

## **NCAA Division I Board of Directors Strategic Areas of Emphasis 2018-2023**

*[Revised June 6, 2018 – final, subject to additional editing as needed.]*

### **Background.**

#### ***Role of presidential leadership in Division I governance.***

The Division I Board of Directors provides the strategic direction and oversight for the Division I collegiate model. With the Board's 2016-2018 strategic plan nearing completion, it is now time to turn attention to identifying the future areas of emphasis for 2018-2023. It is important that the Division I Board, assisted by the Presidential Forum, provide leadership and direction for the division and for the Association as a whole, and the development of Division I strategic areas of emphasis will help create the necessary framework by which the broader collegiate model of sport can be advanced.

#### ***Division I membership helps inform strategic areas.***

The Board has been aided in this process by the regular feedback from key NCAA governance groups, including the Presidential Forum, NCAA Division I Council, NCAA Division I Student-Athlete Advisory Committee and NCAA Division I Strategic Vision and Planning Committee. Broader outreach to the Division I membership has also occurred. The end result reflects a shared commitment to address these areas to advance Division I.

#### ***Complementary planning efforts underway.***

It is important to note that several other strategic planning efforts underway that serve to complement this effort.

The NCAA Board of Governors has just begun its Association-wide strategic planning process, intended to inform areas with Association-wide impact.

The Division I Council, NCAA Division I Committee on Academics, Division I Student-Athlete Advisory Committee and other governance entities are also identifying other specific areas for review in their respective areas that are complementary to the strategic areas identified by the Board while advancing more operational and tactical goals.

#### ***Reaffirming the role of intercollegiate athletics in the educational experience.***

The Division I Board's work in developing these strategic areas of emphasis has been greatly enhanced and informed by the Presidential Forum's *Charting the Course* report. This report represents an unprecedented and holistic examination intended to advance the optimal state of student-athlete development and preparation for life.

The Board and Forum are strongly committed to the collegiate model of athletics that has the following characteristics: promises that participation in college sports enriches the entire postsecondary educational experience for student-athletes; reaffirms that athletics participation is an integral component of that experience rather than an ancillary or extracurricular endeavor; and reinforces that the benefits of that participation – the teamwork, the self-discipline, the camaraderie, the collaboration with persons of varied backgrounds to achieve a common goal – serve student-athletes not only during their time in competition, but also well after they have earned their diplomas.

There is also agreement that the intercollegiate athletics experience adds unique educational value for student-athletes. The attributes inherent in athletics participation – the work ethic, leadership, collaboration/teamwork, time management, self-discipline, partnering with teammates from diverse backgrounds and cultures – offer as much of a high-impact “classroom” for learning as other aspects of education such as lab work, study abroad programs and internships. Student-athletes learn valuable life lessons as part of their intercollegiate athletics experience, and NCAA research shows that those lessons position student-athletes for success in life well beyond their college years.

The continuum of the student-athlete experience – from college recruitment through the college years to the post-college environment – is such that expectations and habits developed along the way can positively or negatively affect student-athletes’ well-being and skill development at all stages of their experience; that engagement in intercollegiate athletics has the potential of adding significant value to the student-athletes’ well-being and skill development when done properly, and that the student-athlete experience at its core is one that builds on students’ experience generally, regardless of their “elite athletic status” at any point along the continuum.

### **The 2018- 2023 Strategic Areas of Emphasis for Division I.**

With this background, here are the agreed upon areas of emphasis:

#### ***Foundational goals to support the student-athlete:***

The Division I Board of Directors has identified the following Foundational Goals as the highest strategic priorities focused on reaffirming and supporting the primacy of the student-athlete.

- ***Foundational Goal #1:*** *The NCAA Division I Board of Directors will oversee the development of policies and legislation to improve the academic experience and success of student-athletes and help provide student-athletes with a well-rounded, opportunity-rich and diverse experience that helps prepare them for a successful transition from college into lifelong productive citizenship.*
  - ***Particular areas of focus could include:***
    - *Use existing university-wide programming to afford interested student-athletes with opportunities for experiential learning (e.g., internships, study abroad), while developing student-athlete specific programming in instances in which creation of new programming is appropriate.*
    - *Improve the academic preparation and performance of student-athletes, particularly those less academically prepared.*
- ***Foundational Goal #2:*** *The Division I Board of Directors, in collaboration with the Board of Governors, will oversee the development of policies and legislation to sustain and enhance safe*

*educational and athletics experiences that support student-athletes' overall well-being from pre-college and recruitment through graduation and beyond.*

○ ***Particular areas of focus could include:***

- *Advance and implement all health and safety initiatives, including those related to traumatic brain injury, mental health and campus sexual violence prevention programming.*

- ***Foundational Goal #3:*** *The Division I Board of Directors will oversee the development of policy or legislative changes that enhance the sustainability of the Division I collegiate model in light of the current and future fiscal climate impacting intercollegiate athletics and higher education.*

○ ***Particular areas of focus could include:***

- *Examine implications of increasing disparate revenue generation among Division I conferences and institutions on the long-term viability of the Division I collegiate model.*
- *Within the limitations of cost-of-attendance regulations, identify ways to allow student-athletes to accept the full amount of institutional financial aid that is available to them.*

- ***Foundational Goal #4:*** *The Division I Board of Directors will actively engage in the identification and examination of threats and opportunities impacting the Division I collegiate model and develop strategies to effectively manage outcomes and directions to enhance the student-athlete experience.*

○ ***Particular areas of focus could include:***

- *Examine NCAA expectations related to academic integrity and misconduct to assure continued consistency with the practices of higher education while recognizing the Division I's membership's collective interest in the fairness of competition and the integrity of the student-athlete experience.*
- *Examine the NCAA Division I Academic Performance Program team and institutional academic standards to ensure the standards appropriately include institutional mission as part of the criteria for determining penalties.*
- *Examine existing regulations and policies in an effort to better assist and protect student-athletes within the collegiate model (e.g., modernization, transfers, early recruiting, impact of third parties, agents, equity issues). This examination should include whether the existing regulations (or lack thereof)*

*create incentives that unintentionally lead to unethical behavior.*

- *Partner with higher education organizations in the NCAA’s role as “content experts” related to athletics to help inform new and potential presidents.*
  - *Enhance communication and advocacy of the collegiate model.*
  - *Improve the efficiency and effectiveness of Division I governance structure.*
  - *Improve student and fan behavior and engagement to better comport with institutional and NCAA values.*
  - *Examine and create expectations for the role of coaches and athletics administrators, including improved leadership training.*
  - *Examine the championship experience for student-athletes, including issues related to championship access and safety and security.*
  - *Address recommendations of the Commission on College Basketball.*
  - *Address recommendations from NCAA Division I Enforcement and Infractions Review Group, including threats and tensions present in the current system. This review should consider implications related to enforcement and noncompliance issues that may arise when institutions fail to adhere to legislative and policy expectations in the area of health and safety.*
  - *Identify additional challenges and opportunities.*
- ***Foundational Goal #5:*** *The Division I Board of Directors will oversee the development of policies and legislation to increase diversity in coaching and administrative positions, provide broader engagement and inclusion of diverse candidates for committee vacancies, and create a safe and inclusive environment for all student-athletes and administrators to allow for more active participation in all areas of intercollegiate athletics.*
    - ***Particular areas of focus could include:***
      - *Development of appropriate performance metrics to monitor progress in these areas.*
      - *Partnering with various coaches’ associations, Women Leaders in College Sports and the NCAA inclusion office to develop and support diversity and inclusion programming.*