## Compliance

- Amateurism Checklist
- Athletics Events Involving Prospective Student-Athletes
- Athletics Recruiting/Communication Quick Reference
- Contact the NCAA AMA Group
- Division III Interpretive Requests
- Division III Waiver Tip Sheet
- Enforcement Resources
- Financial Aid from Outside Sources
- Financial Aid Requirements
- NCAA Annual List of Required Forms
- Student-Athlete Time Management
- Staying Compliant with Division III Rules
- Student-Athlete Reinstatement Process

## Facts and Figures

- Division III Budget Overview
- Division III Facts and Figures
- Division III Talking Points

## Division III Championships

- Automatic Qualification Sport Championship Berths
- Championship Sites and Dates
- Establishment of Brackets and Field Sizes
- Preliminary- Round Information and Bid Checklist
DIVISION III PHILOSOPHY STATEMENT

Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all student's academic programs. They seek to establish and maintain an environment in which a student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and in which coaches play a significant role as educators. They also seek to establish and maintain an environment that values cultural diversity and gender equity among their student-athletes and athletics staff.

To achieve this end, Division III institutions:

(a) Expect that institutional presidents and chancellors have the ultimate responsibility and final authority for the conduct of the intercollegiate athletics program at the institutional, conference and national governance levels; *(Adopted: 1/16/10 effective 8/1/10)*

(b) Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (e.g., students, alumni, institutional personnel) than on the general public and its entertainment needs; *(Revised: 7/1/07)*

(c) Shall not award financial aid to any student on the basis of athletics leadership, ability, participation or performance; *(Revised: 7/1/07)*

(d) Primarily focus on intercollegiate athletics as a four-year, undergraduate experience; *(Adopted: 1/14/12)*

(e) Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators;

(f) Encourage participation by maximizing the number and variety of sport offerings for their students through broad-based athletics programs; *(Revised: 1/14/12)*

(g) Assure that the actions of coaches and administrators exhibit fairness, openness and honesty in their relationships with student-athletes;

(h) Assure that athletics participants are not treated differently from other members of the student body;

(i) Assure that student-athletes are supported in their efforts to meaningfully participate in nonathletic pursuits to enhance their overall educational experience; *(Adopted: 11/14/12)*

(j) Assure that athletics programs support the institution's educational mission by financing, staffing and controlling the programs through the same general procedures as other departments of the institution. Further, the administration of an institution's athletics program (e.g., hiring, compensation, professional development, certification of coaches) should be integrated into the campus culture and educational mission; *(Revised: 1/9/06 effective 8/1/06)*
(k) Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admission process; *(Adopted: 1/12/04 effective 8/11/04)*

(l) Exercise institutional and/or conference autonomy in the establishment of initial and continuing eligibility standards for student-athletes; *(Adopted: 1/14/12)*

(m) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body; *(Adopted: 1/9/06 effective 8/1/06)*

(n) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body; *(Adopted: 1/9/06 effective 8/11/06)*

(o) Provide equitable athletics opportunities for student-athletes and give equal emphasis to men's and women's sport

(p) Support ethnic and gender diversity for all constituents; *(Adopted: 11/12/99)*

(q) Give primary emphasis to regional in-season competition and conference championships; and

(r) Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities.

The purpose of the NCAA is to assist its members in developing the basis for consistent, equitable competition while minimizing infringement on the freedom of individual institutions to determine their own special objectives and programs. The above statement articulates principles that represent a commitment to Division III membership and shall serve as a guide for the preparation of legislation by the division and for planning and implementation of programs by institutions and conferences.
DIVISION III STRATEGIC POSITIONING PLATFORM

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

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

Division III Attributes
What we stand for

<table>
<thead>
<tr>
<th>Audience Benefits</th>
<th>Key benefits of the DIII experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion: appropriate relation of academics with opportunities to pursue athletics &amp; other passions.</td>
<td>- Continue to compete in a highly competitive athletics program and retain the full spectrum of college life.</td>
</tr>
<tr>
<td>Comprehensive Learning: opportunity for broad-based education and success.</td>
<td>- Focus on academic achievement while graduating with a comprehensive education that builds skills beyond the classroom.</td>
</tr>
<tr>
<td>Passion: playing for the love of the game, competition, fun and self-improvement.</td>
<td>- Access financial aid for college without the obligations of an athletics scholarship.</td>
</tr>
<tr>
<td>Responsibility: development of accountability through personal commitment and choices.</td>
<td>- Opportunities to play more than one sport.</td>
</tr>
<tr>
<td>Sportsmanship: fair and respectful conduct toward all participants and supporters.</td>
<td>- Be responsible for your own path, discover potential through opportunities to pursue many interests.</td>
</tr>
<tr>
<td>Citizenship: dedication to developing responsible leaders and citizens in our communities.</td>
<td>- Academics are the primary focus for student-athletes. Shorter practice and playing seasons, no red-shirting and regional competition minimize time away from their academic studies and keep student-athletes on a path to graduation.</td>
</tr>
</tbody>
</table>

Reasons to Believe
Supporting features of DIII

1. Comprehensive educational experience. Division III institutions develop student-athlete potential through a holistic educational approach that includes rigorous academics, competitive athletics and opportunity to pursue other interests and passions.

2. Integrated campus environment. About one-quarter of all students at Division III institutions participate in athletics. Those participating in athletics are integrated into the campus culture and educational missions of their colleges or universities:
   - Student-athletes are subject to admission and academic performance standards consistent with the general student body;
   - Student-athletes are not provided any special housing, services or support from their institution different from other students or student groups;
   - Athletics departments are regulated and managed through the same general procedures and practices as other departments of the institution. This integration of athletics allows the student-athletes to take full advantage of the many opportunities of campus life and their entire collegiate experience.

3. Academic focus. Student-athletes most often attend a college or university in Division III because of the many excellent academic programs, creating a primary focus on learning and achievement of their degree. The division minimizes the conflicts between athletics and academics through shorter playing and practicing seasons, the number of contests, no red-shirting or out-of-season organized activities and a focus on regional in-season and conference play.

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

5. Competitive athletics programs. Student-athletes do not receive any monetary incentive (athletics scholarship) to play sports in college. They play for the love and passion of the game and to push themselves to be their best, creating an intense, competitive athletics environment for all who participate.

6. National championship opportunities. Division III has over 155,000 student-athletes competing annually in 36 different national championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletics potential.

7. Commitment to athletics participation. Division III institutions are committed to a broad-based program of athletics because of the educational value of participation for the student-athlete. The division has a higher number and wider variety of athletics opportunities on average than any other division in the NCAA, emphasizing both competitive men’s and women’s sports.

About one-quarter of all students at Division III institutions participate in athletics. Those participating in athletics are integrated into the campus culture and educational missions of their colleges or universities:

- Be responsible for your own path, discover potential through opportunities to pursue many interests.
### ASSOCIATION-WIDE COMMITTEES

- Committee on Competitive Safeguards and Medical Aspects of Sports.
- Honors Committee.
- Minority Opportunities and Interests Committee.
- Olympic Sports Liaison Committee.
- Postgraduate Scholarship Committee.
- Research Committee.
- Committee on Sportsmanship and Ethical Conduct.
- Walter Byers Scholarship Committee.
- Committee on Women’s Athletics.
- International Student Records (Divisions I and II).
- High School Review (Divisions I and II).
- Student Records Review (Divisions I and II).
- NCAA Committees that have playing rules responsibilities.

### BOARD OF GOVERNORS

**Responsibilities**

- Approval/oversight of budget.
- Appointment/evaluation of Association's president.
- Strategic planning for Association.
- Identification of Association’s core issues.
- To resolve issues/litigation.
- To convene joint meeting of the three presidential bodies.
- To convene same-site meeting of Division I Council and Division II and Division III Management Councils.
- Authority to call for constitutional votes.
- Authority to call for vote of entire membership when division action is contrary to Association’s basic principles.
- Authority to call Special/Annual Conventions.

**Members**

- Eight FBS members from Division I Board of Directors.
- Two FCS members from Division I Board of Directors.
- Two Division I members from Division I Board of Directors.
- Two members from Division II Presidents Council.
- Two members from Division III Presidents Council.
- Ex officio/nonvoting—NCAA President.
- Ex officio/nonvoting—Chairs of Division I Council and Division II and Division III Management Councils.
- Five independent directors.

1 May vote in case of tie.

### DIVISION I BOARD OF DIRECTORS

**Responsibilities**

- Set policy and direction of the division.
- Monitor legislation.
- Delegate responsibilities to Council.
- Assess operation of the governance structure.

**Members**

- Institutional Presidents or Chancellors.
- Athletics Administrators.
- Faculty Athletics Representative.
- Student-Athlete.

### DIVISION I COUNCIL

**Responsibilities**

- Review recommendations of the substructure.
- Final authority on championships matters.
- Adopt legislation for the division.

**Members**

- Athletics Administrators.
- Conference Commissioners.
- Faculty Athletics Representatives.
- Student-Athletes.

### DIVISION II PRESIDENTS COUNCIL

**Responsibilities**

- Set policy and direction of division.
- Delegate responsibilities to Management Council.

**Members**

- Institutional Presidents or Chancellors.

### DIVISION II MANAGEMENT COUNCIL

**Responsibilities**

- Recommendations to primary governing body.
- Handle responsibilities delegated by primary governing body.

**Members**

- Athletics Administrators.
- Faculty Athletics Representatives.
- Student-Athletes.

### DIVISION III PRESIDENTS COUNCIL

**Responsibilities**

- Set policy and direction of division.
- Delegate responsibilities to Management Council.

**Members**

- Institutional Presidents or Chancellors.

### DIVISION III MANAGEMENT COUNCIL

**Responsibilities**

- Recommendations to primary governing body.
- Handle responsibilities delegated by primary governing body.

**Members**

- Presidents or Chancellors.
- Athletics Administrators.
- Faculty Athletics Representatives.
- Student-Athletes.
- Athletics Direct Reports.
FIGURE 5-1
NCAA Division III Legislative Process

Other Constituent Groups

NCAA Committee Legislative Recommendation

Management Council Reviews Legislative Concept

Management Council or Presidents Council Sponsors Legislative Concept (Submission Deadline September 1)

Membership Legislative 1 Recommendation by primary sponsor(s) (Submission Deadline: 5 p.m. Eastern time July 15)

Membership Council and/or Presidents Council Reviews (July-August Council Meeting)

Initial Publication of Proposed Legislation (POPL) (August 15)

Membership Legislative 2 Recommendations by Co-Sponsor(s) (Submission Deadline: 5 p.m. Eastern time September 1)

Sponsor Modification Period (August 15—September 15)

Second Publication of Proposed Legislation (SPOPL) (September 23)

Amendment-to-Amendment Period 3 (September 23—November 1)

Resolutions Due from Presidents Council and Membership (November 1)

Official Notice (November 15)

NCAA Convention (Second week of January)

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1 Per NCAA Constitution 5.3.4.1-(b) and -(c), legislative recommendations from the membership may be sponsored by 20 or more active member institutions with voting privileges or two or more voting member conferences. Per Constitution 5.3.5.1.1, at least one of the sponsors of a conference-sponsored amendment or at least 10 of the 20 individual institution sponsors must meet the deadline of 5 p.m. Eastern time July 15.

