



DIVISION II

# MODEL ATHLETICS DEPARTMENT DOCUMENT



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## Introduction / Purpose

The Division II Athletics Directors Association (ADA) created the Division II Model Athletics Department document to outline the principles and features by which an ideal athletics department at the Division II level should be built. This initiative was first introduced in 2002 and has undergone several iterations since. This latest version has been reviewed and endorsed by the Division II ADA and the Division II Conference Commissioners Association.

Section One outlines guiding principles and strategic goals designed to enhance athletics operations. Section Two offers a sample Division II athletics program that includes methodologies and initiatives that have helped existing Division II members be successful.

Some of the principles contained in this document may reflect an institution's current state of operations; others may be unrealistic for some schools to achieve. The Division II ADA understands that Division II has a diverse membership of varying sizes and institutional missions and that institutions may be at different places in their efforts to reach these ideals. However, most of the guidelines represent attributes found in successful Division II athletics programs and reflect realistic goals that, if achieved, should enhance an institution's operations and, most importantly, the student-athlete experience.

Without exception, a Division II athletics program should be an extension of the educational mission of the institution and reflect the standards of higher education. Like many other Division II model documents, this is meant to serve as a resource for Division II institutions in implementing the NCAA Division II Strategic Positioning Platform and Strategic Plan to their unique settings. However, the information contained in this document is provided as a reference and does not constitute binding advice on any member institution.

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## SECTION ONE

### Guiding Principles

The following principles are arranged to align with the five strategic positioning outcome areas in the Division II Strategic Plan. The order in which they appear is not meant to prioritize one principle over another; rather, the intent is to consider the principles as a package to enhance the athletics department and in turn, the student-athlete experience. A model Division II athletics department should conduct an annual assessment of its operations to ensure it is following these guiding principles.

**ACADEMICS AND STUDENT-ATHLETE DEVELOPMENT.** *Provide Division II student-athletes a path to graduation while cultivating skills and knowledge for life ahead; learning in high-level athletics competition; and developing societal attitudes through service to the community.*

Academic Success. Division II believes in a balanced approach in which participation in athletics contributes to, rather than competes with, student-athletes' ability to accomplish goals in their desired academic pursuits. A model Division II athletics program shall be committed to the academic success of its student-athletes, measured in part by the total number of student-athletes who earn degrees within six years of initial collegiate enrollment and ensuring that student-athletes graduate at least at the same rate as the institution's student body.

#### Resources

[Division II Academics Home Page](#)

[Division II Graduation Rate Trends](#)

Student-Athlete Development. A model Division II athletics program shall be committed to the total development of the student-athlete experience, as evidenced by implementing a Life Skills or similar program. Programming should effectively prepare student-athletes for success both concurrent with their athletics careers and after their collegiate experiences. A model Division II athletics program will help student-athletes develop, identify and apply transferable skills such as leadership in their careers and within their community.

#### Resource

[Student-Athlete Professional Development Resource](#)

Health and Safety/Student-Athlete Well-Being. A model Division II athletics program shall protect the health of and provide a safe environment for each of its student-athletes. A designation of Athletics Health Care Administrator (AHCA) is required for all Division II member institutions. This person should serve as a point of contact with the NCAA on matters of student-athlete mental and physical health, safety, and performance. Athletics healthcare practices should adhere to federal, state, and local regulations; NCAA policy, bylaws, and sports playing rules. The NCAA Sports Medicine Handbook can help institutions adhere to the requirements noted before and in the delivery of athletics healthcare services. An athletics program shall have a designated team physician(s) providing input for athletics healthcare policies and directing athletic trainers, whether those athletic trainers are employed by the institution or through a relationship with a third-party sports medicine provider. Athletics healthcare providers (e.g., athletic trainers, and team physicians) shall be empowered to have the unchallengeable authority to determine the management and return-to-play of any ill or injured student-athletes. Healthcare providers for the student-athlete shall be appointed by and shall report to administrators independent from coaches (e.g., health center, campus hospital, student affairs). A model athletics program shall oversee the development and implementation of a policies and procedures document including, but not limited to healthcare providers' job descriptions, emergency action plans, student-athlete medical examinations, and clearance to

