ perceptions about whether both should be included going forward.



Level Setting: Standard Minimum Requirements

- ▶ Across divisions, administrators and student-athlete leaders were most likely to endorse setting standard minimum requirements at the national level for health and safety, inclusion and equity, and sport-specific rules of play.
 - ▶ Over 70% of athletics health care administrators indicated a preference for national standards for health and safety.
 - ▶ Over 70% of athletics diversity and inclusion designees indicated a preference for national standards for inclusion and equity.
- ▶ Standards for the allocation of athletics department resources were most likely to be endorsed at the campus level.
- ▶ Among the other principles of conduct, preferences over at what level standards should be set were mixed and sometimes different for NCAA divisions.
- ▶ While “other” was selected infrequently, it was most likely to be endorsed regarding noninstitutional benefits and compensation. Those respondents tended to note a desire for either no requirements in this area or for state or federal legislation to set the standards.



Standard minimum requirements for the following principles of conduct should be set at which level: campus, conference, divisional or national?

| | Division I | | | |
|--|----------------------------|--------------------------------------|---------------------------|----------------------------|
| | Presidents/ Chancellors | Faculty athletics representatives | Directors of athletics | Student-athlete leaders |
| Allocation of athletics department resources | Campus (83%) | Campus (75%) | Campus (78%) | Campus (55%) |
| Athletics aid and institutional benefits | Campus (43%) | | | Campus (45%) |
| Benefits and compensation received from noninstitutional sources | | | | |
| Championship opportunities | National (47%) | National (47%) | National (56%) | National (44%) |
| College academic eligibility | National (52%) | National (59%) | National (50%) | National (44%) |
| Initial academic eligibility | National (41%) | National (57%) | National (53%) | National (43%) |
| Health and safety | National (58%) | National (71%) | National (63%) | National (57%) |
| Inclusion and equity | National (54%) | National (63%) | National (50%) | National (69%) |
| NCAA divisional membership requirements | | National (52%) | Divisional (53%) | |
| Playing and practice seasons | | | Divisional (53%) | |
| Recruiting | National (45%) | National (47%) | Divisional (49%) | National (43%) |
| Sport-specific rules of play | National (57%) | National (61%) | National (60%) | National (64%) |

Note: Level reported when top preference meets or exceeds an endorsement 10 percentage points higher than all other level options.

Standard minimum requirements for the following principles of conduct should be set at which level: campus, conference, divisional or national?

| | Division II | | | |
|--|----------------------------|--------------------------------------|---------------------------|----------------------------|
| | Presidents/ Chancellors | Faculty athletics representatives | Directors of athletics | Student-athlete leaders |
| Allocation of athletics department resources | Campus (85%) | Campus (68%) | Campus (78%) | Campus (58%) |
| Athletics aid and institutional benefits | Campus (56%) | Campus (45%) | | Campus (52%) |
| Benefits and compensation received from noninstitutional sources | | | Campus (38%) | |
| Championship opportunities | | | National (55%) | National (49%) |
| College academic eligibility | | National (54%) | | National (41%) |
| Initial academic eligibility | | National (49%) | National (48%) | National (42%) |
| Health and safety | National (50%) | National (65%) | National (59%) | National (53%) |
| Inclusion and equity | | National (61%) | National (48%) | National (59%) |
| NCAA divisional membership requirements | | Divisional (55%) | Divisional (59%) | National (49%) |
| Playing and practice seasons | Divisional (44%) | Divisional (42%) | Divisional (58%) | |
| Recruiting | Divisional (42%) | National (45%) | Divisional (51%) | National (38%) |
| Sport-specific rules of play | National (42%) | National (63%) | National (64%) | National (65%) |

Note: Level reported when top preference meets or exceeds an endorsement 10 percentage points higher than all other level options.

Standard minimum requirements for the following principles of conduct should be set at which level: campus, conference, divisional or national?

| | Division III | | | |
|--|----------------------------|--------------------------------------|---------------------------|----------------------------|
| | Presidents/ Chancellors | Faculty athletics representatives | Directors of athletics | Student-athlete leaders |
| Allocation of athletics department resources | Campus (82%) | Campus (69%) | Campus (82%) | Campus (56%) |
| Athletics aid and institutional benefits | Divisional (40%) | | Divisional (47%) | Campus (45%) |
| Benefits and compensation received from noninstitutional sources | | | | National (35%) |
| Championship opportunities | Divisional (41%) | | National (56%) | National (51%) |
| College academic eligibility | Divisional (43%) | | | |
| Initial academic eligibility | | | | |
| Health and safety | National (46%) | National (57%) | National (59%) | National (55%) |
| Inclusion and equity | National (45%) | National (62%) | National (50%) | National (64%) |
| NCAA divisional membership requirements | Divisional (50%) | | Divisional (58%) | |
| Playing and practice seasons | Divisional (46%) | Divisional (47%) | Divisional (63%) | |
| Recruiting | Divisional (51%) | Divisional (44%) | Divisional (63%) | |
| Sport-specific rules of play | | National (48%) | National (55%) | National (65%) |

Note: Level reported when top preference meets or exceeds an endorsement 10 percentage points higher than all other level options.

Level Setting: Accountability for Compliance Expectations and Enforcement

- ▶ While there was general agreement about setting standards at the national level for championships, health and safety, inclusion and equity and sport-specific rules of play, Division I and Division II were more likely to recommend that accountability for these principles be set at the national level, while Division III respondents were more mixed between divisional and national accountability.
 - ▶ Over 60% of athletics health care administrators indicated a preference for national accountability for health and safety.
 - ▶ A majority of athletics diversity and inclusion designees indicated a preference for national accountability for inclusion and equity.
- ▶ Accountability (compliance/enforcement) for the allocation of athletics department resources was most likely to be endorsed at the campus level across all three divisions.
- ▶ Among the other principles of conduct, preferences regarding at what level accountability should be set were mixed and frequently unique to division.