2 Per Constitution 5.3.3.3.1.3, the second co-sponsor of a conference-sponsored amendment or the additional 10 individual institutions must meet the deadline of 5 p.m. Eastern time September 1 or the amendment will be automatically withdrawn.

3 Per Constitution 5.3.4.2, an amendment to an amendment may be sponsored by the Management Council, Presidents Council, 20 or more active member institutions with voting privileges or two or more voting member conferences.
( ) Represents the number of individuals who will serve on this committee.
* All Division III sports committees report to the Division III Championships Committee. The following are common committees with playing rules and championships administration responsibilities — Women’s Bowling, Men’s and Women’s Rifle, Men’s and Women’s Skiing, Men’s and Women’s Swimming and Diving, Men’s and Women’s Track and Field, Men’s and Women’s Water Polo and Wrestling.
** The size of the committee depends on the number of Division III conferences (see Bylaw 21.9.5.10).
$ The Division III Infractions Appeals Committee shall hear and act on an institution’s appeal of the findings of major violations by the Division III Committee on Infractions.
A free, evidence-based high-risk alcohol use prevention program for all students at small colleges.

The three-pronged comprehensive program offers the following:

1. **Self Study Instrument**
   - An instrument to take stock of what campus alcohol information is already being collected and could be collected, and to inventory existing prevention efforts

2. **NIAAA Recommended Strategies**
   - A resource on National Institute on Alcohol Abuse and Alcoholism recommended strategies to facilitate the selection of evidence-based strategies most appropriate for your campus

3. **Personalized Feedback Index**
   - A candid online instrument designed for students to consider the personal impact of alcohol use and the strategies to reduce alcohol-related harms

4. **Supplemental Materials**
   - Additional materials including learning modules for both campus program implementers and coaches, a technical assistance program, and marketing materials to drive student use of the Personalized Feedback Index

Visit 360proof.org to learn more.
Enhancing the Athletics Direct Report’s Role with Athletics

8 Tips to improve effectiveness

Since ADRs are such an important component in the athletics organizational chain at Division III institutions – and because the prevalence of these reporting lines is unique to Division III – it is imperative that ADRs are equipped with the tools and resources they need to be effective at the campus, conference and national levels.

These recommendations come from the Athletics Direct Report Working Group, which was established to help ADRs be more effective in their oversight roles and to be more engaged with their athletics directors in the Division III governance process.

The Division III philosophy states an expectation “that institutional presidents and chancellors have the ultimate responsibility and final authority for the conduct of the intercollegiate athletics program at the institutional, conference and national governance levels.” The working group embraces this concept and believes that enhancing the ADR role will support presidential leadership.

The recommendations are based on three surveys conducted in 2014-15 – two garnering feedback from ADRs themselves and another from athletics directors at Division III institutions. The surveys, with average response rates of 50 percent, indicated that athletics directors and ADRs alike would appreciate development opportunities to enhance their relationships, and to be provided ideas that work in that regard.
1 ADRs should report directly to the president. A recent survey showed that 87 percent of athletics director reports (ADRs) responding report directly to the president. This is an effective reporting line, as it improves communication, allows for greater presidential leadership and facilitates integrating athletics on campus. No change is being recommended for institutions whose athletics director reports directly to the chancellor/president; rather, the goal is to provide strategies and resources for institutions that use an ADR reporting structure.

2 Ongoing communication. More than three-quarters of ADRs and athletics directors surveyed said they meet with each other weekly or biweekly, which is a good approach. Meeting agendas should include athletics budgets, personnel issues, enrollment management, student-athlete conduct, compliance, facilities, sportsmanship, diversity and inclusion, Title IX compliance, student-athlete well-being, and strategic planning as standing items (in addition to the more contemporary issues that need to be addressed at a given time, such as conference office updates).

3 Presidential communication. A triad of communication should be developed among the ADR, the athletics director and the president (some schools also include the faculty athletics representative). Surveys show that a little more than a quarter of Division III colleges and universities already schedule such meetings. Since presidents are ultimately accountable for athletics, and because presidents rarely have the time necessary to fully engage in conference and national athletics governance issues, it is critical for ADRs and athletics directors to inform presidents in person about these matters at regularly scheduled times throughout the year. Such communications will provide an opportunity for these decision-makers to collaborate and strategize in regard to the role athletics plays related to enrollment, retention, graduation, branding and campus-life perspectives.

4 Engage at the campus level. Most athletics directors attend as many athletics events on campus as they can, and many also engage regularly with their campus Student-Athlete Advisory Committees (SAACs) by attending meetings and supporting SAAC-led initiatives on campus. ADRs should adopt a similar approach as their schedules permit. Such engagement not only leads to a better understanding of athletics operations, but also increases visibility for the ADR and positions him or her as an advocate for student-athlete interests.

5 Engage faculty athletics representatives. Active involvement of the faculty athletics representative (FAR) as a key institutional liaison to the athletics department and the student-athlete is important. FARs may be involved with student-athlete eligibility requirements, compliance and rules education, and collaboration efforts with faculty, admissions, financial aid and the registrar, as well as interactions with student-athlete leaders (such as SAAC). Regular engagement with the ADR allows the FAR to share, discuss and collaborate on many topics, including eligibility, and academic and faculty-related issues. Similar to item No. 3, a triad of communication should be established among the ADR, the athletics director and the FAR.

6 Engage at the conference level. Involvement in athletics conference business typically has been the purview of the athletics director, but ADRs would benefit from being more engaged at the conference level. Currently, just slightly more than half of ADRs surveyed (55 percent) participate in conference office business, but almost 90 percent said they discuss conference business with their presidents. As such, staying informed is critical. Regular conference communication (such as emails and newsletters) and conference best practices boost engagement with conference business. At the very least, conference-member ADRs should meet annually with each other to discuss pertinent issues, develop stronger networks, and ultimately improve the overall athletics and academic experiences for student-athletes.

7 Engage at the national level. In addition to participating in the Division III governance structure (ADRs have two seats on the Division III Management Council) or via the newly created ADR Institute (see item No. 8), ADRs should stay informed with national and athletics issues through newsletters and monthly updates provided by the NCAA national office. ADRs should be sure they are on the mailing list to receive these periodic updates and check NCAA.org regularly for news pertaining to Division III. ADRs wanting to attend the NCAA Convention should discuss funding opportunities with their conference commissioner/executive director, as funding is available for ADR professional development.

8 Shared practices and networking. Survey responses indicate that three-quarters of ADRs do not have any formal, or even informal, relationships with their counterparts, but 86 percent said they would attend a professional development conference to discuss issues and create networks. Topics that ADRs would be most interested in discussing include budgeting, personnel management, conference matters and enrollment management. To help in this regard, the Division III Strategic Planning and Finance Committee agreed to fund an annual professional development program called the “Athletics Direct Report Institute,” which would convene select ADRs to discuss these and other topics. Current ADRs, along with NCAA staff and outside consultants, will serve as faculty for the ADR Institute. Based on feedback, the ADR Institute will be held in conjunction with the annual NCAA Convention. The nomination process to determine participants will be announced in the summer of 2015. While the NCAA will fully fund ADR Institute participants, every Division III conference office also has funding available for ADR professional development.

NCAA is a trademark of the National Collegiate Athletic Association.
GETTING THE MOST FROM YOUR
ATHLETICS RECRUITING PROCESS

A guide to maximizing efficiency and effectiveness for your coaches and staff
INTRODUCTION

Recruiting is critical for any Division III athletics program. And recruiting student-athletes is critical for any Division III institution.

As such, the following resource will help you manage and make more efficient one of the most essential parts of your job.

For institutions, athletics recruiting plays an integral role in enrollment strategy and management, since about 20 to 30 percent of students at most Division III schools play sports. For athletics departments, recruiting affects roster size, team success, and in many cases, student retention.

Just how important is recruiting in Division III?

Prospective student-athletes and their families increasingly depend on the athletics recruitment process to make their college choice.

A 2013 survey tells us that athletics recruiting as a key component of enrollment strategies has grown 10 percent:

71% in 2013
61% in 2008

Division III sports with high proportions of participants who were recruited:

- **MEN’S BASKETBALL**: 76%
- **WOMEN’S BASKETBALL**: 78%
- **MEN’S LACROSSE**: 83%
- **WOMEN’S ICE HOCKEY**: 85%
- **FOOTBALL**: 86%
- **MEN’S ICE HOCKEY**: 88%

57,000 Approximately number of first-year student-athletes (about one-fifth of the entire Division III student population) on one or more sports teams in 2012-13.

7,700 Number of Division III teams in 2012-13.

2 out of 3 Number of Division III athletes recruited by college coaches in 2012-13; the rest walked on or were recruited after enrolling.
**What’s the effect of the Division III recruiting model on coaches, athletics staff and student-athletes?**

- Some coaches are away from campus so often recruiting that they spend less time with their current student-athletes on campus.
- Some prospects say they’re overwhelmed. Surveys tell us that a quarter of Division III recruits believe coaches contact them too often. Three-quarters of prospective student-athletes are recruited by anywhere from one to nine schools, and 15 percent are recruited by 10 or more.
- Athletics administrators who rely on part-time coaches and coaches with dual responsibilities (such as administrative or teaching roles) say their staffs are being stretched too thin.
- The pressure to fill beds and compile competitive rosters makes coaches and staff reluctant to scale back, thus exacerbating what already is a work/life imbalance.

Indeed, because institutions are relying more and more on student-athletes to help meet admission goals, recruiting creates a challenging environment on many levels.

All of this strongly suggests that everyone involved should actively manage a recruiting process that is integral to the institution and the prospective students. It is imperative not only to student-athlete well-being, but also your own.

**How this resource will help.**

This resource will help your planning process by providing a framework for asking the important questions and developing practices that minimize the strain on your coaches, staff and the prospects they recruit.