#### Resources

[NCAA Sports Medicine Handbook](#)

[NATA Recommendations and Guidelines for Appropriate Medical Coverage of Intercollegiate Athletics](#)

[NCAA Sport Science Institute Home Page](#)

[Athletics Health Care Administration Best Practices](#)

[Athletics Health Care Administrator Handbook](#)

participate (e.g., sickle cell trait status), and student-athlete medical care and return to play (e.g., concussion management).

Additionally, a model Division II athletics program should:

- Provide the same level of care for student-athletes' mental health as their physical health. (Hiring full-time staff in this area is not required, but a model Division II athletics program should provide student-athletes with connections to third-party professional services on and off campus to meet their mental health needs. Items that should be included in caring for the student-athlete's mental health are stress management, sleep education, nutrition, and time management.)
- Protect student-athlete well-being by providing adequate support services such as tutoring, counseling for academic and personal problems, counseling regarding gambling, wellness programs, and alcohol and drug awareness.
- Regularly collaborate with other departments on campus (e.g., student affairs) to help ensure student-athlete well-being and an adequate provision of support services.
- Have written policies and procedures to assess the well-being of student-athletes.

In addition to student-athlete well-being, remember your staff in this regard as well. A model Division II athletics program should create a culture of well-being for its coaching and support staff. A career in athletics is a demanding, time-consuming profession and a model department provides resources for its staff to ensure their health and well-being, including mental health.

**ATHLETICS OPERATIONS AND COMPLIANCE.** *Commit to institutional control by establishing a system for operations and compliance that is engaged and functioning.*

Integration and Institutional Control. A model Division II athletics program is integral to the educational mission of the institution, is fully integrated as an athletics department in the institution's budget and management operations, and is committed to the principle of institutional control. A model athletics program is committed to ensuring that student-athletes learn in the classroom, in athletics competitions, and through the overall collegiate experience. Finally, a model program should document authority, organizational charts, and standard operating procedures for hiring, budget, policies, and compliance.

Chancellor or President Oversight. In a model Division II athletics program, the institution's chancellor or president shall have the ultimate responsibility and final authority for the conduct of the intercollegiate athletics program. The institution's chancellor or president shall set forth a vision for the institution's intercollegiate athletics program; ensure that adequate resources exist for the athletics department to carry out this vision; ensure athletics is an extension of the educational mission of the institution; ensure the activation of the Division II Strategic Positioning Platform at the institution and in the community; emphasize the importance of the institution's compliance system and the roles of various departments (e.g., financial aid office, registrar) in this system; prioritize self-reporting of compliance violations; and emphasize commitment to diversity and inclusion, including compliance with Title IX.

**Resource**

[Division II Chancellors/Presidents Oversight Resource](#)

Strategic Plan for Intercollegiate Athletics. A model Division II athletics program features a strategic vision for an integrated athletics model that specifies the goals and objectives for the intercollegiate athletics experience and identifies how athletics enhances the mission of the campus. A model Division II athletics department shall engage in long-range planning while providing the flexibility to adapt annually to the changing nature of intercollegiate athletics. The strategic plan should support initiatives consistent with the Division II Strategic Positioning Platform and Strategic Plan.