Accountability (compliance/enforcement) for the following principles of conduct should be set at which level: campus, conference, divisional or national?

| | Division I | | | |
|--|----------------------------|--------------------------------------|---------------------------|----------------------------|
| | Presidents/ Chancellors | Faculty athletics representatives | Directors of athletics | Student-athlete leaders |
| Allocation of athletics department resources | Campus (73%) | Campus (66%) | Campus (73%) | Campus (46%) |
| Athletics aid and institutional benefits | | Campus (39%) | | |
| Benefits and compensation received from noninstitutional sources | | | Campus (35%) | |
| Championship opportunities | National (44%) | National (45%) | National (54%) | National (44%) |
| College academic eligibility | National (43%) | National (45%) | National (43%) | |
| Initial academic eligibility | | National (45%) | National (44%) | |
| Health and safety | National (53%) | National (58%) | National (53%) | National (52%) |
| Inclusion and equity | National (47%) | National (52%) | | National (56%) |
| NCAA divisional membership requirements | National (53%) | | Divisional (53%) | National (45%) |
| Playing and practice seasons | | | Divisional (46%) | National (35%) |
| Recruiting | | | | National (40%) |
| Sport-specific rules of play | National (54%) | National (52%) | National (55%) | National (58%) |

Note: Level reported when top preference meets or exceeds an endorsement 10 percentage points higher than all other level options.

Accountability (compliance/enforcement) for the following principles of conduct should be set at which level: campus, conference, divisional or national?

| | Division II | | | |
|--|----------------------------|--------------------------------------|---------------------------|----------------------------|
| | Presidents/ Chancellors | Faculty athletics representatives | Directors of athletics | Student-athlete leaders |
| Allocation of athletics department resources | Campus (71%) | Campus (63%) | Campus (69%) | Campus (51%) |
| Athletics aid and institutional benefits | Campus (53%) | Campus (46%) | | Campus (44%) |
| Benefits and compensation received from noninstitutional sources | | | Campus (36%) | |
| Championship opportunities | Divisional (42%) | National (45%) | National (53%) | National (49%) |
| College academic eligibility | Campus (38%) | National (44%) | | |
| Initial academic eligibility | Campus (39%) | National (41%) | | National (40%) |
| Health and safety | | National (60%) | National (52%) | National (49%) |
| Inclusion and equity | | National (56%) | | National (53%) |
| NCAA divisional membership requirements | Divisional (53%) | | Divisional (54%) | National (48%) |
| Playing and practice seasons | | Divisional (41%) | Divisional (50%) | National (34%) |
| Recruiting | Divisional (35%) | | Divisional (49%) | National (39%) |
| Sport-specific rules of play | | National (57%) | National (57%) | National (55%) |

Note: Level reported when top preference meets or exceeds an endorsement 10 percentage points higher than all other level options.

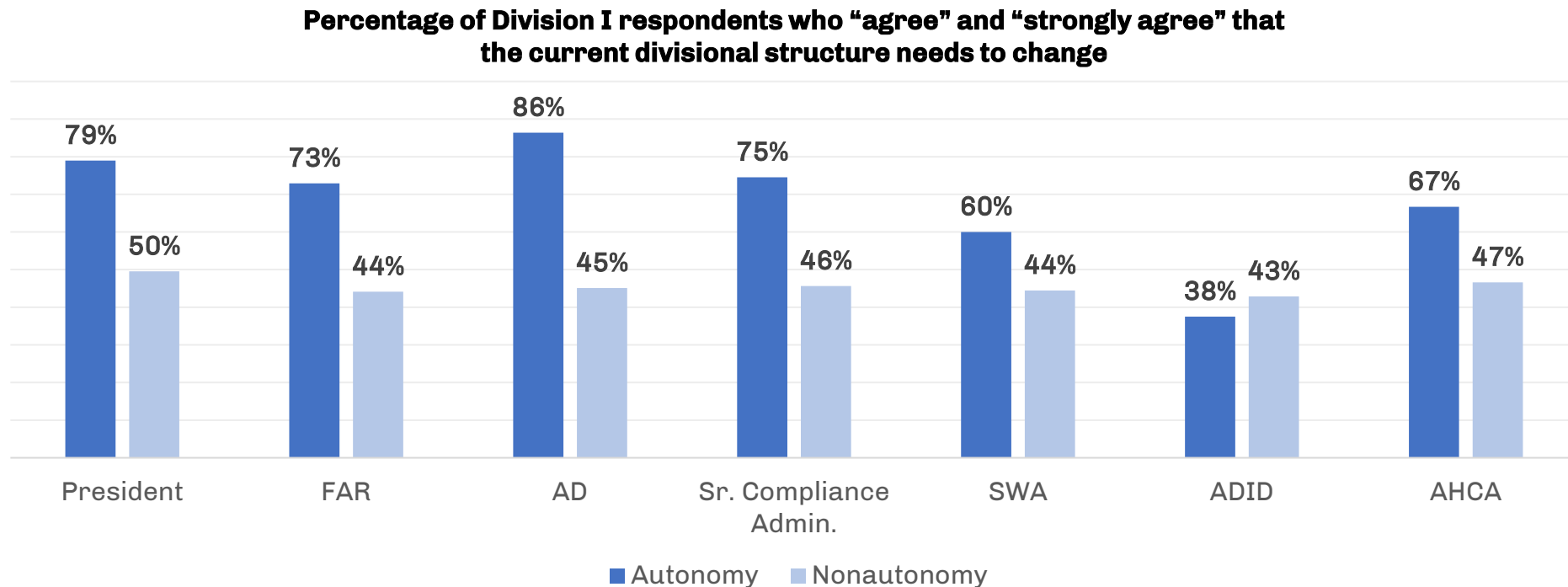
Accountability (compliance/enforcement) for the following principles of conduct should be set at which level: campus, conference, divisional or national?