It will help prepare your coaches for success on the recruiting trail. It will help you collaborate with the broader campus community to support your coaches. It will help you shape the best recruiting program for your unique situation.

In short, this resource is designed as a springboard for focused discussion, planning and programming that can increase success and make your recruiting efforts more efficient and effective.

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**Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admissions process.**

*Division III Philosophy*
Research shows that athletics recruiting is widespread and pervasive across Division III. It’s also an important tool that families use to choose the best college or university for their son or daughter.

**What does Division III recruiting look like?**

- Email and telephone are the top recruiting tools for more than 90 percent of coaches.

- About 80 percent of coaches say they review video either sent by the prospective student-athlete or through a recruiting service.

- Notably, only about one-third of Division III coaches use social media to communicate with prospects.

- Division III coaches are out on the recruiting trail, as well. Seventy percent or more attend high school events and nonscholastic events or showcases to identify and establish relationships with prospective athletes in order to set up an on-campus visit.

- Eighty percent of coaches have the prospect visit campus, spend time with student-athletes and attend a class in order to learn about the campus and evaluate whether the school is a good fit.
Who’s involved in the recruiting process?

- To be sure, it’s more than just the prospect and the college coach. College athletics directors, college admissions counselors, high school coaches, high school guidance counselors, high school teachers, club sport coaches and the prospect’s family and friends all play a part.

- Who plays the biggest role in the college choice decision? Sixty-two percent of Division III athletes say parents and relatives are the most influential. High school teachers, guidance counselors, and high school and club coaches were cited by fewer than 25 percent as being “extremely important.”

When does recruiting occur?

- Legislation adopted at the 2015 NCAA Convention allows contact after a recruit’s sophomore year of high school and permits recruits to make an official campus visit beginning January 1 of their junior year.

- Once the process starts, the recruiting trail tends to be year-round. In the offseason, 97 percent of coaches are actively recruiting. Recruiting at nonscholastic events reaches its height in June and July when most showcases and recruiting camps are held. The peak for high school events occurs in December, January and February. The bulk of the off-campus contact comes at nonscholastic events during the summer.

- On-campus visits are an important part of the recruiting process, too. Coaches host prospects on their campuses throughout the calendar year. The number of campus visits peaks in October.
We know that coaches serve on the front line when it comes to recruiting. But what can athletics departments do to better prepare them and track their success?

Research shows that student-athletes frequently cite the college coach as the most important person in their college selection process. As such, educating and training those influential coaches is critical to effective and efficient recruiting. It can also be a factor in retaining coaches, since it can help them find the necessary career balance.

To effectively prepare your coaches for the recruiting trail, ask yourself the following:

**Are your coaches educated on the “type” of student that fits your institution? Do your coaches have materials to guide them in this regard?**

To be successful recruiters, coaches need to know what type of student to target and what exactly to tell them about the campus once they’re identified.

And it’s not an “athletics-only” sale in Division III. On the contrary, research shows that college choice is affected by two primary components – academics and athletics. More than 85 percent of student-athletes say that athletics recruiting played an important role, but academics played an equally important role in their college choice.

As such, equip your coaches with talking points about ALL that the campus has to offer. Remember, Division III is about proportion in the college experience – encouraging students to *discover* their interests and passions, *develop* their potential and *dedicate* themselves to achieving their goals.

**TIPS TO BETTER EDUCATE AND TRAIN YOUR COACHES:**

- Have them meet periodically with the campus admissions staff to share key enrollment strategy information.
- Encourage them to participate in campus tours led by the admissions staff.
- Make sure they have a coaches handbook that addresses strengths of your campus, conference and Division III overall (and if your institution doesn’t have a coaches handbook, consider developing one).
- Provide them with a campus “quick facts” sheet or pamphlet. For new coaches, conduct orientation sessions led by the admissions staff and/or the faculty athletics representative.

**Do you offer resources for new coaches on “how” to recruit?**

Successfully “on-boarding” new coaches not only helps them become effective recruiters quickly but also establishes the foundation necessary to sustain that success.

**TIPS TO BETTER ACCLIMATE YOUR NEW HIRES:**

- Have an outside consultant or entity conduct sport-specific recruiting webinars.
- Establish a mentor program in which the new coach is matched with a senior coach.
- Propose that your conference offer a training program for new coaches to minimize costs and maximize efficiencies.

**Does standardized training exist for coaches? Who’s responsible for developing it?**

Many institutions have developed their own training programs (and we encourage sharing with peers in this regard), but programs also may be available from external sources. For example, some coaches associations offer programming at their annual conventions.
If you’re looking for training programs and are considering developing your own, it will be important to include all the key players:

- Athletics director
- Compliance coordinator
- Admissions staff
- Enrollment manager
- Senior woman administrator
- Faculty athletics representative
- Conference commissioner
- Financial aid staff
- Academic advisors/academic counseling centers
- Student services/student affairs
- Student-Athlete Advisory Committee (SAAC) representative

The campus admissions department is the logical starting point due to its expertise in student recruiting. Also consider when the training would occur. It should be regular and periodic, but you may prefer heavier engagement at key campus enrollment times.

Because athletics recruitment on a Division III campus is frequently tied to overall student recruitment, it requires a “team effort.” Be sure you have healthy lines of communication among various campus departments and key groups.

What resources should coaches have at their disposal?

As many as you’ve got! Athletics administrators should consider resources that exist beyond the walls of the athletics department to help their coaches be successful. These resources could include:

- Talking points
- Brochures
- Video content
- Letter templates
- Websites
- Learning management systems
- Software applications

These are all potential tools in any coach’s recruiting toolbox.

Also remember that the NCAA national office provides resources, as well. They include:

- Division III Facts and Figures
- The NCAA Recruiting Fact Sheet
- The Division III Coaches Rules Test
- The Division III Identity Initiative Tool Kit
- The NCAA Division III Website
- The NCAA Eligibility Center
- The Division III Coaches Mobile Website

And finally, make sure you’re tracking key institutional benchmarks to help coaches develop appropriate recruiting strategies. These include:

- Retention rates
- Graduation rates
- Grade-point averages
- Admissions/enrollment benchmarks
- Financial aid benchmarks
- Participation opportunities in key co-curricular and extra-curricular programs such as SAAC, internships/externships, study abroad and community service
Efforts to increase effectiveness and efficiency in recruiting pay off in multiple ways. They help the coach sustain excellence and approach an appropriate career balance. At the same time, they may help the athletics department save time and money.

Here are some areas to think about:

1. Collecting data to monitor progress and assess your success is an integral part of an efficient and effective recruiting program. Be sure to coordinate these efforts, as “monitoring progress” and “assessing success” may be regarded as separate tasks on your campus. Your coaches may be using software to manage their recruiting list, while admissions may be using other software to monitor enrollment goals. Make sure you’ve got your right and left hands pulling the same levers!

QUESTIONS TO CONSIDER

- What role does technology play in managing the recruiting process for your coaches?
- Do you have a software platform to help?
- Are you using your current software platform to its fullest extent?
- Is it time to consider an upgrade, or changing your current software platform altogether?
As we mentioned in Part 1, more than 90 percent of coaches use email and telephone most often as recruiting tools, and more than 80 percent incorporate video into their recruiting routine. On the other hand, only about one-third of coaches use social media to attract prospects. Social media may help coaches keep up with the changing times, but the challenge is to find user-friendly options that aren’t outdated.

QUESTIONS TO CONSIDER
• Should your coaches consider social media as a viable recruiting tool?
• Does the campus admissions office use social media?
• What can athletics learn from the admissions office?

With more than 70 percent of coaches attending high school and nonscholastic events throughout the calendar year, make sure your coaches maximize their effectiveness in establishing relationships with prospective student-athletes. Relationships are the name of the game in recruiting, and there are multiple ways for your coaches to solidify them:
• Attendance at recruiting showcases and high school events
• In-home visits
• Email, phone, letters, texts, etc.
• Attendance at or hosting camps and clinics

QUESTIONS TO CONSIDER
• Have you considered other possibilities?
• Can admissions help in this regard?

Data show that academics are just as important, if not more so, as athletics when prospects are weighing their college choice. In recruiting, finding an academic match as well as an athletics match is the goal. Your admissions staff and faculty can help coordinate these efforts.

QUESTIONS TO CONSIDER
• Recognizing that athletics recruitment is an integral part of overall institutional enrollment strategies, are your coaches leveraging your faculty, your faculty athletics representative, and your current student-athletes to promote the academic aspects of the campus?

Many Division III athletics programs cannot survive without part-time coaches – head and assistant. It can be difficult to incorporate part-time coaches into your department’s recruiting strategies, though. Before any coach hits the recruiting trail, he or she must be appropriately prepared and informed. Part-time coaches present a unique challenge in this regard.

QUESTIONS TO CONSIDER
• Are part-time assistant and head coaches appropriately engaged in your recruiting process?
• Are there new or different ways to involve them?

Coaches categorize recruits in many ways (for example, high/low level, blue chip). Prospective student-athletes may be recruited by multiple Division III institutions, as well as by Division I and Division II colleges and universities. Research indicates that nearly a tenth of student-athletes participate in more than one sport. These factors will likely lead a successful recruiter to approach prospective student-athletes in unique ways.

QUESTIONS TO CONSIDER
• Have you considered the process by which your coaches determine how many contacts and types of contacts would be needed in recruiting a “blue chip” prospect, a potential varsity player, or an admissions office referral-type prospect?
• Have communication lines among coaches been established for potential multisport athletes?
• Have you implemented any plan in this regard?
Athletics recruiting is an increasingly important tool that prospects and their families use to select their college destination. As with all decisions, more information increases the likelihood of good choices. But it’s not just about educating families. Don’t forget about club and high school coaches, event coordinators, and high school guidance counselors.

**QUESTIONS TO CONSIDER**

- How much time do your coaches spend educating these various groups on Division III and its recruiting process?
- What do coaches need to do this effectively? Ideas may include:
  - Using the NCAA’s one-page resource highlighting the institutional differences among the NCAA’s three divisions.
  - A one-page resource outlining the recruiting/enrollment process at your college or university.
  - The Division III facts and figures one-page resource.
  - The coaches mobile website.
As we know, recruiting is not an idle pastime. Rather, it is the lifeblood of any Division III institution. As such, just about all campus employees are expected to pitch in when it comes to recruiting students. And since students who want to participate in sports make up at least one-fifth of the undergraduate population at most Division III colleges and universities, coaches and athletics department staff are expected to be on the recruiting trail year-round.