**Resources**

[Division II Strategic Plan](#)

[Division II Strategic Positioning Platform](#)

Vice President of Athletics/Director of Athletics. A model Division II athletics program shall feature a full-time administrator who takes responsibility for the academic and athletics success of the athletics department. The vice president for athletics/director of athletics should report directly to the president or chancellor and serve as a member of the president’s or chancellor’s cabinet. As the leader of the department, the vice president of athletics/director of athletics shall:

- Implement the institution’s vision for intercollegiate athletics consistent with the institution’s educational mission and philosophy.
- Create an environment that prioritizes sportsmanship and civility and student-athlete well-being.
- Establish departmental goals that are aligned with the Division II Strategic Positioning Platform, including the role athletics can play in strengthening the bond between the institution and the surrounding community; and
- Be a leader in planning and implementing the strategic plan for intercollegiate athletics, which should be consistent with the strategic plans for the institution and Division II.

The vice president of athletics/director of athletics should not have other major responsibilities (e.g., compliance officer or coach).

Faculty Athletics Representative (FAR). The president or chancellor of each member institution shall appoint and support the Faculty Athletics Representative as the principal point of contact to whom student-athletes can report any action, activity, or behavior by anyone associated with athletics programs inconsistent with the new NCAA Constitution’s principle of student-athlete health and well-being. In this role, the Faculty Athletics Representative is a reporting contact for student-athletes independent of the institution’s athletics department, but not a legal advocate for student-athletes. The Faculty Athletics Representative, in this capacity, shall report directly to the member institution’s president or chancellor.

**Resource**

[Division II FAR Resources Home Page](#)

Senior Woman Administrator (SWA). The Senior Woman Administrator designation is given to the highest-ranking female involved with the management of an institution’s intercollegiate athletics program. An institution with a female director of athletics may designate a different female involved with the leadership of the institution’s program as a fifth representative to the NCAA governance system. The SWA is not the senior “women’s” administrator, nor is the role intended to be restricted to the individual supervising women’s sports. The SWA shall be a member of the

director of athletics' senior leadership team and be actively involved in decision-making and the general operations of the athletics department. The SWA should be a senior-level administrator and should have the title of assistant or associate athletics director.

Compliance. A model Division II athletics program shall feature a full-time compliance coordinator whose primary responsibilities are the oversight of the institution's compliance system, the coordination of the institution's rules education, and the monitoring of rules compliance. The compliance officer should not be a coach or the director of athletics. Compliance is an institutional responsibility, and the compliance officer must work closely with designated institutional staff in the financial aid, admissions, and registrar's offices to ensure compliance with NCAA and conference rules and regulations. The compliance officer should also work with the institution's Title IX officer to ensure compliance with Title IX, specifically in the areas of participation, scholarships, and treatment of existing student-athletes and programs. The athletics department should use an electronic or web-based system for compliance monitoring and also commit to a regular external assessment (e.g., compliance blueprint review by the NCAA, conference) to evaluate the strengths and weaknesses of the institution's compliance systems.

**Resource**  
[Division II Compliance Home Page](#)

Coach's Role. A model Division II athletics program shall feature an environment in which head coaches understand their responsibility in establishing a culture of compliance with conference and NCAA rules within the program as well as a culture of care for their student-athletes' health and well-being, including mental health. A model athletics program features coaches who have a clear understanding of the institution's emergency medical plans and are certified in first aid, cardiopulmonary resuscitation (CPR), and automatic external defibrillator (AED) use. Each coach should understand their role as an ambassador for the institution. A model athletics department also features coaches who are committed and sensitive to the overall well-being of student-athletes. Providing professional development for its coaching staff, in every way needed, is a characteristic of a model DII athletics department.

Student-Athlete Advisory Committee (SAAC). Each institution shall establish a student-athlete advisory committee. Its duties may be established by the institution but student-athletes must constitute a majority of the membership of the committee. A model Division II athletics program shall feature an active institutional SAAC that represents the concerns and ideas of the institution's student-athletes in all sports and is committed to the overall well-being of the student-athlete. The institution should designate an athletics department administrator to serve as a liaison to the SAAC and have at least one student-athlete representative on the conference SAAC.