| | Division III | | | |
|--|----------------------------|--------------------------------------|---------------------------|----------------------------|
| | Presidents/ Chancellors | Faculty athletics representatives | Directors of athletics | Student-athlete leaders |
| Allocation of athletics department resources | Campus (70%) | Campus (64%) | Campus (76%) | Campus (50%) |
| Athletics aid and institutional benefits | | | Divisional (42%) | Campus (40%) |
| Benefits and compensation received from noninstitutional sources | Divisional (33%) | Divisional (33%) | | |
| Championship opportunities | Divisional (47%) | Divisional (43%) | National (52%) | National (49%) |
| College academic eligibility | Divisional (41%) | | Campus (42%) | Campus (39%) |
| Initial academic eligibility | | Campus (36%) | | Campus (40%) |
| Health and safety | | National (42%) | National (43%) | |
| Inclusion and equity | | National (46%) | | National (50%) |
| NCAA divisional membership requirements | Divisional (56%) | | Divisional (60%) | National (45%) |
| Playing and practice seasons | Divisional (46%) | | Divisional (59%) | |
| Recruiting | Divisional (45%) | Divisional (40%) | Divisional (53%) | |
| Sport-specific rules of play | Divisional (41%) | | | National (57%) |

Note: Level reported when top preference meets or exceeds an endorsement 10 percentage points higher than all other level options.

Assessing the Need To Change the Current Divisional Structure

- ▶ Approximately one-third of Division II and Division III leaders surveyed agreed that the current divisional structure needs to change. This was higher in Division I, with a slight majority of respondents endorsing such a change.
 - ▶ When breaking out responses by those in Division I autonomy and nonautonomy conferences, a further divide can be seen:



Suggestions for Modifying the Divisional Structure

Those who somewhat to strongly agreed that there was a need to change the current divisional structure, were given an open-ended prompt asking them to describe their vision. Comments included:

- ▶ **Increase the number of divisions** — often calling for an expansion of Division I, or in some cases Division III.
 - ▶ *My visions would be two parts: (1) Give the Power 5 their own division, separate from the rest of DI, while keeping DII as it is; and (2) divide up DIII into two divisions based on enrollment or public/private.* –Division III director of athletics, Coast-To-Coast Athletic Conference
- ▶ **Break the autonomy conferences out of Division I and permit self-governance.**
 - ▶ *The autonomy five conferences should be an organization unto itself — leaving the NCAA to manage everyone else.* –Division I president, Southeastern Conference
- ▶ **Reconsider Division I subdivisions by extracting FBS Football from NCAA oversight.**
 - ▶ *I think FBS football needs to be its own entity and has become disconnected from the rest of the NCAA. ... Football now feels like an outlier and NCAA Division I has lost control of it. Division I basketball is also concerning but there is more parity there.* –Division III director of athletics, Centennial Conference
- ▶ **Restructure divisional membership, taking into account geography, campus enrollment or resource level.**



Should presidents/chancellors have primary oversight of intercollegiate athletics?

(% responding “agree” and “strongly agree”)

| President/ Chancellor | Athletics direct report | Faculty athletics representative | Conference commissioner | Director of athletics | Senior compliance admin. | Senior woman administrator | Athletics diversity and inclusion designee | Athletics health care administrator |
|--------------------------|----------------------------|-------------------------------------|----------------------------|--------------------------|--------------------------------|-------------------------------|---|---|
| Division I | | | | | | | | |
| 83% | -- | 54% | 50% | 52% | 23% | 36% | 26% | 44% |
| Division II | | | | | | | | |
| 84% | 39% | 49% | 60% | 51% | 37% | 37% | 29% | 24% |
| Division III | | | | | | | | |
| 80% | 62% | 43% | 57% | 53% | 34% | 22% | 13% | 32% |

Visions for a New Oversight Structure

Those who somewhat to strongly disagreed that college presidents should retain primary oversight of intercollegiate athletics were given an open-ended prompt asking them to describe their vision for a new oversight structure. Comments included:

▶ **Reduce the role of presidents.**

- ▶ *CEOs should be advisory and visionary for an association such as the NCAA. Instead, the NCAA president and NCAA staff have buried both [Board of Directors] and [Board of Governors] with very detailed policy decision making. ... The CEOs have no interest in this type of detail and more importantly no expertise, "liking" athletics does not make one an expert. The CEOs should not be faced with the long detail agendas, voting responsibility that they have been given over the last five years. –Division I conference commissioner*

▶ **Increase the role of athletics directors and conference commissioners.**

- ▶ *Conference commissioners and athletic directors at institutions should be in charge of the national oversight of athletics, they are the individuals who work in the athletic space on a daily basis. Presidents certainly have the intellect to do this task, but ... don't have the time. –Coaches association executive director*

▶ **Oversight should include a broader representation across a range of roles in athletics.**

- ▶ *I think there should be a panel or committee made up of representatives from each level in an athletic department, e.g., ADs, SWAs, Compliance, Coaches, President (2 at most), Conference personnel, Campus senior leadership (Associate AD and above). Have that be the Board of Governors, so that when a decision is made, it's made by people who know what they are talking about. We have too many rules now. –Division I senior woman administrator, Mid-American Conference*



Should sport participation opportunities be increased?

(% responding “yes”)

| Student-athlete leader | President/Chancellor | Athletics direct report | Faculty athletics representative | Conference commissioner | Director of athletics | Senior compliance admin. | Senior woman administrator | Athletics diversity and inclusion designee | Athletics health care administrator |
|------------------------|----------------------|-------------------------|----------------------------------|-------------------------|-----------------------|--------------------------|----------------------------|--|-------------------------------------|
| Division I | | | | | | | | | |
| 54% | 35% | -- | 41% | 32% | 23% | 31% | 24% | 33% | 17% |
| Division II | | | | | | | | | |
| 65% | 39% | 74% | 46% | 60% | 30% | 36% | 40% | 32% | 21% |
| Division III | | | | | | | | | |
| 71% | 53% | 48% | 48% | 36% | 29% | 46% | 37% | 58% | 34% |

