

# Foundation for the Future

**2015-21**

**MIDTERM ASSESSMENT**

**A STRATEGIC  
VISION FOR  
DIVISION II**

**NCAA** Division II

**MAKE IT  
YOURS**





**Mission:** Division II intercollegiate athletics seeks to provide value and significance for its members by supporting the mission of higher education and striking a balance among academic excellence, athletics competition and social growth.

**Vision:** To develop and prepare Division II student-athletes to graduate and thrive in their lives and careers.





# NCAA Division II Achieving Success as Planned

In the spring of 2015, the Division II Presidents Council formally adopted a six-year strategic plan built upon the division's unique attributes and student-centered values. Three years into the plan's implementation, we know the following to be true:

- ▶ The division's Life in the Balance philosophy is a stabilizing mantra that drives decision making and policy.
- ▶ Our membership appreciates the unique attributes that comprise the division's strategic positioning platform.
- ▶ Division II's governance structure, under the leadership of the Presidents Council, the Planning and Finance Committee and the Management Council, continues to place the division in a position of fiscal strength.

This midterm assessment of the strategic plan reaffirms our commitment to the mission and vision and to the values that drive them. As such, the plan's original Strategic Positioning Outcome (SPO) areas remain as follows:

- ▶ Academics and Life Skills
- ▶ Athletics Operations and Compliance
- ▶ Diversity and Inclusion
- ▶ Game Day and Conference and National Championships
- ▶ Membership and Positioning Initiatives

Within those SPOs, we continue to pursue the following goals:

- ▶ Produce student-athletes who graduate,

who exhibit leadership, who engage with their communities and who have acquired the skills they need to maintain healthy and productive lifestyles.

- ▶ Help Division II schools and conferences create engaged and high-functioning athletics operations and compliance programs.
- ▶ Promote diverse, inclusive and welcoming environments within all levels of intercollegiate athletics.
- ▶ Enhance the game day and championships experiences for our student-athletes.
- ▶ Demand fiscal responsibility at the local, conference, regional and national levels.
- ▶ Respect our past, celebrate who we are, and enhance the public's knowledge and appreciation of Division II.

This updated plan modifies the tools to accomplish these goals where appropriate, particularly as informed by the 2018 Division II Membership Census, and the groups responsible for implementing the five SPOs based on the present governance structure. Our core purpose, however, remains intact.

As a division, we know who we are and what we represent, and we are committed to following our strategic plan for the benefit of our most important stakeholders — our student-athletes.

## Strategic Positioning Outcome Area:

# Academics and Life Skills

We already know that athletics participation enhances learning and leadership for our Division II student-athletes.

- ▶ Student-athletes at Division II institutions consistently **graduate at rates higher than their student-body counterparts**. In fact, the gap between student-athlete rates and student-body rates has consistently been wider in Division II than in either of the other two divisions.
- ▶ Ninety-five percent of current student-athletes surveyed said **they would recommend the DII experience** to a prospective student-athlete, and 93 percent of former student-athletes now 10 years removed from their playing days said they would do the same.

We want to build on that success! We want student-athletes to graduate with the skills and knowledge to be productive leaders and citizens.

## WHAT WE'VE ACCOMPLISHED SO FAR

- ▶ Adopted Path to Graduation legislation in 2015 and created an online toolkit to educate/assist with implementation
- ▶ Established a SAAC network and accompanying newsletter
- ▶ Created a best practices document for FARs to address student-athlete mental health and well-being
- ▶ Added funding for the Degree-Completion Award Program
- ▶ Provided institutions with access to the Helper Helper app to monitor community engagement
- ▶ Established SAAC Super Region Conventions for student-athletes