Thus, it behooves any staff to have its ducks in a row when it comes to athletics recruiting. That means:

**Educating** your coaches and staff about identifying the right prospects and telling them all the campus has to offer.

**Collaborating** with other campus groups to streamline your efforts, develop the proper approaches and enhance the work/life balance for your coaches and staff.

**Evaluating** your processes frequently to ensure they are the most efficient and effective they can be.

To do this effectively, refer to this resource often. And if you need help in framing all of it, don’t be afraid to ask! Contact your neighboring Division III members, work with your conference office or call the NCAA Division III staff to learn what works best.

While recruiting can be a competitive endeavor, all Division III members have a collective interest in making it more efficient for everyone. You owe it to your coaches, your staff – and yourself – to make the process the best it can be.
BUILDING TOWARD A CAREER IN COLLEGIATE ATHLETICS
BUILDING TOWARD A CAREER IN COLLEGIATE ATHLETICS

UNDERGRADUATE YEARS — DURING ACADEMIC SESSIONS

✔ Work or volunteer in your institution’s department of athletics.
  ▶ With the athletics director or another athletics administrator, discuss opportunities that are experiential in nature.
    ■ Event management of athletics contests.
    ■ Special event management (for example, Hall of Fame, Alumni Weekend, Family Weekend).
    ■ Organization and execution of annual fundraisers (golf outing, etc.).
    ■ Event management of conference or NCAA championship/tournament events.
    ■ Student volunteer coach or manager.
  ▶ Build relationships with many staff members representing multiple areas within college sports.
  ▶ Diversify your experiences.
    ■ Athletics administration.
    ■ Athletics communications.
    ■ Coaching.
    ■ Compliance.
    ■ Facilities and equipment management.
    ■ Fundraising/development.
    ■ Sports medicine.
    ■ Strength and conditioning.
    ■ Student-athlete development.

✔ Volunteer to serve on athletics-related committees.
  ▶ Express interest in an athletics professional career to the director of athletics, other athletics administrators or coaches and volunteer to serve on athletics-related committees.
    ■ Search committees (for example, administrator or coach).
    ■ Student-Athlete Advisory Committee (SAAC).
    ■ Building project committees.
    ■ Special event planning committees (Hall of Fame, Alumni Weekend, Family Weekend, conference and/or NCAA championship committees).
    ■ Athletics board.

✔ Explore opportunities to work in the conference office (if applicable).
  ▶ Championship — volunteer support.
  ▶ Internship.
  ▶ Web-content management.

✔ Maximize related course offerings.
  ▶ Explore whether there are academic courses specifically designed for individuals pursuing a career in athletics (administration and/or coaching).
  ▶ Research and consult with your faculty athletics representative (FAR) if there are courses that provide a related skill set/knowledge base (coaching, business, accounting, event planning, health and safety, etc.).
Apply for and attend conference office and/or NCAA-sponsored events and athletics leadership programming.

- Attend NCAA-sponsored events (for example, NCAA Convention, Inclusion Forum).
  - Apply for the NCAA Student Immersion Program (ethnic minorities).
  - Apply for conference-grant funding (if applicable within your athletics conference).
  - Request institutional funding and support (if available).
- Apply for NCAA-sponsored student leadership programming.
  - Student-Athlete Leadership Forum.

Visit the career development office.

- Inquire about externship, internship, fellowship and job-shadowing opportunities in collegiate sports.
- Explore opportunities that will provide a related experience or opportunity to gain relative knowledge (for example, fundraising, event management, marketing, web-content management).
- Apply for experiential opportunities.
- Request resume review and development.
- Participate in mock interviews and etiquette sessions.
- Participate in informational interviews (in-person meeting or phone call).

DURING SUMMER/BREAK PERIODS

- Pursue experiential opportunities and build your network.
  - Participate in externships, internships, fellowships or jobs within collegiate athletics or outside the industry that will allow you to gain significant relative knowledge and skills.
  - Job shadow at nearby colleges, universities and conference offices — always expand your network.
  - Coach a local travel sports team (organize team travel, logistics, player management, etc.).

- Research opportunities to take coursework in athletics administration/athletics management/coaching not otherwise available at your institution.

- Obtain commonly required certifications for your desired profession. (Note: Check requirements for renewal and associated time deadlines)
  - Coaching licensure.
  - Health and safety certifications (automated external defibrillator, CPR, first responder).
  - Strength and conditioning certification.

- Research graduate schools that provide an advanced degree in athletics administration, sports/business management, and/or higher education.
  - Identify necessary prerequisites.
  - Determine what graduate assistant positions might be available (administration, coaching).
  - Plan a visit during the summer before your senior year.
The Diverse Workforce

Recruitment and Retention Basics for Division III Athletics Departments
The Diverse Workforce

Recruitment and Retention Basics for Division III Athletics Departments
Institutions and departments that make an ongoing commitment to diversity, equity and inclusion typically do so because they believe in its inherent value. Creating a diverse, equitable and inclusive culture is an important part of the Division III experience, and it requires an intentional and sustained commitment.

Whether you are a hiring manager, a member of a selection committee, or an athletics administrator, this guide is designed to help you fulfill your role in recruiting, selecting and retaining a diverse workforce. This resource, a product of the Division III Diversity and Inclusion Working Group, offers best practices and other suggestions to help Division III institutions make diversity a priority in seeking, selecting and retaining high-performing athletics administrators and coaches.

Ethnic minorities and women are significantly underrepresented in all athletics constituent groups on Division III campuses. About 70 percent of the current directors

### CURRENT POPULATION FIGURES FOR SELECT DIVISION III POSITIONS BY GENDER AND DIVERSITY

<table>
<thead>
<tr>
<th>Position</th>
<th>White Males</th>
<th>Ethnic Males</th>
<th>White Females</th>
<th>Ethnic Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student-Athletes</td>
<td>71,100</td>
<td>25,690</td>
<td>52,972</td>
<td>12,916</td>
</tr>
<tr>
<td>Assistant Coaches</td>
<td>9,515</td>
<td>4,011</td>
<td>1,677</td>
<td>480</td>
</tr>
<tr>
<td>Head Coaches</td>
<td>4,511</td>
<td>1,767</td>
<td>425</td>
<td>118</td>
</tr>
<tr>
<td>Assistant Athletics Directors</td>
<td>328</td>
<td>28</td>
<td>196</td>
<td>18</td>
</tr>
<tr>
<td>Associate Athletics Directors</td>
<td>174</td>
<td>12</td>
<td>166</td>
<td>10</td>
</tr>
<tr>
<td>Athletics Directors</td>
<td>302</td>
<td>22</td>
<td>125</td>
<td>9</td>
</tr>
<tr>
<td>ADR</td>
<td>190</td>
<td>27</td>
<td>127</td>
<td>17</td>
</tr>
<tr>
<td>Presidents</td>
<td>276</td>
<td>42</td>
<td>123</td>
<td>20</td>
</tr>
</tbody>
</table>

Note: These figures represent the 2015-16 populations and were derived from the data reported in the annual sport sponsorship and demographic forms. Additionally, head coach, assistant coach and student-athlete totals include only outdoor track figures, to reduce the incidence of potential triple counting.
of athletics in Division III are white males, as are more than 75 percent of the head coaches in almost all sports (more than 90 percent in several sports).

As the demographics at our institutions evolve, our hiring practices must adjust accordingly. While Division III has established programs and initiatives to populate the pipeline of qualified ethnic minority and female candidates in recent years, it remains incumbent upon our colleges and universities to implement policies and practices to ensure that diversity is a priority during the athletics hiring process.

For example, NCAA data show missed opportunities for demographic change in the Division III athletics director position. The data indicate 167 recent openings, but minimal gains in diversifying the position.

Institutions and conferences must be proactive and intentional to ensure meaningful progress. The following pages offer guidance covering the entire hiring process, from before an opening occurs to well after the hire is announced. Even if you believe your institution has adequate processes in place when it comes to hiring, you’ll likely find some new perspectives and ideas by reading through this resource.

Our goal as a division is to provide opportunities to persons of all backgrounds, and this hiring resource is a great place to start.

The NCAA believes in and is committed to diversity, inclusion and gender equity among its student-athletes, coaches and administrators. We seek to establish and maintain an inclusive culture that fosters equitable participation for student-athletes and career opportunities for coaches and administrators from diverse backgrounds. Diversity and inclusion improve the learning environment for all student-athletes and enhance excellence within the Association.
BEFORE AN OPENING OCCURS
WHEN AN OPENING OCCURS
THE SEARCH
SELECTION AND RETENTION RESOURCES
ALWAYS BE PREPARED

When it comes to the hiring process, take steps in advance to ensure diversity is a priority. Keep these recommended steps in mind so your athletics department is ready to identify, recruit, select, and ultimately retain diverse talent when an opening occurs.

Institutional and Departmental Policies

Hiring managers should regularly develop and review institutional and departmental policies. These policies should articulate the institution’s position on creating a diverse workplace/community. They should be consulted each time an opening occurs and be readily available as part of the recruitment process.

Campus and Department Assessments

Know your school and department demographics. Familiarize yourself with campus resources and programming that support an inclusive environment and celebrate

TIPS FOR SUPERVISORS

- Internships are an excellent way of field-testing quality candidates. They provide an opportunity to watch candidates in action in the position.
- Encourage student-athletes and student-support personnel to consider athletics administration and coaching as a profession.
- Encourage early-career administrators and coaches to develop management and administrative skills.
- Request that current staff always be on the lookout for quality people who would make great candidates.
diversity. Seriously consider and identify what your institution and community have to offer candidates of varied cultural heritage, veteran’s status, disability, gender diversity, sexual orientation, age, race and ethnicity.

**Establish Relationships**

Build and maintain relationships with individuals who would be strong candidates for future openings at your institution. Begin conversations with them about what makes your institution a desirable employer and start to better understand what top candidates might seek in a position and institution. If your institution or department has gaps, work to fill the gaps and offer evidence of progress.

**Develop Internal Candidates**

If you’ve already hired quality women and ethnic minorities at the entry level, develop and nurture their preparation for leadership positions by using resources the NCAA and its affiliated groups provide.

**Websites and Written Materials**

Review your institution and department websites to ensure they properly reflect your institution, athletics department and community. Incorporate images, descriptions and text that display examples of desired diverse makeup of your workforce. Be sure that institution and department policies and mission statements are accurate and prominently posted. Ensure all key job descriptions are up to date and reflect the roles and responsibilities inherent in each position.

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**TIPS FOR HIRING MANAGERS**

- Network and create ongoing conversations with women and minorities in the industry.
- Build relationships with professional organizations.
- Identify students who may be interested in a career in intercollegiate athletics.
WHEN AN OPENING OCCURS
THE SEARCH
SELECTION AND RETENTION
RESOURCES
When an Opening Occurs

Hiring managers in Division III athletics departments are responsible for developing and maintaining a diverse workforce. When an opening occurs, consider the following important factors.