Suggestions for Increasing Sport Participation Opportunities

- ▶ **Increase nontraditional and emerging sports directed by Olympic sports, student interests, and collaborations with nongovernmental bodies.**
 - ▶ *I think it would be a great idea to expand sport selection to attract more prospective student-athletes. I think we could take [a] page out of the Olympics book and offer more opportunities that attract more diverse populations of student-athletes.*
–Division II faculty athletics representative, Great American Conference
 - ▶ *There are several growing sports that college students are extremely excited about. I'd suggest following the Olympics and other sports championships closely, watch the sports that are rapidly growing and poll interest from NCAA institutions.*
–Division III campus SAAC leader, Liberty League
- ▶ **Adjusted requirements (mostly easing on scholarships and participants), along with additional funding and equitable resource allocation to start and expand sports.**
 - ▶ *Revenue gained from the NCAA level can be used to provide more opportunities to college students through the funding of additional sports. This can help remove the burden from the institution with regards to start ups and open the door to additional opportunities...* –Division I athletics health care administrator, Horizon League
 - ▶ *I believe the NCAA should help encourage/finance schools to develop new programs. More programs harbor more involvement and inclusivity.* –Division II campus SAAC leader, Mid-America Intercollegiate Athletics Association
- ▶ **Empower schools/regions/conferences to decide which sports to add — if more championships are held/supported, more students will participate.**
 - ▶ *Sports are very regional in the United States, a greater emphasis should be placed on allowing conferences and divisions to expand sport offerings.* –Division I senior compliance administrator, Western Athletic Conference



Responses to open-ended questions



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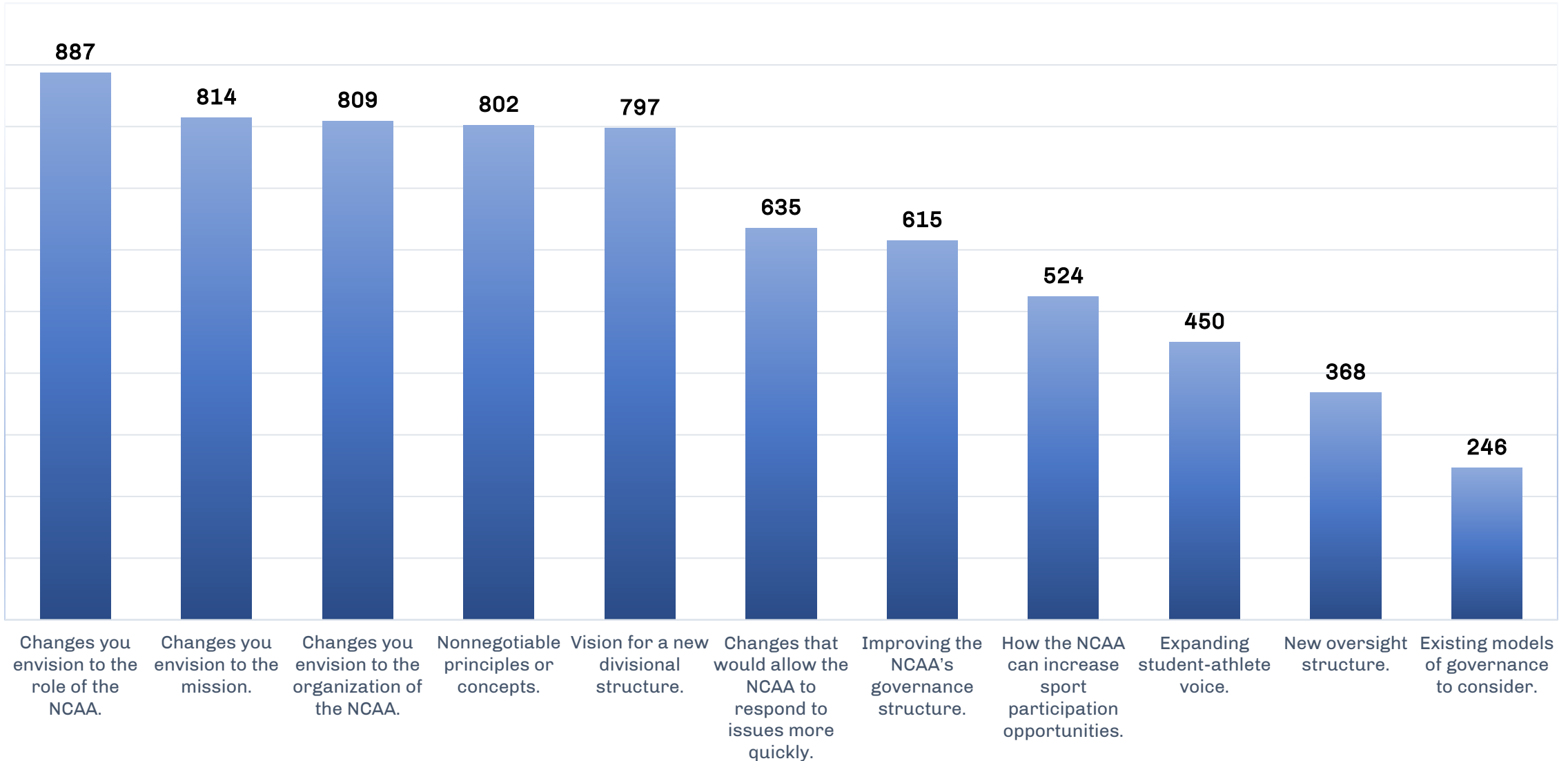
Open-Ended Questions, Administrator Survey

- ▶ The administrator survey included 11 open-ended questions, soliciting ideas and feedback from the membership in terms of new directions for the Association's structure and function.
- ▶ While nearly 3,500 administrators took the survey, each open-ended question typically received responses from 15-25% of participants; 1,975 participants (57%) responded to at least one open-ended question.

| Roles | Completed the survey | Responded to open-ended questions | Open-ended response rate |
|--|----------------------|-----------------------------------|--------------------------|
| Conference commissioner/executive director | 104 | 93 | 89% |
| Coaches association executive director | 23 | 20 | 87% |
| Director of athletics | 887 | 565 | 64% |
| Senior compliance administrator | 515 | 296 | 57% |
| President/chancellor | 451 | 252 | 56% |
| Athletics diversity and inclusion designee | 94 | 53 | 56% |
| Faculty athletics representative | 562 | 292 | 52% |
| Senior woman administrator | 424 | 211 | 50% |
| Athletics direct report | 80 | 38 | 48% |
| Athletics health care administrator | 352 | 155 | 44% |
| Grand total | 3,492 | 1,975 | 57% |