# The Vision

## Help Student-Athletes Earn Their Degrees

<b>Develop and maintain metrics to help evaluate and advance academic success.</b>	<b>TOOLS TO USE</b>	<ul style="list-style-type: none"> <li>▶ Academic Performance Census (APC) and Academic Success Rate (ASR) data to determine the effectiveness of academic standards, including an outside review</li> </ul>	<ul style="list-style-type: none"> <li>▶ Academic Portal to enable effective data collection</li> <li>▶ Educational efforts regarding eligibility standards</li> <li>▶ Path to Graduation online toolkit</li> </ul>
<b>Support student-athletes in their efforts not only to complete their undergraduate degrees, but also pursue postgraduate work.</b>		<ul style="list-style-type: none"> <li>▶ Opportunities for student-athletes who have exhausted their eligibility to finish baccalaureate degrees</li> <li>▶ Help at-risk student-athletes complete their degrees</li> </ul>	<ul style="list-style-type: none"> <li>▶ Tools and resources to assist with academic advising</li> <li>▶ Division II Degree-Completion Award Program</li> <li>▶ NCAA Postgraduate Scholarship Program</li> <li>▶ NCAA Walter Byers Postgraduate Scholarship Program</li> </ul>
<b>Promote and honor student-athlete academic success.</b>		<ul style="list-style-type: none"> <li>▶ Google Cloud Academic All-America® Program [administered by the College Sports Information Directors of America (CoSIDA)]</li> </ul>	<ul style="list-style-type: none"> <li>▶ Encourage schools to promote their student-athletes' academic success in local media and via social media</li> <li>▶ Increase recognition of the NCAA's Elite 90™ Award</li> </ul>
<b>Promote and honor institutions whose athletics programs achieve a high level of academic success.</b>		<ul style="list-style-type: none"> <li>▶ Presidents' Award for Academic Excellence</li> </ul>	

### WHO WILL HELP:

Division II Academic Requirements Committee  
Division II Management Council

## Help Student-Athletes Obtain and Develop Leadership Skills

<b>Provide leadership and development opportunities.</b>	<b>TOOLS TO USE</b>	<ul style="list-style-type: none"> <li>▶ Student-Athlete Leadership Forums</li> <li>▶ Additional leadership opportunities, such as the Leadership Academy Workshops</li> </ul>	<ul style="list-style-type: none"> <li>▶ Campus-based and conference-based leadership programming</li> </ul>
<b>Ensure a strong student-athlete voice and participation at the local, conference and national levels.</b>		<ul style="list-style-type: none"> <li>▶ Strong Student-Athlete Advisory Committee voice in the governance structure</li> <li>▶ Division II Student-Athlete Advisory Committee Super Region Conventions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Opportunities for SAAC community engagement</li> </ul>

### WHO WILL HELP:

Division II Student-Athlete Advisory Committee  
Division II Management Council

NCAA Leadership Development



The amazing thing about being a part of the Division II family is that we are able to make this experience our own. We are able compete at a high level and still be involved in our education and within projects in our community. Through our interactions with leaders at the institutional, conference and national levels, each person provides the student-athlete with the tools they need to succeed in their sport and in life.



**Kristina Ortiz,**  
Women's Golf,  
Lynn University

Division II has provided me with a unique opportunity to pursue high-level college athletics while still focusing on my education and fully engage in other aspects of life. Being provided the opportunity to excel in sports, academics and life has given me the chance to grow tremendously. The division provides student-athletes like myself with all of the necessary resources to make the most out of our experiences. Division II truly gave me the ability to make the most out of my college experience. #MakeItYours



**Joshua Shapiro,** Baseball,  
Colorado Mesa University



## Help Student-Athletes Maintain Healthy and Productive Lifestyles

**Protect student-athlete well-being through drug-testing programs, and legislation and policy that enhance health and safety.**

TOOLS TO USE

- ▶ NCAA year-round drug-testing program
- ▶ Drug testing at NCAA national championships
- ▶ Effectiveness and compliance of health and safety legislation, policies and best practices
- ▶ Substance abuse prevention toolkit
- ▶ Support the delivery of independent medical care through the athletics healthcare administrator legislation

**Support research and educational efforts that raise awareness and ensure health and safety.**

- ▶ Collaborate with the Sport Science Institute™ to operationalize topic-specific handbooks (e.g., mental health awareness, sexual violence prevention)
- ▶ Analyze data (such as the GOALS/SCORE studies) to determine and improve the quality of the student-athlete experience
- ▶ Analyze data from the Injury Surveillance Program and the Division II Health and Safety Survey to help improve student-athlete health and safety
- ▶ Health and safety education modules offered through Division II University (DII U)
- ▶ Division II-specific Apple Training Institutes

### WHO WILL HELP:

Sport Science Institute  
NCAA Committee on Competitive Safeguards and Medical Aspects of Sports

## Help Student-Athletes Engage with Their Communities

**Provide service and engagement opportunities for current student-athletes.**

TOOLS TO USE

- ▶ Community engagement opportunities for Division II student-athletes at the institutional, conference and NCAA championship levels
- ▶ Student-Athlete Advisory Committee partnerships with Make-A-Wish® and Team IMPACT®

**Promote and honor student-athletes and former student-athletes who have influenced their communities and institutions.**