**Resource**  
[Division II SAAC Home Page](#)

Athletic Trainers. A model Division II athletics program shall feature an adequate number of certified athletic trainers employed by the institution and/or by a third-party sports medicine provider who is able to provide for the safety and well-being of the student-athletes across sports based on the National Athletic Trainers Association (NATA) guidelines and the Appropriate Medical Coverage of Intercollegiate Athletics (AMCIA) document. The head athletic trainer will serve as a member of the athletics administration's senior leadership team.

### Resources

[National Athletic Trainers' Association Website](#)

[Appropriate Medical Coverage of Intercollegiate Athletics Document](#)

Strength and Conditioning Coach(es). A model Division II athletics program shall feature a strength and conditioning coach(es) that provide(s) strength and conditioning training programs for all sports with the health and well-being of the student-athletes as their primary concern. Any third-party providers should have an institutional employee as their direct supervisor.

Strategic Communications. A model Division II athletics program shall feature a person responsible for promoting the institution's athletics department, and for building key relationships with the media and the community. This unit is also responsible for all statistics of the athletics programs as well as social media initiatives and video broadcasting of athletics events.

Campus Relations. A model Division II athletics program features a communication strategy to keep other key departments and positions (student affairs, admissions, registrar, financial aid director, development, communications, budget and finance, human resources, facilities, and campus security) on campus apprised of athletics department issues. Through communication and collaboration, a model athletics program will reach outward to communities, as well as inward to other campus units. The model athletics programs should have individuals responsible for grounds and maintenance, either employed by the athletics department or the appropriate unit on campus, designated as the liaison to athletics in ensuring safe, Division II quality facilities for the athletics programs.

External Revenue Generation. A model Division II athletics program should include an individual whose primary assignment is external revenue generation through fundraising, corporate sponsorships, and ticket sales, and who works with the strategic communications unit on marketing and promotions. If that individual is the director of athletics, an additional full-time athletics administrator would be necessary for the day-to-day operations of the department. If the function is handled outside the athletics department, the institution's development office should provide for an individual whose primary responsibility is external revenue generation and who works closely with the athletics department on all initiatives.

Continuing Education and Professional Development. A model Division II athletics program shall be committed to sending its key personnel to educational events (e.g., NACDA and Affiliates National Convention, Women Leaders in College Sports National Convention, NCAA Regional Rules Seminars, College Sports Communicators Convention) and the annual NCAA Convention to enhance the success of the institution and to further the professional development of the coaches and administrators in the athletics department. The model athletics program should also provide coaches and support staff with annual professional development opportunities. In addition, the

athletics department should seek regional and national workshops or seminars to send student-athletes to enhance their leadership skills. Finally, the institution shall be committed to providing professional development opportunities for the FAR (e.g., attendance at the Faculty Athletics Representative Association Annual Meeting and Symposium, FAR Fellows Institute, and NCAA Convention).

Assessment. A model Division II athletics program shall conduct an annual written assessment to measure the student-athletes' experience. Assessment could include in-person exit interviews with selected graduating student-athletes. In addition, the athletics department should feature annual written evaluations by managers (e.g., director of athletics, SWA) regarding the performance of coaches and administrators.

**GAME DAY AND CONFERENCE AND NATIONAL CHAMPIONSHIPS.** *Provide fair and equitable competition and quality, positive, and rewarding game day and conference and national championship experiences.*

Community Engagement. A model Division II athletics program shall be committed to the Division II community engagement philosophy of developing student-athletes and communities by actively engaging in shared experiences. The athletics department shall demonstrate with specific examples a commitment to engaging with the community by the institution and have a procedure for documenting these activities.

**Resource**  
[Division II Community Engagement Home Page](#)

Game Environment. A model Division II athletics program shall ensure a family-friendly environment at all athletics department events and shall promote and support a positive game environment that will encourage all student-athletes, coaches, and fans to respect each other, practice civility, encourage teamwork and understand responsibilities during the conduct of intercollegiate practice and competitions. A model athletics department should work with its SAAC to develop a policy on sportsmanship and fan behavior for home events. The athletics department should also increase awareness and commitment to sportsmanship by engaging in the Make Game Day Yours campaign.