ANNOUNCE THE OPPORTUNITY

Create position-opening announcements that will attract diverse applicants. The job announcement is a critical and effective tool in recruiting the quality of diverse applicants. Consider including “experience working with multicultural and diverse groups of people” as a required qualification.

PREPARE JOB DESCRIPTIONS

An accurate, detailed job description leads to a full understanding of job requirements, qualifications and performance expectations. Ensure the job description is also easily understood by those seeking a position in a diverse workplace. The job description provides an opportunity for the institution and athletics department to tell potential applicants how they will be supported throughout the job search and their employment.

Develop Clear Criteria

A good job description should include:

- Organizational structure.
- Required skills, abilities and core competencies.
- Performance expectations and outcomes.
- Education and experience requirements (including experience working with, coaching and teaching diverse groups/diverse students).
When creating education and experience requirements, consider what qualifications are the most important for success in the position versus skills and experiences that could indicate the potential for development. Be flexible enough to accommodate those from underrepresented groups and nontraditional backgrounds who may not have been given an opportunity previously to advance their careers. For example, “requiring” five years of experience in a leadership capacity rather than “preferring” it may shut out a number of candidates who might excel in the position.

**Include Additional Information**

The job description should contain additional information to gain the attention of candidates who may, or may not, be actively searching for a new job. This may include:

- A brief history and the current state of the institution.
- An overview of the athletics department, its values and vision for success.
- A statement and explanation of Division III’s values.

**Include a Statement of Nondiscrimination**

Include a written compliance statement on the campus-wide policy of nondiscrimination that encourages diversity, developed either by the campus or the department. For example, “[Institution] is committed to providing a diverse and inclusive culture to best support our student-athletes. Diverse candidates are encouraged to apply.”

<table>
<thead>
<tr>
<th>QUESTIONS TO CONSIDER WHEN DEVELOPING A JOB DESCRIPTION</th>
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<tbody>
<tr>
<td>▪ Does the description explain how the individual would be supported once they arrive on campus?</td>
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<tr>
<td>▪ Does the description unnecessarily prevent or lessen employment opportunities for any protected class of applicants or potential applicants?</td>
</tr>
<tr>
<td>▪ Have you consulted with the Human Resources department regarding the job description?</td>
</tr>
<tr>
<td>▪ Does the job description accurately reflect the responsibilities of the position?</td>
</tr>
<tr>
<td>▪ Do advertisements for full- and part-time positions accurately reflect the job responsibilities?</td>
</tr>
<tr>
<td>▪ Would an interested candidate clearly understand the required knowledge and experience needed to execute the job responsibilities?</td>
</tr>
</tbody>
</table>
Advertising the Opportunity
Advertising the open position as you conduct a search for qualified diverse candidates is essential to filling the position. Athletics departments that creatively target as many diverse sources as possible stand a better chance of developing a diverse pool of qualified candidates from which to choose.

Use Traditional Advertisements
Be sure to post job advertisements on various websites, especially those that encourage diversity and target individuals who may be interested in a career in intercollegiate athletics. (See the Resources section for a list of websites that hiring managers may consider when posting a job.) Also place advertisements in appropriate print publications and trade journals.

Seek Nontraditional Talent Recruitment Channels
Recruit beyond the job posting by recruiting “beyond paper.” Network consistently and continuously to develop and maintain candidate lists to aid in searches. Leverage social media and professional network groups online to spread the word and generate interest and inquiry from diverse candidates.

For example, athletics administrators can engage in these ways:

- Network with people who may know of qualified diverse applicants.
- Maintain contact with diverse graduates interested in athletics careers. They may be future candidates themselves, or they may be able to refer others who are qualified candidates.
- Request nominations from professional organizations and associations with known diversity in their membership.
- Post and/or comment on LinkedIn and other professional networking sites about the opening, the workforce culture, and the opportunity at hand.
- Request the NCAA Division III diversity database that includes names of women and ethnic minorities who have participated in an NCAA program over the past decade.
Leverage Campus and Community Resources

- Familiarize yourself with campus resources and programming that support an inclusive environment and celebrate diversity.
- Know your institution and departmental demographics.
- Take a serious look at what your institution and community have to offer diverse candidates.
- Identify colleagues from diverse backgrounds to contact personally regarding openings or to solicit nominations.
- When planning to attend a conference – particularly ones that attract large numbers of diverse attendees – combine visits with recruitment efforts for current and future openings.
The Search

Depending on the responsibility and visibility of the open position, the institution’s policy may be to form a committee to aid in the search for qualified candidates. If the position warrants, a search committee can help ensure a diverse pool of qualified candidates is identified and screened for consideration by the hiring manager.

THE SEARCH COMMITTEE

It is important that the search committee reflect the institution’s goals for diversity. As such, diversity should be represented on the committee. The broader the perspective, the more likely it is that you will identify and select the best fit for the position you are seeking to fill.

Ideas to consider when assembling a search committee:

- Identify and invite members to join the search committee – members who reflect the institution’s goals for diversity; members who represent the entire campus – inside and outside the department for which the search will be conducted, and beyond the athletics department.

- Choose members for their skills and strengths, including their subject matter expertise, understanding of the position and its dynamics, and current partnership with the athletics department.

- The institution may consider a standard format for search committee membership (e.g., the number of faculty members, coaches, staff, students, student-athletes, athletics administrators, campus administrators, boosters and alumni).

QUESTIONS TO CONSIDER WHEN DEVELOPING A SEARCH COMMITTEE

- Who should be represented on the search committee?
- What is the diversity of the search committee?
- Is there campus-wide representation beyond the athletics department?
- How is Human Resources represented?
- Is there a committee member who can communicate campus history and philosophy?
Consider including at least one senior member of the faculty and/or staff. Senior members can communicate campus history and philosophy and the importance of athletics to the institution.

Include a Human Resources official on the committee. This official will ensure that best practices in diversity, gender equity and equal opportunity hiring are followed during the search (e.g., Title IX/Equal Employment Opportunity officer).

Institutions or athletics departments that are lacking in diversity are cautioned not to ask the same faculty or staff members to be on multiple search committees. Instead, seek diversity in other areas (e.g., age, background, position, etc.).

SEARCH COMMITTEE ROLES AND RESPONSIBILITIES

Clarifying the roles and responsibilities of search committee members will make the hiring process more effective and efficient. All members should clearly understand and embrace the role they play in encouraging diversity and inclusion throughout the search.

**The Chair**

Always identify a committee chair. The chair is responsible for the overall conduct of the search, including emphasizing the importance of recruiting and considering individuals from diverse backgrounds for the position. Selecting the ideal chair will benefit the search process, as the chair’s relationships with on-campus partners will help identify committee members who will bring a diverse perspective to the committee. Keep in mind, however, that the chair may not be the final hiring manager/official.

**Search Committee Members**

Search committee members serve in an advisory capacity for the identification and selection of candidates. They perform a variety of tasks under the direction of the search chair and should make every attempt to assure that the pool of applicants includes

<table>
<thead>
<tr>
<th>SEARCH COMMITTEE CHAIR RESPONSIBILITIES</th>
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<tbody>
<tr>
<td>- Organize the committee’s work.</td>
</tr>
<tr>
<td>- Serve as the liaison between the committee and the hiring official/Human Resources.</td>
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<tr>
<td>- Assure appropriate communication with applicants to ensure they have submitted the necessary materials.</td>
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<tr>
<td>- Oversee development of the evaluation criteria/selection of finalists, including development of a candidate evaluation form.</td>
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<tr>
<td>- Prepare the committee for the interviews.</td>
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<tr>
<td>- Oversee and coordinate reference checks.</td>
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<tr>
<td>- Coordinate candidate interviews and schedules.</td>
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</tbody>
</table>
qualified candidates from diverse backgrounds. The entire committee then should review all qualified applications, striving for a diverse pool of qualified candidates.

**The Hiring Manager/Official**

The hiring manager/official reviews the finalists for the position as advised by the search committee and is ultimately responsible for selecting the final candidate. The hiring manager/official has an obligation to affirm the thoroughness of the search in developing a diverse candidate pool prior to the final selection and offer of employment.

**The Search Firm**

Search firms can be an effective way to build a strong candidate pool. When choosing a firm, it is important to investigate each firm’s commitment to diversity. Much can be said about a firm’s commitment by looking at its own demographics; a firm that is truly interested in finding qualified, diverse candidates most likely will have a diverse staff of its own. In addition, consider the firm’s track record of past hires to see how diverse its previous selections have been.

Before hiring a search firm, schools may want to consider:

- Does the profile of position warrant the use of a search firm?
- Does the department’s budget support the cost of hiring a search firm?
- Is it likely that results will surpass those produced by Human Resources in collaboration with the search committee alone?

If it is determined that a search firm should be hired, be sure to ask these questions and engage in these actions:

- Is the firm committed to diversity?
- Does the firm’s track record affirm not only its commitment to diversity but also its success in developing diverse pools of candidates?
- Clarify expectations of the search.
- Identify the roles the search firm will have in the process.
- Explain the importance of a diverse candidate pool when recruiting candidates.
- Who will develop the evaluation and selection criteria for finalists?
- Who will develop the candidate evaluation form?
- Who will coordinate the recruiting, advertising and networking with Human Resources?
- Who will coordinate candidate interviews and schedules?
- Who will oversee reference checks?
- Confirm completion of the search documentation and conclusion of the search.
SEARCH COMMITTEE POLICIES AND EXPECTATIONS

All search committees should operate within a clear set of policies and expectations that ensure diversity practices are being followed.

Policies

Applicable policies can vary. Be sure to work with Human Resources and your general counsel to identify those specific to your institution. At the very least, you may consider the following:

- Equal Employment Opportunity (EEO) vs. Affirmative Action (AA). A high-level understanding of the differences between the EEO and AA may benefit the search committee. The EEO prohibits discrimination based on any prohibited characteristic. AA requires additional measures to ensure equal employment opportunity; these measures require good-faith efforts to recruit women, ethnic minorities, veterans, and persons with a disability.

Expectations

Search committee expectations should reflect the institution’s campus-wide personnel policies. The athletics department also may want to develop its own expectations to complement campus policies.

These may include:

- Confidentiality of the search (including identity of candidates, resumes and schedules).
- Legality of questions for interviewees.
- Identity of the search spokesperson.
- Charge to the committee (e.g., forward three names unranked with comments from the group).
- Defining and prohibiting unauthorized reference checks (e.g., soliciting information from the applicant’s current employer without permission).