- ▶ Division II Award of Excellence
- ▶ NCAA Honors Celebration
- ▶ NCAA Woman of the Year award
- ▶ Recognize community engagement activities at the local, conference and national levels

### WHO WILL HELP:

Division II Student-Athlete Advisory Committee  
NCAA Honors Committee  
NCAA Committee on Women's Athletics

## Strategic Positioning Outcome Area:

# Athletics Operations and Compliance

At the Division II level, students are able to play sports, be integrated in student life, do well in the classroom and graduate with distinction. They are able to have a much more **well-rounded experience**, because their seasons don't last all year long. They have time to complete internships, get jobs and participate in other campus activities in addition to their athletics pursuits.

To provide for that environment, Division II institutions and conferences strive for an athletics operations blueprint that emphasizes balance for student-athletes, professional development for coaches and staff, and a **commitment to compliance from all involved**.

## WHAT WE'VE ACCOMPLISHED SO FAR

- ▶ Launched the interactive DII U online education program in May 2018 that will transform the way members learn about Division II governance, legislation and compliance, and student-athlete health and safety initiatives
- ▶ Expanded the Coaches Connection program to include baseball, cross country, track and field, softball, wrestling, swimming and diving, golf and lacrosse (this brings the program representation to 21 of the 24 championship sports in Division II; lacking only men's and women's basketball, field hockey and women's rowing)
- ▶ Adopted legislation in 2017 that streamlines Bylaw 15 (financial aid)
- ▶ Adopted legislation in 2017 that defines academic misconduct and resulting penalties
- ▶ Adopted legislation in 2017 to clarify the nonchampionship segment in several sports
- ▶ Adopted legislation in 2016 requiring strength and conditioning certification
- ▶ Launched the Culture of Compliance initiative to emphasize and educate the shared responsibility for compliance among all Division II stakeholders
- ▶ Conducted annual identity workshops for coaches
- ▶ Introduced new online education modules through the National Association of Athletics Compliance (NAAC)
- ▶ Added professional development sessions in collaboration with the Division II Athletics Directors Association (ADA)
- ▶ Introduced a more effective orientation system for first-time Division II committee members
- ▶ Created a promotional/instructional resource for institution/conference communications directors



# The Vision

## Help Campuses and Conferences Maintain Engaged and Functioning Athletics Operations

**Encourage presidents and chancellors to actively engage in the oversight and strategic direction of intercollegiate athletics.**

### TOOLS TO USE

- ▶ Presidential programming at the NCAA Convention
- ▶ Participate in/gather feedback from Presidents Council meetings with chairs of conference presidential groups
- ▶ Resources for chancellors and presidents to help oversee athletics departments, including the

Division II Chancellors and Presidents Oversight Summary

- ▶ Division II institutional participation in the NCAA chancellors and presidents engagement program

**Increase athletics administrators' participation in the governance process at the local, conference and national levels.**

- ▶ Communicate with campuses/conferences regarding policy issues, governance updates and hot topics
- ▶ Communicate with and educate institutions and conferences about the Division II governance structure, including committee oversight areas, reporting lines, committee openings and nominating procedures

- ▶ Take advantage of Division II Governance Academies in partnership with the Minority Opportunities Athletics Association (MOAA) and Women Leaders in College Sports
- ▶ Partner with the Division II Athletics Directors Association to encourage participation in the Division II governance structure

**Enhance conference office involvement in the governance process and in addressing Division II issues.**

- ▶ Partner with the Division II Conference Commissioners Association (CCA) to:
  - Promote the Division II CCA Scholar Athlete of the Year Award
  - Conduct regular in-person meetings with the

Division II Conference Commissioners Association Compliance Administrators (CCACA)

- Have NCAA national office staff participate in CCA meetings

**Enhance coaches' engagement and fortify their role as advocates for the value of Division II athletics.**

- ▶ Partner with coaches associations via the Coaches Connection program to encourage enhanced participation and interest in the governance process and promote the values

of Division II athletics

- ▶ Educational outreach for coaches via DII U and workshops

**Provide leadership and development opportunities for athletics administrators, coaches and faculty.**

- ▶ Encourage faculty participation in the FAR Fellows Institute and Advanced Leadership Institute and raise awareness of the educational tools developed for FARs from the Institutes
- ▶ Partner with CoSIDA to update best practices for athletics communicators

- ▶ Develop tools and resources to optimize the role of the senior woman administrator
- ▶ Partner with the National Association for Athletics Compliance (NAAC) to offer professional development for compliance administrators at NCAA Regional Rules Seminars

### WHO WILL HELP:

Division II Presidents Council  
Division II Management Council  
Division II Nominating Committee  
NCAA Committee on Women's Athletics

Division II Athletics Directors Association  
Division II Conference Commissioners Association  
National Association for Athletics Compliance (NAAC)  
NCAA Office of Inclusion

“ Hundreds of Division II members participate in the division's democratic governance process that uses a robust committee system to consider policy and procedures that improve the student-athlete experience.