**Resources**  
[Division II Make Game Day Yours Home Page](#)  
[Division II Championships Home Page](#)

Additionally, the athletics department should fulfill the responsibilities for hosting conference and national championship contests in accordance with the championship host manuals.

Facilities. A model Division II athletics program shall have adequate facilities that provide a safe environment for student-athletes to practice and compete, including locker rooms for all of its team sports as well as a strength training facility for use by student-athletes only. Ideally, all athletics facilities should be on campus; however, that may not be possible at some DII institutions given their location. In addition, a model program shall comply with Title IX as well as meet the minimum requirements to host an NCAA Regional Championship.



**MEMBERSHIP AND POSITIONING INITIATIVES.** *Use the uniqueness of the Division II model to establish Division II as a membership destination and to ensure long-lasting stability.*

Finances and Sports Sponsorship. A model Division II athletics program shall ensure financial stability and maintain sufficient operating and travel budgets from institutional funding (including regular-season expenses and necessary expenses associated with championships travel not covered by NCAA championships reimbursements). A model Division II athletics program should not have to fundraise for basic annual operating and travel expenses. A model Division II athletics program should also feature participation opportunities that are consistent with the institution’s mission and the interests of the institution’s student-athletes. The athletics department shall ensure a commitment to Title IX through participation opportunities aligning with the institution’s undergraduate enrollment. A model program shall also ensure a financial commitment to achieving gender equity.

The model athletics program should be staffed appropriately for the institutionally expected roster sizes for coaching, athletic training, and administrative staff.

Life in the Balance. A model Division II athletics program shall follow the Division II philosophy of supporting the educational mission of college athletics by fostering a balanced and inclusive approach in which student-athletes learn and develop through their desired academic pursuits, in civic engagement with their communities, and in athletics competition. A model Division II athletics program gives student-athletes the unique opportunity to compete in the classroom, on the field, in their career, for their causes, and on their terms.

**Resource**  
[Division II Life in the Balance Talking Points](#)

Conference Membership. A model Division II athletics program shall be a full active member of a Division II conference and work with the conference office and other members of the conference to run successful athletics programs in the conference, region, and division. Conference membership increases the likelihood of operating a successful, competitive program in Division II. In addition, conference membership could increase championship participation opportunities for student-athletes.

**Resource**  
[Model Division II Conference Office Resource](#)

**DIVERSITY, EQUITY, INCLUSION, AND BELONGING.** *Promote diversity and foster an environment of inclusion, equity, and belonging.*

Diversity. A model Division II athletics program shall promote an atmosphere of respect for and sensitivity to the dignity of every person in all areas of potential discrimination (e.g., race, gender, ethnicity, religious affiliation, national origin, sexual orientation, transgender student-athletes, student-athletes living with disabilities, international student-athletes). A model Division II athletics program shall have a diversity plan for athletics that includes a Gender Equity, Diversity, and Inclusion (GEDI) Committee and an Athletics Diversity and Inclusion Designee (ADID). The ADID is a staff member designated by the chancellor/president (or their proxy) who serves as the conduit for information related to national-, local- and campus-level issues of diversity and

inclusion and supports diverse and inclusive practices related to athletics. A best practice in Division II is for each institution to provide diversity, equity, inclusion, and belonging training for its staff.

Inclusion. A model program shall value the opinions of all, initiate a leadership role on campus in this area, and, through diverse hiring pools, strive for diversity in the institution's administrative and coaching positions. The athletics department shall focus on the needs of every individual and ensure that the right conditions are in place for each person to achieve their full potential. A model Division II athletics program shall have an inclusion plan for athletics.