Administrators: Number of Written Responses Per Question



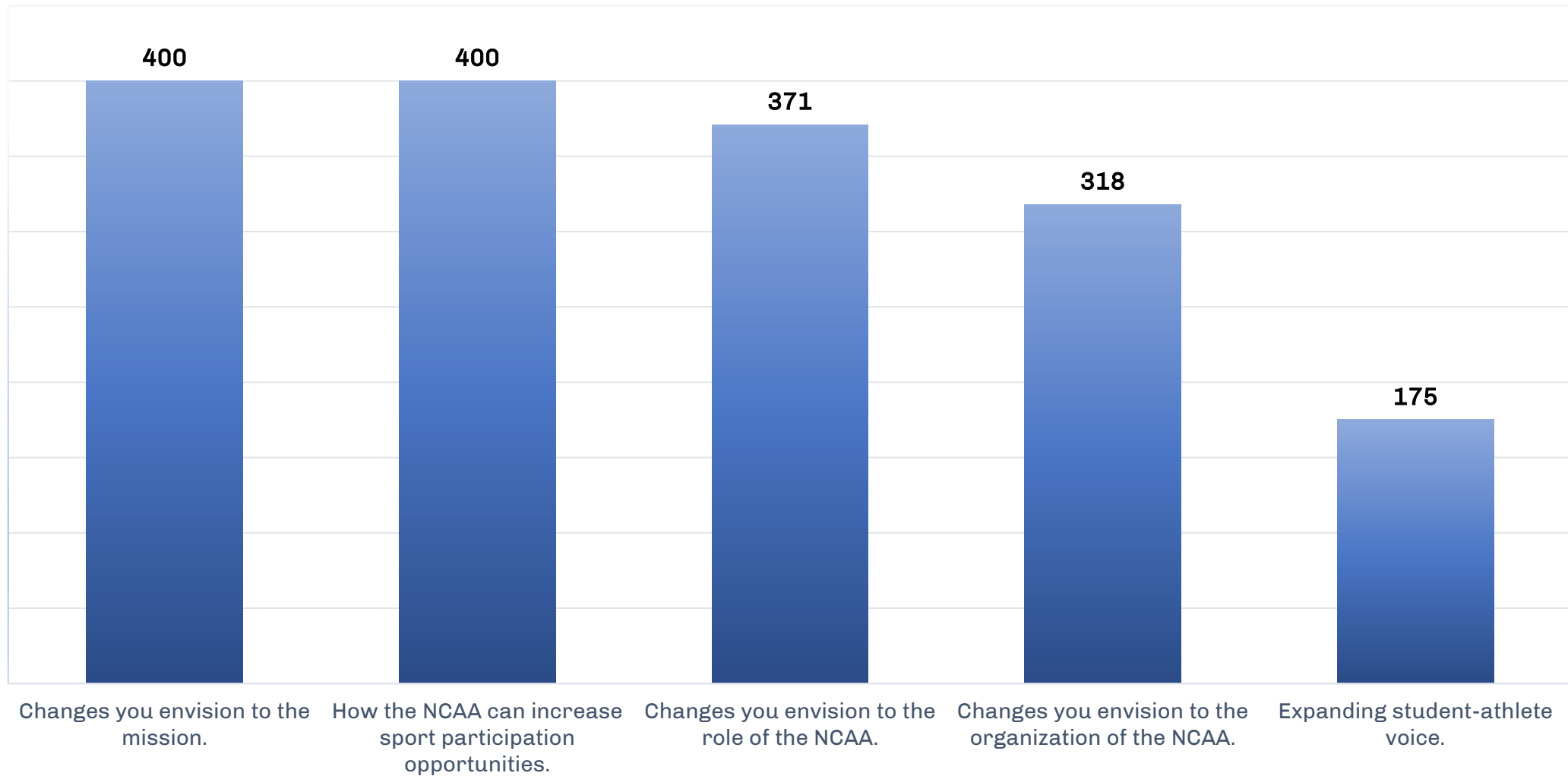
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Open-Ended Questions, Student-Athlete Leader Survey

- ▶ The student-athlete leader survey included five open-ended questions also posed in the administrator survey, regarding increasing student-athlete voice, sport opportunities, and new visions for the mission, role and organization of the NCAA.
- ▶ While 1,362 student-athlete leaders took the survey, each open-ended question typically received responses from 20%-30% of participants; 658 participants (48%) responded to at least one open-ended question.

| Roles | Completed the Survey | Responded to Open-Ended Questions | Open-Ended Response Rate |
|---------------------------------------|----------------------|-----------------------------------|--------------------------|
| National SAAC/Board of Governors SAEC | 100 | 54 | 54% |
| Conference SAAC member | 422 | 218 | 52% |
| Campus SAAC representative | 840 | 386 | 46% |

Student-Athlete Leaders: Number of Written Responses Per Question



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Considerations and Overarching Themes

- ▶ While these comments have been grouped thematically, the themes identified may not be representative of the membership as a whole.
- ▶ Administrators in Division II and Division III voiced concern that they will be heavily impacted by the work of the Constitution Committee but will have little voice in the process.
 - ▶ Many who expressed contentment with their current divisional model are wary of a constitutional overhaul.
 - ▶ For those who do want change, many noted that they would like to see greater equity in terms of divisional representation in decision-making and more revenue shared with Divisions II and III.
- ▶ The current principles outlined in the NCAA constitution have strong support across the Association. Comments often focused on requests that (or suggestions regarding how) these principles be upheld and enforced.