As a frequent participant in that structure, people sometimes ask me how in the world we get anything done. I assure them that it's no mystery. There's a collective sense in Division II about who we are and what we need to accomplish to honor our principles and standards.

Since the structure represents all Division II conferences and includes almost all levels of administration and faculty from the institution and conference perspective, we get a lot of passionate input on just about any topic we address. But at the end of the day, that passion funnels into a common goal, which is to position Division II as an entity that represents and lives the collegiate model.”



**Karen Stromme,**  
University of  
Minnesota Duluth  
Associate Director  
of Athletics/  
Senior Woman  
Administrator

## Help Campuses and Conferences Maintain Engaged and Functioning Compliance Operations

**Develop, enhance and increase educational opportunities and services to support and maintain an effective compliance system.**

### TOOLS TO USE

- ▶ Offer interpretive support to campuses and conferences [e.g., through the conference contact program and via Requests/Self-Reports Online (RSRO)]
- ▶ Take advantage of compliance education opportunities (regional compliance seminars)
- ▶ Use technology to deliver rules education for all groups (particularly coaches) via the NCAA Absorb Learning Management System (especially the new DII U platform)
- ▶ Partner with the National Association for Athletics Compliance (NAAC) and the Division II Conference Commissioners Association Compliance Administrators (CCACA)

**Develop, maintain and share compliance tools to help institutions and conferences fortify their day-to-day compliance operations.**

- ▶ Promote the use of available resources/tools such as Legislative Services Database (LSDBi) and the Compliance Assistant program
- ▶ Educate about tools and resources related to different processes such as student-athlete reinstatement, legislative relief and secondary violations
- ▶ Promote the Division II Online Education Resource Center on [naaa.org](http://naaa.org)
- ▶ Educational modules offered through DII U

**Ensure a legislative process that supports effective Division II governance.**

- ▶ Promote educational resources to help understand legislative proposals (e.g., Q&A documents and the Division II Official Notice)
- ▶ Evaluate the effectiveness of legislation adopted by the membership and reform initiatives undertaken by the division such as financial aid and path to graduation
- ▶ Review legislation, policies and practices to alleviate potential compliance burdens that NCAA regulations place on Division II intercollegiate athletics (e.g., Culture of Compliance initiative)

**Deliver health and safety legislation and policies designed to protect student-athlete well-being.**

- ▶ Evaluate the effectiveness and compliance of health and safety legislation, policies and best practices

### WHO WILL HELP:

Division II Legislation Committee  
 NCAA Committee on Competitive Safeguards and Medical Aspects of Sports  
 Division II Conference Commissioners Association Compliance Administrators (CCACA)  
 National Association for Athletics Compliance (NAAC)



## Strategic Positioning Outcome Area:

# Diversity and Inclusion

Division II has worked diligently to establish a family environment within its ranks, and as such, it is critical that all of its members feel not only welcome but also able to have their voices heard.

Ultimately, we know that **an inclusive environment makes us better as a division**. We also know that it is up to all stakeholders – presidents and chancellors, athletics administrators, conference personnel, coaches, faculty, and student-athletes – to advocate for establishing and maintaining these inclusive cultures.

We have implemented a number of successful programs over the years to help in that regard, and we will rely on them again going forward. One of the most successful has been the Division II Strategic Alliance Matching Grant program, which provides funding for new (or enhancement of existing) full-time, senior-level administrative positions for ethnic minorities and women. The program has funded dozens of positions in all areas of athletics administration over the past decade.