Gender Equity and Belonging. In a model Division II athletics program, both the men's and women's sports programs would accept, as fair and equitable, the overall program of the other gender. A model Division II athletics program shall have a gender-equity plan for athletics as well as a policy for transgender student-athletes.

Title IX. No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance. A model Division II institution shall have a Title IX committee and a Title IX officer to ensure compliance with Title IX and conduct a Title IX audit by an outside source of its programs every five to 10 years.

<p><b>Resource</b></p> <p><a href="#">NCAA Inclusion Home Page</a></p>
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## SECTION TWO

### Sample Division II Athletics Program

Based on the guiding principles identified in Section One, the Division II ADA has developed the following Sample Division II Athletics Program that outlines specific features (staffing, technology, office locations, and salaries and benefits) to help build an ideal Division II athletics department.

The Division II ADA understands that some of the features in this sample may already exist at your institution and others may be unrealistic to achieve. However, these features are offered to help evaluate your current program operations and to encourage discussion of possible ways to improve your institution's athletics program. A model Division II athletics department should conduct an annual assessment of its operations in relation to these features.

#### **STAFF**

The Division II ADA recommends that a model athletics department should consist of no less than four full-time administrative staff members. Each department, however, must assess its staffing needs based on the number of sports sponsored and the number of student-athletes. The size of the athletics administrative staff should be commensurate with the volume of sports sponsored and the roster sizes of its programs. As roster sizes and/or the number of sports sponsored increases, full-time administrative staff should increase accordingly. In addition to a full-time vice president of athletics/director of athletics, each office should have a minimum of three full-time

employees (who may have the title of assistant/associate athletics director, compliance coordinator, administrative assistant, or other titles as appropriate). At least one of the administrators should be a female. Head and assistant coaches, in some sports, could also assume some administrative responsibilities.

Using job descriptions of different staff members within several athletics departments, the Division II ADA created the following list as examples of duties and responsibilities that might be assigned to the different staff members in the department.

Vice President of Athletics/Director of Athletics. The vice president of athletics/director of athletics at a model Division II institution should report directly to the chancellor or president and serve on the chancellor's or president's cabinet. Not recommended, but as a secondary option given unique circumstances, this position should have access to the chancellor or president if reporting directly to a vice president. The vice president of athletics/director of athletics should be responsible for the day-to-day operations of the department and the supervision of the athletics department staff. In addition, the vice president of athletics/director of athletics could have the following duties/responsibilities:

- Establish and coordinate departmental goals that are aligned with the Division II Strategic Positioning Platform and Strategic Plan, including the role athletics can play in strengthening the bond between the institution and community.
- Be accountable for the compliance and fiscal stability of the athletics department.
- Be the champion and primary caretaker for the athletics department's strategic plan and compliance with Title IX and diversity, equity, inclusion, and belonging initiatives.
- Promote effective communication among the institution's chancellor or president, staff, faculty, student-athletes, media, and the public, including all external constituents of the institution.
- Take an active role in conference and national affairs through committee service.
- Maintain communications with outside organizations that are vital to the athletics department's operations, such as the NCAA, National Association of Collegiate Directors of Athletics (NACDA) and its affiliates, DII Athletics Directors Association (D2 ADA), Women Leaders in College Sports, College Sports Communicators, etc.
- Provide professional development growth opportunities for athletics department staff.
- Coordinate fundraising and development activities for the department or collaborate with other units on campus that have this responsibility.
- Help the institution meet its enrollment and retention goals by coordinating efforts between athletics and the enrollment management office. The model DII athletics department should be staffed appropriately to achieve this. Additionally, monitor the impact of student-athletes who have declared their intention of entering the transfer portal (i.e., the impact on retention and academic success rates).

Athletics Administrator. One of the athletics administrator positions should be designated as the senior woman administrator, the highest-ranking female involved with the management of the institution's intercollegiate athletics program. If the vice president of athletics/director of athletics is a female, they may designate a different female involved with the management of the institution's program as the SWA or fifth representative to the NCAA governance system.