Overarching Themes

- ▶ Health and safety, access to championships, competitive equity and a focus on the student-athlete collegiate experience are high on the list of priorities and nonnegotiables going forward. Maintaining a model that focuses on amateurism was frequently expressed by administrators. However, some, particularly in Division I, noted that amateurism may need to be redefined.
- ▶ Numerous respondents — both administrators and student-athlete leaders — indicated that principles of diversity, inclusion and equity need to be central to a constitutional redrafting. However, there was a smaller number of administrators who felt strongly that the NCAA should “stay in its lane” as an athletics association, focusing on rules of competition and conducting national championships and not responding to or addressing matters perceived as social, cultural or political issues.
- ▶ Student-athlete leaders called for an increased focus on the holistic student-athlete experience and student-athlete mental health. Many advocated for additional avenues to include student-athlete voice in decision-making. Student-athlete leaders also wove calls for equity into their responses across the survey, including both attention to gender equity and equitable opportunity and recognition for athletes regardless of division or sport.



Open-ended questions specific to the administrator survey



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Suggestions for Improving the NCAA's Governance Structure

- ▶ **Increase representation of a range of athletics administrators in governance.**
- ▶ **Establish more equitable voting/voice for nonautonomy conferences.**
 - ▶ *The rule should be one vote per member period.* –Division I president, Missouri Valley Conference
- ▶ **Decentralize** — shifting power and oversight to the divisional or conference level, increasing autonomy at the conference or institutional level and reducing national oversight.
 - ▶ *Historically, the NCAA's bureaucracy prevents nimbleness and flexibility in the fast-paced, ever-changing world of intercollegiate athletics. Campuses move at lightspeed versus the National Office. Shifting more control to conferences and institutions permits a more proactive approach to governance. Especially if the conferences align to service their member institutions.* –Division II director of athletics, Lone Star Conference
- ▶ **Reduce the role of NCAA staff in driving decision-making.**
 - ▶ *The committee structure needs to be overhauled. Staff can sometimes have an outsized influence on how the governance is run and what tasks committees take on, and what direction they take. ... Finding a way to streamline some of what must move through the governance structure is vital as we will likely continue to face major issues in the years ahead.* –Division III conference commissioner



How To Respond to Issues More Quickly

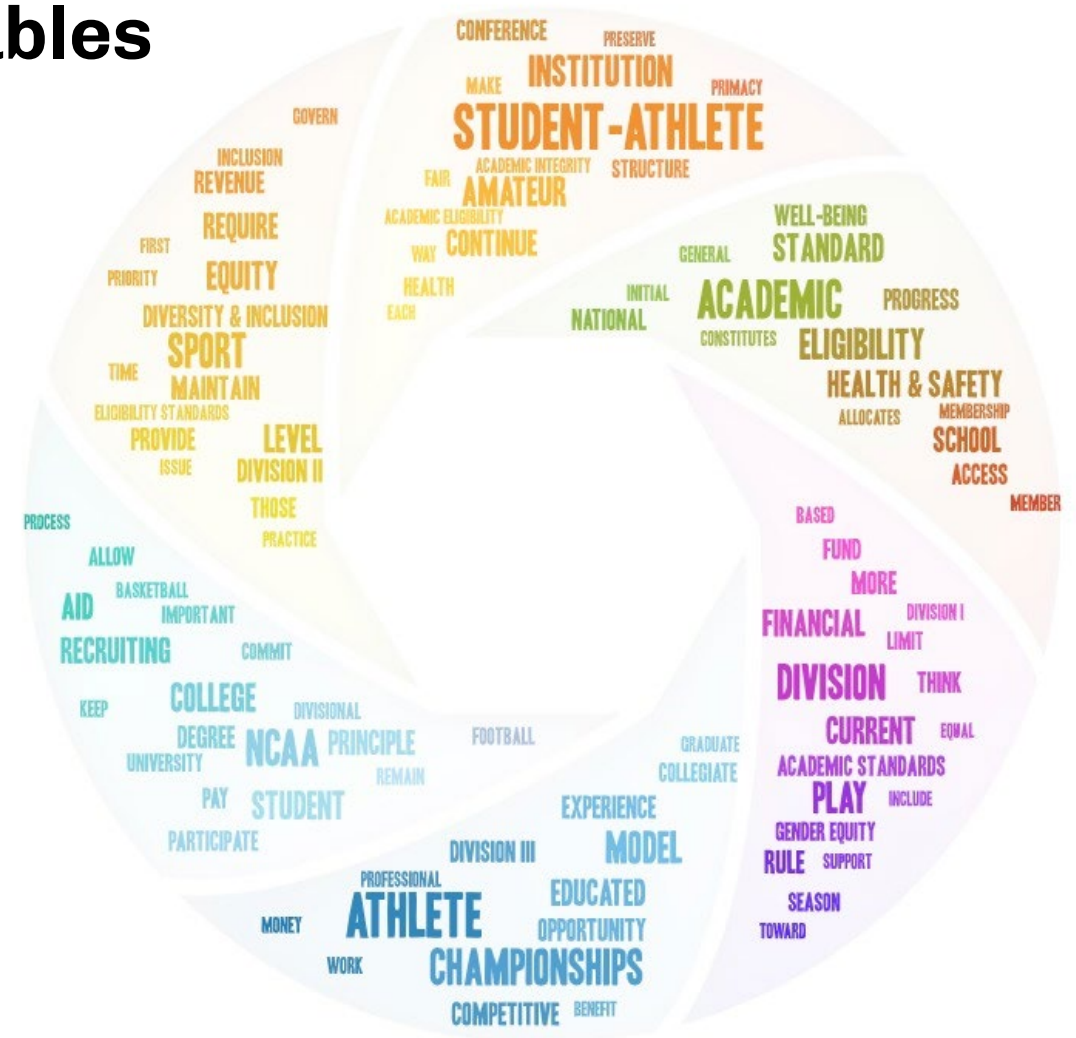
- ▶ **Modify the governance structure to reduce committees or layers of oversight.**
 - ▶ *At least within Division II, I think we can eliminate some of the layers of approval necessary to make changes. We saw how quickly we could react during the pandemic, with the Administrative Committee making decisions. I'm not suggesting we eliminate current committees, but perhaps not everything has to go through at least 3 layers of approval to get done.* –Division II director of athletics, Mid-America Intercollegiate Athletics Association
- ▶ **Streamline the legislative process to improve flow and response time.**
 - ▶ *Adjust legislative cycles and/or process to approve new legislation. More opportunities to adjust quickly to changes instead of a year long process.* –Division I senior compliance administrator, Southland Conference
- ▶ **Shift authority for various decisions/processes to conference offices or the institutional level.**
 - ▶ *Simplify, simplify, simplify. Less detail, fewer hoops, streamlined process. Shift authority for various decisions/processes to conference offices or the institutional level.* –Division III president, Ohio Athletic Conference
- ▶ **Simplify and modernize rules.**
- ▶ **Ensure dedicated/accessibile NCAA national office staff.**
 - ▶ *It would be beneficial to have staff working in various time zones to assist institutions who are not on eastern time. Communication with the National Office since they have been working remote has been much more timely and efficient.* –Division I senior compliance administrator, Western Athletic Conference