### WHAT WE'VE ACCOMPLISHED SO FAR

- ▶ Restructured the Division II Coaching Enhancement Grant to better support member schools' needs in creating full-time assistant coaching positions in any of the 24 NCAA-sponsored sports
- ▶ Created the Division II Ethnic Minorities and Women's Internship Grant to provide funding for full-time, entry-level administrative positions
- ▶ Collaborated with the Division II ADA to create additional professional development opportunities for women and minority athletics directors



# The Vision

## Help Campuses and Conferences Create Diverse and Inclusive Environments

**Provide tools and educational resources to institutions and conferences that teach the importance, value, benefits and role of diversity and inclusion in higher education and intercollegiate athletics.**

### TOOLS TO USE

- ▶ NCAA Inclusion Forum
- ▶ Gender Equity Planning Best Practices
- ▶ Senior Woman Administrator Optimization Initiative
- ▶ NCAA Champions of Respect: LGBTQ Inclusion Best Practices
- ▶ Common Ground Action Strategies
- ▶ NCAA on-campus diversity training program

**Provide tools and resources that help schools and conferences recruit, hire and retain diverse groups and individuals.**

- ▶ Division II Strategic Alliance Matching Grant program
- ▶ Mentor program for Division II administrators
- ▶ The “So You Want to Be an Athletics Director” resource
- ▶ Career in Sports Forum
- ▶ Pathways Program
- ▶ Leadership Institutes for Ethnic Minority Males and Females
- ▶ Women Leaders in College Sports Institutes
- ▶ Women’s Leadership Symposium
- ▶ NCAA Postgraduate Internship Program
- ▶ Ethnic Minority and Women’s Internship Grant Program
- ▶ Division II Coaching Enhancement Grant Program
- ▶ Division II Conference Grant Program
- ▶ NCAA and NFL Football Coaches Academy
- ▶ Diversity and Inclusion Hiring Resource Guide

**Partner and collaborate with other organizations to support and enhance the diversity of administrators, coaches and student-athletes at the local, conference and national levels.**

- ▶ Partnerships with the Minority Opportunities Athletic Association (MOAA) and Women Leaders in College Sports

**Recognize and celebrate institutional and conference initiatives, policies and practices that embrace diversity and inclusion within intercollegiate athletics.**

- ▶ Promote the annual NCAA Award for Diversity and Inclusion given in conjunction with the Minority Opportunities Athletic Association (MOAA)

### WHO WILL HELP:

NCAA Office of Inclusion  
NCAA Leadership Development  
Division II conferences  
Division II institutions



“‘Diversity and Inclusion’ are words we’ve heard for many years, but we may not have really stopped to think about what they mean and why they’re important in the way we manage intercollegiate athletics in Division II. To me, ‘diversity’ is all the ways people differ — gender, race, creed, color, community, culture, etc. ‘Inclusion’ is about taking advantage of diversity by creating an environment and atmosphere in which people contribute collaboratively to achieve collective goals. Athletics departments should be **diverse** in their composition and **inclusive** in their approach to ensure success.



**Jacquie McWilliams,**  
Commissioner, Central  
Intercollegiate Athletic  
Association



## Build Environments at the NCAA National Office and within the Governance Structure in which Diversity and Inclusion are Recognized and Valued

**Analyze and assess research and current programming to provide programs, tools and resources that support diverse and inclusive environments.**

TOOLS TO USE

- ▶ Periodically review demographic trends to determine whether available programming will effect change

- ▶ Adhere to the philosophical framework to guide NCAA national office inclusion efforts

**Establish meaningful policies, programming and education to sustain inclusive cultures within all areas of diversity.**

- ▶ Student-athletes with disabilities initiatives (e.g., think tank and educational and awareness sessions)
- ▶ Racial and ethnic minority initiatives (e.g., advocacy group roundtables, search firm roundtables and presidential inclusion summits)
- ▶ Strategic initiatives for women (e.g., conference Title IX and senior woman administrator best practices guide, postseason opportunities data, addressing sexual assault and interpersonal violence handbook)

- ▶ International student-athlete initiatives
- ▶ Lesbian, gay, bisexual, transgender and questioning (LGBTQ) initiatives (e.g., educational and best practices resource, campaign for fair environments)
- ▶ Presidential Pledge

**Balance Division II committee rosters to ensure that the interests of all Division II constituents are represented in the governance structure.**

- ▶ Ask the Division II Nominating Committee to periodically review committee representation and target underrepresented groups to consider committee service
- ▶ Communicate with and educate institutions and conferences regarding the Division II governance structure, including committee oversight areas, reporting lines, committee openings and nominating procedures

- ▶ Minority Opportunities Athletic Association (MOAA) and Women Leaders in College Sports Governance Academies



### WHO WILL HELP:

NCAA Board of Governors Committee to Promote Cultural Diversity and Equity  
Division II Nominating Committee  
NCAA Office of Inclusion

## Strategic Positioning Outcome Area:

# Game Day and Championships

Division II has plenty to offer when it comes to athletics competition. Our game environment initiative has helped our members establish family-friendly events during the regular season, our community engagement efforts have helped conferences connect within their regional footprints during conference championships, and our national championships experiences are, quite frankly, second to none.