Administrator functions could be assigned to any of the following titles, depending on the size of the department:

- Associate/Assistant Athletics Director.
- Director of Marketing/Promotions.
- Sports Information/Media Relations Director/Social Media Director.
- Director of Athletics Communications.
- Athletics External Revenue Generator.
- Compliance Coordinator.
- Academic Success Coordinator.
- Student-Athlete Development.
- Facilities/Operations Manager.
- Athletic Trainer, mental health counselor.
- Business Manager.
- Equipment Manager.
- Administrative assistance (clerical support).

In addition, administrator duties/responsibilities could include:

- Assist with institutional marketing, fundraising, and development activities.
- Help the athletics department strengthen the bond between the institution and the community.
- Enhance athletics department community relations by marketing, promoting, and communicating community engagement activities and positive game environment initiatives.
- Manage the athletics department's compliance and monitor compliance issues, including educating staff regarding NCAA rules and regulations, administering secondary rules violations, and institutional rules violation investigations.
- Monitor the commitment to diversifying the athletics department staff and student-athletes.
- Coordinate and produce news releases and printed promotional material.
- Coordinate all athletics department awards.
- Serve as the department's primary media liaison.
- Manage the athletics department's website.
- Organize professional development opportunities for key department personnel.
- Coordinate Student-Athlete Advisory Committee meetings, activities, and professional development activities.
- Apply for and monitor awards, scholarships, and grants made available through the conference and from the NCAA.
- Help coordinate the institution's student-athlete support services by designating a staff member responsible for student-athlete development programming (e.g., Life Skills).
- Assist with sports event administration.
- Supervise coaches and other athletics department personnel, as assigned.
- Assist in the athletics department budgetary process.
- Coordinate athletics department statistics services.
- Support hall-of-fame initiatives and work with alumni.
- Support coaches' efforts in recruiting student-athletes in good academic standing.

- Coordinate hiring students/interns from sports management programs to provide administrative support. (i.e., finding and coordinating free help).

Administrative Assistant. The administrative assistant's (clerical) duties/responsibilities could include:

- Manage the athletics department office.
- Maintain files/forms required by the NCAA and conference office.
- Coordinate clerical work for the full-time staff.
- Other specific duties as assigned by the vice president for athletics/director of athletics.

## **TECHNOLOGY**

The athletics department's technology and communication capabilities should be consistent with those that exist in other departments on campus.

Appropriate staff members of the athletics department might be provided with the following capabilities, depending on specific duties and responsibilities.

- Hardware and software that support department initiatives including compliance and NIL.
- Coordinator of departmental mobile phone supply and policies.
- Athletics department website.
- Compliance Assistant Software or web-based technology for compliance monitoring.
- Videoconferencing capabilities.
- Laptop computers/iPads with internet access.
- Email accounts.

## **OFFICE LOCATIONS**

Each athletics department should have sufficient office space so that athletics department personnel (coaches and administrators) are located in one building, if possible, but all offices should be on campus if not in one building.

## **SALARIES AND BENEFITS**

Salary and benefits for the vice president of athletics/director of athletics should be comparable to other similar administrators on campus. Contracts for coaches and athletics administrators may be different from other campus personnel in that the industry is shifting to a contract model from an at-will model.

All full-time employees of the athletics department should have benefits comparable to other full-time employees on campus. Given the unique nature of the time demands and schedules of athletics department personnel, vacation, and PTO policies may vary from other employees at the institution, but the model athletics program should have set policies.

The Division 2 Athletics Directors Association conducts a salary survey on a biennial basis. The survey is the most comprehensive collection of salary/staffing information within Division II. The survey results are made available to all D2 ADA members.

*(Note that all salary and benefit decisions for coach and administrative positions are subject to regulations set forth in the Fair Labor Standards Act.)*

**Resource**

[The Division 2 Athletics Directors Association](#)