TO ENSURE CONSISTENT EVALUATION OF ALL APPLICANTS, SEARCH COMMITTEE MEMBERS SHOULD:

- Devote sufficient time to review each applicant.
- Evaluate each candidate’s entire application.
- Avoid depending too heavily on only one element, such as letters of recommendation, or the prestige of a candidate’s degree-granting institution.
- Prepare to defend every decision for eliminating or advancing a candidate through documentation of decisions.
Highlight and publicize diversity growth. It is important for institutions and conferences to talk about their successes with diversity and provide concrete examples.

Implement the action plan to recruit, review, interview, and determine whether to proceed with evaluating and selecting the final pool of candidates for recommendation and consideration.

**Strategies to Avoid Bias**

The search chair, search committee members and the hiring manager/official must serve without bias. To achieve this, each member should evaluate their personal judgments and consider whether unintentional bias may play a role throughout the search process (for example, whether diversity applicants may be unintentionally subject to higher or lower expectations). Ensuring careful and fair treatment of all applicants at each stage of the selection process is critical and everyone’s duty. Providing each committee member with training on unconscious bias in the hiring process will help alleviate an unintended influence. *(See the Resources section for more information about best practices to avoid biases.)*

**FIRST SEARCH COMMITTEE MEETING**

The first search committee meeting should occur as soon as, if not before, the job description is posted. At this meeting, the search committee chair should:

- State the charge from hiring official/manager (e.g., the person making the official offer).
- Review policies and expectations of search committee members.
- Review the job description, defining the position and needed qualifications.
- Discuss applicant recruitment strategies.
- Introduce the diversity advocate (Human Resources or Office of Affirmative Action representative) and conduct an Affirmative Action or Equal Employment Opportunity discussion.
- Discuss how to avoid biases.
- Emphasize the importance of confidentiality.
- Identify and remove any conflicts of interest.
- Determine evaluation criteria for screening applicants, including how to use the candidate evaluation form. *(See the Resources section for sample evaluation forms.)*

**SEARCH COMMITTEE TRAINING**

Human Resources and the search committee chair should provide interview training to help committee members conduct the search.

The search committee should be informed and provided copies of any campus, state or federal affirmative action or equal opportunity policies at this meeting.
An explanation and discussion of subtle and covert forms of discrimination also should occur to ensure that all committee members are educated in this area.

A formal training will assist committee members with:

- Ensuring that the search process is free of bias or stereotyping of applicants in verbal or written communication.
- Ensuring that candidates are evaluated fairly.
- Working to ensure diversity of the applicant pool.

**Interview Training**

To assist search committee members in conducting optimal searches, Human Resources and the chair should:

- Carefully develop and prepare core interview questions that avoid bias and are to be asked of each candidate.
- Educate interviewers as to what questions are appropriate and inappropriate.
- Determine the interview structure and schedule.
- Emphasize that justification for the hire must be based on qualifications, experience, references, and the interview.

Depending on the profile of the position, there may be several rounds of interviews, including phone screenings, videoconference interviews and on-campus finalist interviews. If the interview is on campus, provide a similar opportunity for each candidate that follows interview procedures and treated all applicants consistently.

Training in some fashion may be valuable at each stage. *(See the Resources section for more information on interview best practices.)*

**CHECKLIST AND TIMELINE**

Create and provide search committee members with a checklist and timeline. These are valuable tools in documenting and recording due process in the search, and they ensure that a thorough, equitable and legal search occurs. Institutions should have systematic reviews of hiring practices with meaningful consequences for decision-makers to maintain accountability. All departments should be required to document the ethnicity and gender of all staff members, along with the dates hired.

**Search Checklist**

In the instructions to the search committee, Human Resources should provide a checklist of tasks to be done and a timeline to be followed.

The checklist minimally should include the following items:

- Selection of committee chair and committee members.
- Search committee training session.
- Adoption of committee policies and guidelines for its work.
- Job description review and update.
- Advertising the job opening in multiple channels.
- Determine the deadline for applications, unless the process remains open until the position is filled.
- Have an appropriate university or college official review the diversity of the candidate pool. If diversity is not met, the search remains open and an effort is made to diversify.
- Review of applications using policies and guidelines adopted by the search committee; individual member evaluation of candidates.
- Discussion of candidate’s evaluations.
- Documentation of decision to drop any candidate from the viable candidate pool.
- Selection of finalist candidates; Human Resources conducts necessary background and reference checks.
- Issue invitations for interviews and make arrangements for interviews.
- Conduct candidate interviews.
- Prepare written evaluations (e.g., candidate evaluation form) and submit to the hiring manager/official.
- Notify preferred candidate of selection.
- Once an offer has been made and accepted (through the hiring manager/official and Human Resources), notify the other candidates that were not selected for the position.
- Thank the selection committee and others involved in the search.

**Timeline**

A timeline that helps the institution obtain the desired candidate pool should be distributed to all committee members, and each item also should have an assigned committee member. The timeline can be adjusted as needed, but the checklist itself should not change from search to search.
CANDIDATE SELECTION

Once all interviews have been conducted, the search committee and chair should make their recommendations to the hiring manager/official. Before doing so, however, the committee should affirm:

- Finalists meet the position’s qualifications.
- Biases were avoided throughout the process.
- The finalists provide diverse options to the hiring manager/official and reflect the overall candidate pool.

MAKING AN OFFER

The hiring manager/official takes the search committee’s recommendations into consideration before making a final selection. Once a final candidate has been selected, the hiring manager/official works with Human Resources to make the job offer, conduct any necessary negotiations, and ensure that the search process was documented accurately.

RETENTION OF DIVERSE EMPLOYEES

The hiring manager should identify and articulate ways the successful candidate will be supported in the transition to campus and the fulfillment of job responsibilities through a retention plan.

Educating people of all backgrounds, beliefs and cultures takes a diverse academic workforce. Increasing and maintaining employee diversity is essential to achieving the academic missions of higher education institutions and their athletics departments.
Most important is for the employer to understand that workplace integration is not temporary; there must be a short-term and long-term plan to orient new employees until they develop a level of comfort and adapt to workplace expectations and institutional organizational culture.

On-boarding

Planning for consistent integration of new employees goes beyond the initial orientation process. Effective on-boarding ensures employees are connected to key players in the organization. The process of on-boarding helps familiarize employees with the campus and the local community. On-boarding also briefs the employee on the “organizational language” and workforce culture. Most important is for the employer to understand that workplace integration is not temporary; there must be a short-term and long-term plan to orient new employees until they develop a level of comfort and adapt to workplace expectations and institutional/organizational culture.

Demonstrating a strong commitment to diversity and inclusion sends a clear message to new coaches and administrators from underrepresented groups that their identity and contributions are valued, and that their worth to the organization will not be tainted by negative perceptions about cultural heritage, veteran’s status, disability, gender diversity, sexual orientation, age, race and ethnicity.

PRACTICES MUST BE PERVERSIVE THROUGHOUT THE ORGANIZATION

Every individual in the organization must play a role in retaining those from underrepresented groups. After all:

- An employee’s sense of fair and equitable treatment for themselves and others is a key element of an inclusive environment.
- An organization where employees from underrepresented groups want to stay enhances the recruitment of additional competitive and productive talent from those demographics.

RETENTION BEST PRACTICES

Commitment to diversity and inclusion signals to every individual in the organization that they are valued, and plays a role in the retention of every employee, especially those from underrepresented backgrounds.

Showing a strong commitment to diversity and inclusion principles sends a clear message to current coaches and administrators that their identity and contributions are valued, and that one’s worth to the organization will not be limited by negative perceptions about candidates of varied cultural heritage, veteran’s status, disability, gender diversity, sexual orientation, age, race and ethnicity. Institutional leadership
must engage in adequate planning for consistent integration of new employees and reach beyond the initial orientation process.

Consider:

- The hiring process can be costlier than retaining qualified and motivated employees.
- The loss of organizational knowledge and experience could result in a large learning curve and delayed effectiveness for new hires.
- An employee’s sense of fair and equitable treatment for themselves and others is a key element of an inclusive environment.
- An organization where employees want to stay enhances the recruitment of competitive and productive talent.
- Make sure the employee is connected to key players in the organization.
- Familiarize the employee with the campus and the local community.
- Brief the employee on “organizational language” and culture.

Engaging with other resources across campus may help campus integration, such as creating co-op models to provide resources that might otherwise be cost-prohibitive to a single department. On one hand, cost savings might be realized with the addition of other departments’ employees when purchasing bulk products or services (such as childcare). On the other hand, the campus may already offer support programs that would benefit employees in their day-to-day lives, both work-related and not. An employer should be active in offering multiple options of engagement outside of the athletics department, assisting employees in making connections in the greater town or city community as well.

Many times, connections lacking on campus can be enhanced by expanding the outreach beyond the campus walls. Departments may facilitate these opportunities to connect by crediting employees with continuing education, community service, flexible assignments, encouragement to participate in outside events, and leadership positions on campus cabinets and councils.

**Evaluation**

A continuous effort to take the pulse of the climate and employees’ needs will help a department remain aware and actively engaged in retention efforts. A systematic
annual review, with results disaggregated by identity groups as they relate to hiring, promotion, turnover and performance trends, can highlight areas of success and challenges for a department and signify if employee groups are being affected differently. Depending upon the size of a department, it might be better to conduct these analyses at an institutional level so as not to isolate responses to individuals when disaggregating. The institutional review could be used to engage in dialogue with department members about general campus-wide trends for different identity groups.

**Salary and Compensation**

Employers can boost retention by ensuring that fair and equal pay for comparable work across the department is a consistent and embedded practice, and that all employees benefit from this practice. Employers engaging regularly in market surveys will be better able to compare their salary and compensation packages to industry averages.

**Benefits**

Orientation and education about benefits is an essential element to retention. Employees must clearly understand the variables that affect benefits, including directed guidance on what is available to employees and their dependents.

**Nonmonetary Benefits and Support**

Often budget restrictions and financial commitments hinder an organization’s ability to continuously adjust salary offerings to employees as a means of retention. Capitalizing on the intrinsic rewards that employees glean from high performance and mission-oriented environments, such as athletics, enables departments to find other ways to provide support for employees without financial outlay.

Providing childcare, flex hours and alternative work settings should be considered as potential benefits that may make the difference between retaining and losing a quality employee. Formal and informal mentoring relationships can also provide assistance for employees, as they help individuals create a support network.