- ▶ Division II sponsors and fully funds **25 national championships** – 12 in men's sports and 13 in women's sports – that annually give the nearly 14,000 student-athletes who participate in them the experience of a lifetime.
- ▶ Of the three divisions, Division II offers its student-athletes the **best access ratio to championships competition**.

- ▶ Many Division II sports have **large championship brackets**, which means there are several berths for each of the division's eight competition regions. Division II athletics are not driven by revenue generation, which affords schools the luxury of not having to take on a corporate mentality in order to fund their programs.
- ▶ Division II is the only NCAA division that conducts **"National Championships Festivals,"** Olympic-style events in which a number of national championships are held at a single site over several days.

Our goal is to provide a quality student-athlete experience in Division II athletics competition and in conference and national championships, and to ensure game environments are competitive, safe, positive, respectful and entertaining.

## WHAT WE'VE ACCOMPLISHED SO FAR

- ▶ Adopted legislation in 2016 that adds flexibility to automatic-qualification requirements
- ▶ Required sport committees to be transparent in publishing data used for selections
- ▶ New and improved regular-season media agreement
- ▶ Enhancements for web streaming national championships via NCAA.com
- ▶ Expanded the Coaches Connection program to include baseball, cross country, track and field, softball, wrestling, swimming and diving, golf and lacrosse (21 of the division's 24 national championship sports now have a connector)
- ▶ Began providing transportation for community members to the championship venue

# The Vision

## Provide Outstanding Division II Game Day Experiences at the Local, Conference and National Levels

<b>Ensure game environments and experiences that are competitive, safe, fun, positive, respectful and entertaining.</b>	<b>TOOLS TO USE</b>	<ul style="list-style-type: none"> <li>▶ Championships Code of Conduct Policy</li> <li>▶ Division II National Championships Festivals</li> <li>▶ Additional joint championships combining similar sports across genders and across divisions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Community engagement initiatives</li> <li>▶ Game environment initiatives</li> </ul>
<b>Promote and honor exceptional efforts to provide quality competitive experiences.</b>		<ul style="list-style-type: none"> <li>▶ Division II Award of Excellence</li> </ul>	<ul style="list-style-type: none"> <li>▶ On-site social media coverage</li> </ul>
<b>Strengthen partnerships and relationships with host communities, schools, coaches associations, media and sponsors at the local, regional and national levels.</b>		<ul style="list-style-type: none"> <li>▶ Community engagement activities at every Division II championship</li> <li>▶ Increased coaches' attendance at national championships</li> </ul>	<ul style="list-style-type: none"> <li>▶ Coaches Connection Program</li> <li>▶ Develop more local organizing committee (LOC) interaction and engagements surrounding championships</li> </ul>
<b>Enhance and increase the use of technology, tools and services to improve the effectiveness and efficiencies of game day, conference and national championships operations.</b>		<ul style="list-style-type: none"> <li>▶ Collaboration zones for sport committees</li> <li>▶ Championships manual consistency</li> <li>▶ Score reporting system and team sheets</li> </ul>	<ul style="list-style-type: none"> <li>▶ NCAA.com enhancements</li> <li>▶ NCAA LiveStats statistical data collection initiative</li> </ul>
<b>Provide opportunities to develop, establish and improve standards in officiating, and increase the pool of qualified officials.</b>		<ul style="list-style-type: none"> <li>▶ Require postseason officials across championships (baseball, men's and women's basketball, football, softball, women's volleyball, wrestling) to register with ArbiterSports</li> <li>▶ Background checks for officials in many sports</li> <li>▶ Coordinators of officials in football and men's basketball</li> <li>▶ Provide additional training materials for NCAA officials in men's and women's lacrosse and men's and women's track and field</li> </ul>	<ul style="list-style-type: none"> <li>▶ Develop initiatives that encourage individuals to become involved in officiating</li> <li>▶ Engage national coordinators of officiating at the conference level to develop training/development programs for officials</li> <li>▶ Strengthen the use of game environment initiatives across championships to emphasize and support a better working environment for officials</li> </ul>
		<b>WHO WILL HELP:</b> Division II Championships Committee Division II conference offices Division II athletics directors	





“Every time we survey student-athletes who have participated in a Division II national championship, they almost always say their favorite part of their experience is the community engagement event. We get a lot of, ‘We came to win a national championship, but it was great to see the smiles on the faces of the kids when we went to the Boys & Girls Clubs.’