Nonnegotiables

► Frequently expressed nonnegotiables:

- Amateurism model.
- Primacy of academics and the student-athlete educational experience.
- Championship access.
- Standards for competitive equity.
- Standards for student-athlete health and safety.
- Eligibility standards.
- Revenue distribution models (maintain or increase).
- Current structure (particularly for Division II and Division III).
- Principles of diversity, equity and inclusion — with special attention called toward gender equity.



Note: The open-ended question asked: *Please indicate what principles or concepts of the current model you believe are essential to preserve in this redrafting process.*



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Borrowing Ideas From Existing Governance Models

▶ **Move to a federated system.**

- ▶ *The federal government is focused on setting policy and minimal laws in certain areas — otherwise, decisions are left to the states. The NCAA should review a similar policy-focused, decentralized system. – Division I senior compliance administrator, Big 12 Conference*

▶ **Decentralize and move more autonomy to conferences and institutions.**

- ▶ *I believe that the role and scope of the NCAA should become smaller and that increasing responsibility should be shifted to decision-making at the conference level. –Division II conference commissioner*

▶ **Examine the Olympic model or that proposed by the Knight Commission.**

▶ **Consider the models of U.S. professional sports organizations (primarily a Division I suggestion).**

▶ **Change existing model to provide equity in representation.**

- ▶ *The current stacking of votes for Power Five schools is no longer fair nor tenable. I understand those schools want to control things. Fine. Let them control things in a different division, and return the rest of us to divisions with equitable voting. –Division I senior woman administrator, Mid-American Conference*
- ▶ *Have a more spread out governance, not just the top folks speaking to each other all the time. Listen to the voices. The presidents are so isolated and have much on their mind, AD's, SWA's and FAR's are much nearer the issues. –Division II faculty athletics representative, Sunshine State Conference*



Joint feedback: Open-ended questions posed in both administrator and student-athlete leader surveys



Administrator Suggestions for Expanding Student-Athlete Voice

- ▶ **Increase the number of student-athletes on committees with more seats and more diverse representation in terms of sport, gender, division, and alumni status.**
 - ▶ *I would like to see more efforts made to ensure the athlete voice is diverse — making sure representation is not only diverse in 'traditional' usage of the word, but also by sport-type (Olympic vs. football/basketball/etc.), 'prestige' of an institution (students at power schools have different experiences than those in the mid-majors and/or other divisions), athletic resources, for example.*
–Division III faculty athletics representative, Wisconsin Intercollegiate Athletic Conference
- ▶ **Provide additional opportunities to hear from students, including forums and surveys.**
 - ▶ *All NCAA student-athletes have NCAA ID numbers. It's also possible for all schools to load SAs emails into forms systems, etc. Utilize the platforms already existing and ability to get student-athlete feedback to let the student-athlete body vote on key issues. Some SAAC reps are not well connected with their constituents and regardless are representing their own agenda even if it's not supported by the group they represent.* –Division II senior woman administrator, Gulf South Conference
- ▶ **Maintain or limit the current level of student-athlete involvement in governance.**
 - ▶ *I am concerned that we are empowering student athletes too much in decisions they do not have the sophistication to be involved with or which represent a conflict of interest. Do we have students involved with the creation of class syllabuses? Of course not. So why are they increasingly involved with athletic decision making? Don't hear me wrong; their voice is valuable as an advisory adjunct but that's where I'd draw the line.* –Division I president, Summit League



[illegible]

- ▶ **Increase the number on committees with more seats and more diverse representation in terms of sport, gender, division, and alumni status.**
- ▶ *You should have more than just one student athlete voice to amplify student involvement and allow for more representation across different demographics –Division I campus SAAC, Pac-12 Conference*
- ▶ **Provide additional opportunities to hear from students, including forums and surveys.**
- ▶ *Provide more ways for athletes to voice their thoughts (zooms, surveys, social media). –Division I conference SAAC, Colonial Athletic Association*
- ▶ *There should be ... a 'city hall' or athletic department meeting once a month that gathers all student-athletes ... to voice any opinions they have. This cuts out the middleman, or SAAC, representatives but it gives students the chance to be heard. –Division II campus SAAC, Peach Belt Conference*
- ▶ **Provide opportunities to engage with NCAA leadership.**
- ▶ *Allow SAs to voice their opinions to higher up people (Mark Emmert, Dr. Hainline, etc.), and have them actually listen to the concerns that SAs bring up. SA voice is often overlooked after the initial meeting where concerns are brought up. –Division III national SAAC, Heartland Collegiate Athletic Conference*

If there were no constraints, what changes, if any, in mission, role and organization of the NCAA would you make?

► **Mission**

- ▶ Don't change it; uphold it.
- ▶ Center the student-athlete experience.
- ▶ Prioritize education, opportunity and fairness.
- ▶ Pare focus to competition rules and conducting national championships.