**Professional Development and Career Advancement Opportunities**

Employers offering professional development opportunities (including educational attainment, improved skills or undertaking additional responsibilities) may remind employees these opportunities supplement their salary in an effort to support their career advancement with the organization. Informal and formal mentorship is also key to retention. Active assistance and advisement on how the employee can advance, improve skills and take on additional responsibilities may increase retention.

A transparent process of promotion also allows the employee to establish goals and have a clear understanding of what is expected in order to achieve career advancement. In addition, making professional development opportunities and resources accessible to employees allows them to seek opportunities that best align with their career goals.
Campus and Departmental Culture/Climate

A department can establish a culture and environment that welcomes diversity and inclusion even when the desired level of diverse demographical representation has yet to be achieved. One reason that employees are not retained is a lack of “fit,” or a lack of match with the organization’s culture. Great consideration should be given to creating and maintaining a culture that is congruent with departmental values as manifested through communication processes, the system of rewards and recognitions, the history behind traditions and rituals, public statements and visible signage.

A departmental diversity plan and statement of philosophy is one way to exhibit serious thought and commitment to creating an inclusive and supportive environment, where all employees are welcomed and valued for their productivity and contribution.

Advantages of Exit Interviews

While this resource is about hiring, acquiring feedback from employees when they decide to leave the institution can have an impact on hiring and retention.

Exit interviews are conducted with employees once they have resigned and before they leave the institution. If your institution is not accustomed to conducting exit interviews, you should consider implementing the practice, as they are helpful tools that can:

- Determine why an employee is leaving the position.
- Determine if the current position prepared the employee for his or her new position.
- Distinguish strengths and weaknesses of department, administration and staff.
- Clarify overall position responsibilities.
- Establish a plan for department improvements.

Perhaps institutions that do not conduct exit interviews avoid them because of their negative connotations. There is often the perception that an exit interview will reveal “what’s wrong” with the working environment at the institution. That assumes, however,

QUESTIONS TO CONSIDER FOR AN EXIT INTERVIEW

- Why have you decided to leave the organization?
- In what ways did your current position prepare you for your new job?
- How did the job match your expectations?
- Did you feel that the work you were doing aligned with your personal goals and interests?
- Did you have the tools and resources you needed to effectively do your job?
- Were you able to connect with peers or mentors within the department? Outside of the department?
- Did you feel a welcome part of the campus community?
- Did anyone in this organization discriminate against you, harass you, or cause hostile working conditions? (follow up if the response is “yes”)
- Would you recommend this as a place for a friend to work?
- What could have been done for you to remain employed here?
- If you could change anything about your job or the company, what would it be?
that all employees leave their positions for negative reasons. That is simply not true. On
the contrary, many employees leave to advance their careers, and the reason they have
been able to do so is in large part because of the professional development they have
received at the institution they are leaving. As such, in many cases, an exit interview will
reveal “what’s right” with the working environment at the institution.

And on the other hand, if there is a problem or a pervasive culture that is causing
employees from underrepresented groups to defect, it would behoove the institution to
find out and correct the matter as soon as possible. In this way, the exit interview can
be a learning experience that will pay immediate dividends.

Exit interviews are typically conducted by a human resources professional or an
objective person not directly involved with the departing employee. This allows for
impartiality and provides the chance for the departing employee to voice experiences
and opinions honestly and free of judgment. Exit interviews can be conducted face-to-
face, through a survey (written or electronic) or over the phone.
JOB ADVERTISEMENT LOCATIONS / WEBSITES THAT ENCOURAGE DIVERSE CANDIDATE POOLS

General Administration

National Collegiate Athletic Association
ncaa.org
The National Collegiate Athletic Association is a member-led organization dedicated to the well-being and lifelong success of college athletes. The membership is comprised of about 1,100 colleges and universities, 100 athletics conferences, and 40 sports organizations devoted to the sound administration of intercollegiate athletics.

National Association of Collegiate Directors of Athletics
nacda.com
The National Association of Collegiate Directors of Athletics is the largest association of collegiate athletics administrators. Members include athletics directors, associate and assistant athletics directors, conference commissioners and affiliate individuals or corporations. NACDA's partner organizations include:

- National Association of Division III Athletic Administrators (NADIIIA)
- Division III Conference Commissioners Association (DIIICCA)
- Minority Opportunities Athletic Association (MOAA)
- College Sports Information Directors of America (CoSIDA)
- National Association of Collegiate Marketing Administrators (NACMA)
- National Association of Athletic Development Directors (NAADD)
- National Association for Athletics Compliance (NAAC)
- Collegiate Event and Facility Management Association (CEFMA)
- National Association of Academic Advisors for Athletics (N4A)

Division-Specific Administration

Division III Commissioners Association
diiicomm.org
The focal point of the Division III Commissioners Association is for the membership to learn together and share with each other by working closely with affiliated organizations such as the NCAA, NACDA, NADIIIAA, NACWAA, and the Division III Independents,
creating a national synergy that allows all memberships to work in concert to improve communications and ultimately, service student-athletes.

**National Association of Division III Athletic Administrators**  
*nadiiiaa.org*

NADIIIAA is comprised of more than 700 athletics administrators from over 350 institutions and conferences competing at the NCAA Division III level. The Association encourages the continued development of athletics programs focused on the student-athlete and based on sound educational principles and the Division III philosophy.

**Diversity and Inclusion Focused**

**Alliance of Women Coaches**  
*gocoaches.org*

The Alliance of Women Coaches is an organization dedicated to leading the field of women coaches, at all levels, by providing support, resources, and unparalleled events and programs that address the needs and interests of its members.

**Chronicle of Higher Education**  
*chronicle.com*

The Chronicle of Higher Education is a primary source of news, information, and jobs for college and university faculty members and administrators. Online, The Chronicle is published every weekday and is the top destination for news, advice, and jobs for people in academe. In print, The Chronicle is published in two sections: Section A, which contains news and jobs, and The Chronicle Review, a magazine of arts and ideas.

**Inside Higher Education**  
*insidehighered.com*

Inside Higher Ed is an online source for news, opinion and jobs for all of higher education. Inside Higher Ed provides breaking news and feature stories, provocative daily commentary, areas for comment on every article, practical career columns, and a powerful suite of tools to help higher education professionals get jobs and colleges identify and hire employees.

**National Association of Collegiate Women Athletics Administrators**  
*nacwaa.org*

The National Association of Collegiate Women Athletics Administrators is the premier leadership organization that empowers, develops, assists, celebrates, affirms, involves and honors women working in college sports and beyond. NACWAA takes a proactive role in advancing women into positions of influence and powerfully shapes the landscape of women leaders.

**National Association of Diversity Officers in Higher Education**  
*nadohe.org*

The National Association of Diversity Officers in Higher Education serves as the preeminent voice for diversity officers in higher education by supporting collective efforts to lead institutions toward: producing and disseminating empirical evidence through
research to inform diversity initiatives; identifying and circulating exemplary practices; providing professional development for current and aspiring diversity officers; informing and influencing national and local policies; and creating and fostering networking opportunities.

**NCAA Office of Inclusion**

ncaa.org/about/resources/inclusion

The NCAA Office of Inclusion provides and enables programming and education, which sustains foundations of a diverse and inclusive culture across dimensions of diversity including but not limited to age, race, sex, class, national origin, creed, educational background, disability, gender expression, geographical location, income, marital status, parental status, sexual orientation and work experiences.

**NCAA Leadership Development**

ncaa.org/leadershipdevelopment

NCAA leadership development provides education and training for college athletes, coaches and administrators to assist with the transition to life after college sports, to foster the growth of the next generation of leaders and to encourage athletics administrators to translate lessons learned through competition. Training sessions are also available for athletics administrators and coaches that provide opportunities to enhance their skills and advance their careers.

**Coaching Organizations**

- Amateur Softball Association of America/USA Softball
- American Baseball Coaches Association
- American Football Coaches Association
- American Hockey Coaches Association
- American Volleyball Coaches Association
- College Swimming Coaches Association of America
- Collegiate Rowing Coaches Association
- Golf Coaches Association of America (men)
- Intercollegiate Men’s Lacrosse Coaches Association
- Intercollegiate Tennis Association
- National Association of Basketball Coaches
- National Association of Collegiate Gymnastics Coaches/Women
- National Fastpitch Coaches Association
- National Soccer Coaches Association of America
- National Strength and Conditioning Association
- National Wrestling Coaches Association
- U.S. Fencing Coaches Association
- U.S. Intercollegiate Lacrosse Association
- U.S. Track & Field and Cross Country Coaches Association
- U.S. Tennis Association
- USA Basketball
- USA Track & Field, Inc.
- USA Volleyball
- Women’s Basketball Coaches Association
- Women’s Golf Coaches Association
HOW TO AVOID BIAS

How Hiring Managers Overcome Interview Bias
https://www.smartrecruiters.com/blog/how-hiring-manager-overcome-interview-bias/

Reducing Implicit Bias in Hiring
http://uvasearchportal.virginia.edu/?q=reducingimplicit_bias

Rooting Out Hidden Bias
https://www.shrm.org/hr-today/news/hr-magazine/Pages/1214-hidden-bias.aspx

RECRUITING BEST PRACTICES

Five Best Practices to Proactively Find and Recruit Talent
https://www.entrepreneur.com/article/248556

Getting the Right People
http://www.hrccouncil.ca/hr-toolkit/right-people-overview.cfm

Recruiting Trends in 2016

What’s Missing from Your Diversity-Recruitment Strategy
http://www.diversityinc.com/diversity-recruitment/whats-missing-from-your-diversity-recruitment-strategy/

INTERVIEW BEST PRACTICES

The Hiring Manager’s Complete Interviewing Guide

Interview Questions Do’s and Don’ts
### RATING SHEET FOR HEAD COACH/ADMINISTRATION

<table>
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<tr>
<th>Scale</th>
<th>Education</th>
<th>Notes</th>
<th>Years Experience as College Coach</th>
<th>Quality of Teams coached</th>
<th>Notes</th>
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<tbody>
<tr>
<td>1</td>
<td>Doesn’t Meet Criteria</td>
<td>(List expectations: e.g., college degree is essential; in related field is preferred; master’s degree is preferred)</td>
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<td>2</td>
<td>Meets Criteria</td>
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**Notes:**
- (List minimum expectations: e.g., 3 years minimum; head coaching/senior administration preferred, record of success at similar institution is beneficial)
- (Must show specific / significant experience)
- (high school coach, camps, leadership experience, committee service, etc.)