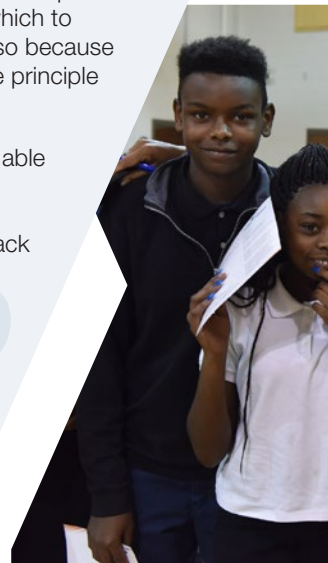
The community engagement philosophy has become a hallmark of Division II during the course of every academic year, especially since many Division II schools are located in smaller, tightly knit communities in rural and urban areas. Division II athletics programs actively engage with their communities, which not only helps drive attendance at athletics contests but also fosters relationships between student-athletes and community members and develops more of a shared civic experience.

Division II conducts community engagement initiatives at all 25 of our national championships not just because it's a convenient stage at which to administer these sorts of activities, but also because community engagement is a pillar and core principle for all our Division II championships.

Through community engagement, Division II is able to build relationships, bringing communities to campuses to experience all that Division II has to offer. We take time from our competition to give back – we are committed to developing leaders through the powerful life lessons of intercollegiate athletics.



**Jill Willson**, Division II championships community engagement coordinator



## Create Fair and Equitable Regional and National Competition Through Consistent Selection Criteria and Appropriate Access

**Use consistent selection criteria that reflect Division II priorities.**

**Prioritize championships resources and policies to ensure the best quality of competition for Division II student-athletes.**

### TOOLS TO USE

- ▶ Evaluation of selection criteria every three years
  - ▶ Use of transparency and posting data
  - ▶ Team sheets to add consistency in selection
- 
- ▶ Provide education and training resources about the selection process to Division II institutions, coaches, conferences, regional advisory committees (RACs) and national governing sport committees
- 
- ▶ Triennial review of championships budget
  - ▶ Review championships policies and legislation (e.g., regionalization, contiguous state principle, automatic qualification, reseeding at NCAA championships and access ratios)

### WHO WILL HELP:

Division II Championships Committee



## Strategic Positioning Outcome Area:

# Membership and Positioning Initiatives

Division II was officially christened in 1973 when NCAA members at a Special Convention that summer voted to establish three divisions for athletics competition. Before then, NCAA schools were classified as either “university” or “college” to distinguish between the larger and smaller athletics programs, but the three-division structure adopted in 1973 gave NCAA members a more varied menu for which to classify their programs.

At the time, Division II provided a landing place for colleges that couldn’t afford to be Division I and yet wanted to be in the athletics scholarship game enough not to be Division III.

Now, more than 45 years later, our goal going forward is to maintain a steadfast commitment to fiscal responsibility and allocate funds and resources to athletics in a manner that is consistent with the Division II identity.

We want to fortify our membership by (1) attracting and retaining members who support the strategic position and philosophy of Division II intercollegiate athletics; (2) promoting the Division II identity through collaborative partnerships and relationships; and (3) strengthening the public’s knowledge and appreciation for Division II.

### WHAT WE’VE ACCOMPLISHED SO FAR

- ▶ Embraced a new budgeting philosophy that allows the division to benefit current members, provide championships experiences for student-athletes that are second to none, encourage membership growth and still maintain a healthy reserve
- ▶ Launched a “hybrid model” media strategy that combines the value and reach of traditional over-the-air cable and network programming with other digital platforms
- ▶ Created an “Institutional Performance Program (IPP)” resource that increases transparency and usability of the data institutions are required to submit annually
- ▶ Launched a concerted effort to involve veterans and military groups in community engagement efforts
- ▶ Developed a “Tools to Tell the DII Story” resource library on [ncaa.org](http://ncaa.org) to help members promote the benefits of Division II to various audiences
- ▶ Promoted the Make It Yours brand enhancement to internal stakeholders and external audiences



# The Vision

## Foster Fiscal Responsibility at the Local, Conference, Regional and National Levels

**Allocate funds and resources in a manner that recognizes and supports the unique characteristics and attributes of Division II.**