► **Role**

- ▶ Maintain current role.
- ▶ Reduce scope and decentralize.
- ▶ Lead with principles of equity, fairness and balance.
- ▶ **Prioritize the student-athlete experience (student-athlete leader priority).**

► **Organization**

- ▶ Restructure national office leadership and committee representation.
- ▶ Redefine divisional structure.
- ▶ Decentralize, deregulate, narrow scope.
- ▶ **Elevate the student-athlete voice (student-athlete leader priority).**



Administrator Recommended Changes to NCAA Mission

▶ **Don't change it; uphold it.**

- ▶ *The mission seems right, it is just the manifestation of it that needs improvement. The mission needs to be translated into practices that are absolutely student centered.* –Division III director of athletics, New England Small College Athletic Conference

▶ **Center the student-athlete experience.**

- ▶ *The mission must put the student athlete first, making certain that their health, both mental and physical, and their identity is nurtured.* –Division I faculty athletics representative, Southland Conference

▶ **Prioritize education, opportunity and fairness.**

▶ **Pare focus to competition rules and conducting national championships.**

- ▶ *Stop the perpetual mission creep that has plagued this association for decades — focus on your core mission, effectively running national championships on a level playing field. Leave as much as possible to the institutional and conference levels.* –Division II conference commissioner



Student-Athlete Leader Recommended Changes to NCAA Mission

► Center the student-athlete experience.

- I envision that the NCAA's mission would revolve around student athlete performance on and off of the field. Also, how the organization shapes student athletes to excel and develop skills to take into life after their eligibility is over. –Division II conference SAAC, Central Atlantic Collegiate Conference

► Don't change it; uphold it.

- The NCAA Mission statement is pretty sound, but sometimes the organization seems to veer from following the mission. –Division I conference SAAC, Big East Conference

► Include language specific to student-athlete mental health.

- I think the NCAA mission could be changed to include the aspect of maintaining and supporting the physical and mental health of athletes while participating in their sports. –Division I conference SAAC, Summit League

► Emphasize equity: including gender equity, competitive equity, and institutional or divisional equity.

- I would look to include more emphasis within the NCAA mission to promote the provision of a diverse and equal environment for all student athletes. –Division III conference SAAC, Wisconsin Intercollegiate Athletic Conference



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Administrator Recommended Changes to NCAA Role

► **Maintain current role.**

- *I still believe the NCAA needs to be a national governing body. It's the only way to guarantee parity across the board. We need something strong and centralized, with actual penalties for offenders. Again, it all goes back to competitive equity. Why have rules without actual consequences?*
–Division I senior compliance administrator, Horizon League

► **Reduce scope/decentralize.**

- *I envision the NCAA as an organization that provides CHAMPIONSHIP opportunities for college athletics. I'm not sure that the NCAA needs to involve itself in areas such [as] sexual violence attestation and 360 Proof. There are areas such as these that seem far removed from athletics competition. Let's narrow the focus to providing outstanding championship experiences for student-athletes.* –Division III conference commissioner

► **Foster equity, fairness and balance.**

- Set standards for equitable competition.
- Promote institutional equity in terms of influence of governance decisions.
- Advocate for equity and inclusion.



Student-Athlete Leader Recommended Changes to NCAA Role

▶ **Prioritize the student-athlete experience.**

- ▶ *Focusing more on how the NCAA plays a role in developing their student-athletes more holistically. This would include creating an environment on each campus that fosters optimal individual development on all levels. In what ways is the NCAA helping create the next leaders of tomorrow? –Division I national SAAC, Southern Conference*

▶ **Empower the student-athlete voice.**

- ▶ *Make SAAC a more empowering body able to vote within the NCAA. –Division I campus SAAC, Northeast Conference*
- ▶ *Stand side by side with the student athlete to be given insight on what the student athlete of today needs. Encourage student athletes to voice themselves, listen, and adapt to it while keeping the foundations that hold true for the benefit of the organization and the student athlete. –Division II conference SAAC, Central Intercollegiate Athletic Association*

▶ **Focus on equity, fairness and balance.**

- ▶ *Attend to gender equity.*
- ▶ *Equitably recognize and support student-athletes across sports and divisions.*



Administrator Recommended Changes to NCAA Organization

- ▶ **Restructure committee representation in terms of who serves and how power is weighted, and consider term limits.**
 - ▶ *College and university presidents should focus more on managing their respective institutions and let athletics directors and conference commissioners run intercollegiate athletics. –Division II senior compliance administrator, Pennsylvania State Athletic Conference*
- ▶ **Rethink the national office leadership structure.**
 - ▶ *The NCAA needs to rethink the current national leadership structure. The belief amongst many institutions is that the NCAA is reactive and antiquated with little backbone to stand up for decisions made. –Division III director of athletics, Upper Midwest Athletic Conference*
- ▶ **Redefine divisional structure.**
 - ▶ *I think it is important to establish divisions with national level standards (financial aid, eligibility, recruiting, etc.) to promote competitive equity. I think it is possible that we could have more divisions and I don't think it would be a bad idea if there was more opportunity for regionalization through multi-divisional concepts. –Division II conference commissioner*
- ▶ **Decentralize, deregulate, narrow scope.**



Student-Athlete Leader Recommended Changes to NCAA Organization

▶ Elevate the student-athlete voice.

- ▶ *I envision changes where there is more student athlete involvement in the NCAA to help provide a more balanced approach to student athlete support. –Division III campus SAAC, Wisconsin Intercollegiate Athletic Conference*
- ▶ *I think [the] NCAA should be more centralized and student-focused. Students should have a bigger voice in decisions that the NCAA makes. –Division I conference SAAC, Atlantic 10 Conference*

▶ Prioritize diversity, equity, inclusion.

- ▶ *Increasing diversity of employment within the organization. This includes gender, race, ethnicity, and sexual orientation, but also transfer students and other student athletes who had to take alternative routes to be a collegiate athlete. –Division II campus SAAC, California Collegiate Athletic Association*
- ▶ *Prioritizing the athletes at all levels and all genders. Over the last two years there has been a lot of light shed on various issues within the NCAA and how they have handled several situations. If they truly care about the athletes and their experiences opportunities should be fair for all and should be a priority regardless of division. –Division III campus SAAC, Michigan Intercollegiate Athletic Association*

▶ Maintain current organizational structure.





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