### TOOLS TO USE

- ▶ Division II budget guidelines and principles
- ▶ Division II long-range budget framework
- ▶ Enhancement fund program
- ▶ Foundation for the Future initiative
- ▶ Conference grant program

### WHO WILL HELP:

Division II institutions  
Division II conferences  
Division II Planning and Finance Committee

Division II Management Council Identity Subcommittee  
Division II Presidents Council  
Division II Championships Committee

## Enhance the Public's Knowledge and Appreciation of Division II

**Develop a strategy and plan that provide new avenues to expand Division II branding and promotional efforts to external audiences.**

### TOOLS TO USE

- ▶ Life in the Balance philosophy
- ▶ Division II Make It Yours activation
- ▶ Division II national and regional media presence
- ▶ Brand identity workshops and coaches workshop
- ▶ Audience-specific toolkits on benefits of Division II membership

**Promote the Division II identity through collaborative partnerships and relationships**

- ▶ Partnerships with Make-A-Wish and Team IMPACT
- ▶ Partnership with CoSIDA
- ▶ Engagement with veterans and military groups
- ▶ Division II campus retreats

**Recognize Division II institutions and conferences and the governance structure for outstanding achievements through strategic initiatives.**

- ▶ Division II Award of Excellence
- ▶ Dr. Dave Pariser Faculty Mentor Award
- ▶ News and features on ncaa.org and in NCAA Champion magazine
- ▶ Promotion via social media
- ▶ Division II yearbook
- ▶ Conference grant program recognition

### WHO WILL HELP:

Division II institutions  
Division II conferences  
Division II Management Council Identity Subcommittee  
Division II Planning and Finance Committee  
Division II Student-Athlete Advisory Committee



If you really listen to people who are asking the questions, ultimately what they want to know is: What kind of experience will I have at your school? If we talk more about that experience, then we're more likely to attract the students we want, and in the end promote us as a division.

That means talking about what makes us unique as Division II members, what sets us apart, such as the more intimate and family settings for athletics events, and the idea that at a Division II school, you can be highly regarded for your athletic ability, experience the utmost a college campus has to offer, graduate with a degree that prepares you for life, and then come back in 10 years and have people know who you are. That sense of engagement, community and inclusivity – that defines who we are and what makes us unique.

Talk about the academic experience as well, and about how students are able to pursue the curricula they desire without their athletics participation influencing that decision. Division II schools incorporate a balanced package. I don't talk about Division II as something that is somehow taxed onto our university; I speak about it as being part of who we are. Division II is just smaller – not inferior, not lesser in quality. Being smaller means being more intimate, being better able to shape students for success in life.

And when I talk to our campus constituents who may wonder 'why Division II?' I remind them about the value and strength of the partial scholarship model. It is a value-add for the university, since the athletics aid attracts prospects who then pay part of the tuition themselves. The scholarship is in fact a recruiting tool that generates dollars for the university.



**Glen Jones**, President,  
Henderson State University

In the end, a college choice is about the kind of experience a student will have. The Make It Yours campaign fits nicely in that regard, as the college experience ultimately is what a particular student makes it to be. The Make It Yours slogan is actually an inspirational challenge to our students, and one that all of them are likely to accomplish at our institutions.

## Continue Developing Member Institutions and Conferences that Support the Strategic Position and Philosophy of Division II Intercollegiate Athletics

**Continually review membership requirements and educational programming to ensure institutions and conferences support the strategic position and philosophy of Division II intercollegiate athletics.**

TOOLS TO USE

- ▶ Division II Institutional Self-Study Guide (ISSG)
- ▶ Enhance active membership requirements (e.g., require full-time compliance administrator with no coaching duties)

- ▶ Orientation program for new Division II athletics directors

**Commit to the strategic management of Division II membership growth.**

- ▶ Implement legislative and policy requirements to help the Membership Committee evaluate new institutions and conferences seeking Division II membership
- ▶ Implement legislative and policy requirements for Division I institutions and conferences seeking to reclassify to Division II

- ▶ Provide educational sessions for institutions in the Division II membership process
- ▶ Support international members

**Develop and promote tools and resources to help institutions and conferences evaluate their position as members of Division II.**

- ▶ Institutional Performance Program (IPP)
- ▶ Division II Compliance Blueprint Program

- ▶ Annual audits related to membership requirements (e.g., minimum sports sponsorship and minimum financial aid requirements)

### WHO WILL HELP:

Division II Presidents Council  
Division II Membership Committee  
Division II Legislation Committee





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