**Other Relevant Related Experience:**

**Quality of Cover Letter:**

**Other (explain):**

---

**Circle:**
- NOT A FINALIST
- POSSIBLE FINALIST
- DEFINITE FINALIST
[Add in Job Title]
Candidate Interview Evaluation Form

Candidate Name: ___________________________ Date: ______

Evaluated By: ____________________________

*Please complete the chart below and include comments on the ranking of the candidate. Please use the following scale:
1 = Poor, 2 = Fair, 3 = Average, 4 = Good, 5 = Excellent

<table>
<thead>
<tr>
<th>Assessment Factor</th>
<th>Rating</th>
<th>Comments</th>
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<tr>
<td>Knowledge of Institution</td>
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<td>Professional Strengths</td>
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<td>Innovative Ideas</td>
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<td>Flexibility</td>
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<td>Unique Programming Ideas/Initiatives</td>
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<td>Communication</td>
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<tr>
<td>Motivation/Interest in Position</td>
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</table>

Overall rating of candidate: ____________________________
SAMPLE JOB DESCRIPTIONS

Full-Time Position

INSTITUTION XX

POSITION TITLE: [e.g., Associate Director of Athletics]

DEPARTMENT: Athletics

REPORTS TO: [e.g., Director of Athletics]

Institution XX seeks applicants for an associate director of athletics. This position is responsible for the campus, conference and NCAA compliance of our XX athletics programs and ensuring academic standards are maintained through campus services for our diverse group of XX student-athletes. The successful candidate will report directly to the director of athletics and serve as an integral member of the senior management team, providing leadership and support in the areas of student services and compliance.

This individual works closely with the director of athletics, the faculty athletics representative, coaches and student-athletes, and is expected to have experience working with multiple, diverse groups at one time.

Founded in Year XX, Institution XX is in City, ST and is a member of the XX Athletic Conference. Institution XX provides almost XX students with a well-rounded educational experience grounded in [e.g. liberal arts, pre-professional] and supports the growth of all its employees through employee resource groups, professional development opportunities and on- and off-campus engagement opportunities. Institution XX is also committed to providing a diverse and inclusive culture to best support our student-athletes and departmental goals. Women and minorities are encouraged to apply.

Responsibilities: Monitoring institutional, conference and national policies; attending campus and conference meetings and serving on committees; meeting with campus academic liaisons; monitoring recruiting practices; serving as a sports team liaison; and other duties as assigned.

Education/Experience: Candidates must have a bachelor’s degree (a master’s degree is preferred) and a high-level of knowledge and a demonstrated experience of NCAA rules and academic oversight. Additionally, candidates should have evidence of effective leadership and the ability to manage others, especially those from diverse backgrounds including women, minorities and individuals with disabilities.

The successful candidate must complete a background check prior to being hired. Interested candidates should visit www.institutionx.edu/apply to submit an application. Review of candidates will begin immediately and continue until the position is filled.
**Part-Time Position**

**INSTITUTION XX**

**POSITION TITLE:** [e.g., Assistant Coach] (part time)

**DEPARTMENT:** Athletics

**REPORTS TO:** [e.g., Head Coach]

Institution XX seeks applicants for an assistant [add in sport] coach. This position is responsible for assisting the head coach with the program on a part-time basis. This individual works closely with the head coach and student-athletes, and is expected to have experience working with multiple, diverse groups at one time.

Founded in Year XX, Institution XX is in City, ST and is a member of the XX Athletic Conference. Institution XX provides almost XX students with a well-rounded educational experience grounded in liberal arts and supports the growth of all its employees through employee resource groups, professional development opportunities and on- and off-campus engagement opportunities. Institution XX is also committed to providing a diverse and inclusive culture to best support our student-athletes and departmental goals. Women and minorities are encouraged to apply.

**Responsibilities:** Teach the skills necessary for a successful athletics program; assist in team practices and game day preparations; assist in the evaluation and recruitment of qualified prospective student-athletes; comply with all NCAA, XX Athletic Conference and Institution XX rules and regulations and help to ensure all student-athletes do the same; work independently; be able to work evenings and weekends; travel locally, regionally and nationally to find prospective student-athletes is required and the candidate must have the ability to transport teams by van as needed.

**Education/Experience:** Bachelor’s degree and collegiate playing experience preferred. Knowledge of NCAA, XX Athletic Conference and Institution XX rules and regulations preferred. Individuals must possess the skills and abilities or be able to teach and demonstrate all aspects of the sport they are assisting in and perform all other essential functions of the job, with or without accommodation, using some other combination of skills and abilities.

**Licenses:** Current and valid driver’s license required. Successful completion of Institution XX Van License A.

The successful candidate must complete a background check prior to being hired. Interested candidates should visit www.institutionx.edu/apply to submit an application. Review of candidates will begin immediately and continue until the position is filled.
Division III University

Division III University, a new online learning platform that provides educational modules to Division III athletics directors, senior woman administrators, head coaches, associate and assistant athletic directors, FARs, athletic trainers, compliance directors and conference commissioners.

Division III University contains educational modules related to the following areas:

- NCAA Division III overview: How the NCAA Works.
- Student-athlete well-being: Sexual violence prevention, mental health and 360 Proof coach modules.
- Gameday the DIII Way: Sportsmanship and game environment modules.
- Compliance: Student-athlete reinstatement.

Each chapter contains an interactive course or series of courses that will educate users on everything from compliance and governance to improving student-athlete health and safety. The NCAA Sport Science Institute developed the sexual violence prevention and mental health modules — two student-athlete health and safety priority areas for Division III.

Access to Division III University is through NCAA MyApps on ncaa.org. As an athletics director you can assign Division III University to your staff members. To access MyApps, go to ncaa.org and click on MyApps (upper right corner). Click on the NCAA Learning Portal app and click on the Division III University icon. Please note that you can launch the Division III University modules with any web browser, except Internet Explorer. If you are having difficulties accessing Division III University, contact LMS Help via email at lmshelp@ncaa.org.
What is Division III Week?

Division III Week is a positive opportunity for all individuals associated with Division III to observe and celebrate the impact of athletics and of student-athletes on the campus and surrounding community. During the week, every Division III school and conference office is encouraged to conduct a type of outreach activity that falls into one of three categories: academic accomplishment; athletic experience; or leadership/community service/campus involvement.

When Will it be Celebrated?

In 2020 Division III Week runs April 13 through April 19.

What Kind of Outcomes Should We Expect From Division III Week?

The specific charge is to conduct and promote at least one academic, athletic, co-curricular or extracurricular activity. On the macro-level, each institution will be encouraged to report its activity to the national office so the collective impact of our division can be shared on a broader scale. Ultimately, through both local and national activation, the goal is to build a greater awareness and understanding of Division III athletics.

Who Should Be Involved in Division III Week?

The true essence of Division III athletics is the full integration of our student-athletes into the campus culture. Therefore, in addition to primary participation and organization by the athletics administration and student-athletes, Division III Week could involve the president, faculty, student body, admissions, student affairs or alumni.

Where Can I Share About A Division III Week Activity?

We want to hear what you are doing to celebrate Division III Week! Click here to share your story or report your activity.

Will This Be an Annual Event?

Yes! The NCAA national office will continue to solicit feedback from the membership to determine the frequency and timing for future celebrations.

How Did Division III Week Come to Be?

The event is part of Division III’s Identity Initiative, which was introduced in 2010 to sharpen the division’s identity and to enable schools and conferences to more effectively explain why they prefer to compete in Division III. The initiative has been guided by a strategic-positioning platform, describing Division III as a place where student-athletes can “follow your passions and develop your potential,” within an approach that combines rigorous academics, competitive sports and an opportunity to pursue other interests.
Gameday the DIII Way

Gameday the DIII Way is an innovative and unique approach designed to achieve better fan decorum at athletics events around the country. The program was created by the Division III Sportsmanship and Game Environment Working Group, in conjunction with the Disney Institute, with the goal of improving the behavior of parents and fans and ensuring that all Division III student-athletes have a rewarding experience. Through the program, Division III institutions will be assisted in providing exceptional levels of guest service and event expectations that are consistent throughout the membership.

The training is built around four key service standards and behaviors:

**Safety:** Ensuring the game environment accounts for the health and well-being of all in attendance. Administrators should understand relevant safety procedures, correct any safety concerns and address situations that could cause harm.

**Responsiveness:** Anticipating and addressing situations as they arise by initiating interventions in a welcoming, informative and timely manner. Formulating plans to ensure event staff are prepared for any incidents.

**Dignity:** Demonstrating respect and value for others, even those who may be causing problems. Listening actively while keeping conversations positive and remaining confident when addressing any situation. Taking immediate action to eliminate inappropriate fan behavior.

**Experience:** Ensuring the game environment is hospitable by delivering a clean and presentable appearance and proactively addressing fan behavior. Ensuring communications are practiced, well-organized and accurate.

Gameday Highlights:

- The program is currently delivered via in-person training sessions and a 60-minute refresher module is available through DIII University.

- Over 100 Division III administrators have now been trained by the Disney Institute to effectively facilitate the Gameday the DIII Way Program.

- Found on the Division III sportsmanship webpage, an extensive online toolkit of Division III game environment resources, assembled by the Division III working group, support and accompany the training program.

- Gameday the DIII Way training is available, for free, to all Division III members.

- The program was developed by Division III administrators, and thus can be implemented at all Division III institutions, regardless of the institution’s budget or staff size.

- Gameday the DIII Way banners, signage and merchandise is now available through the Division III purchasing website.

*More information regarding the program can be found [here](#). Questions about Gameday the DIII Way may be addressed to Ali Spungen, Associate Director of Division III, via email at [aspungen@ncaa.org](mailto:aspungen@ncaa.org) or via telephone at 317-917-6711.*
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The competition in Division III athletics is fierce. Student-athletes give their all every day to excel in the classroom and win championships. The competition on campuses is just as intense. Presidents and chancellors compete to attract the best and brightest students and faculty to keep their institutions thriving in an ever-challenging higher education landscape.

These two competitions are indelibly linked. As athletics is integral to the higher education experience for students, so is it integral to promoting the institution, bolstering enrollment and staying ahead of competitors.

Ask college and university presidents about their priorities for communication, and they’ll likely say, “To better tell our story.” Ask those same presidents whether the institution’s athletics program has a place in that story, and the response invariably is, “Absolutely.” People don’t refer to the athletics program as “the front porch” of the institution just because it sounds catchy. They do so because it’s true. What component of a college or university interacts most with the community? What galvanizes campus constituents and alumni? What shapes public opinion regarding the institution’s reputation? In many cases, the answer is athletics. And who contributes
most to telling the athletics story, and in turn the college’s or university’s story? The president? The provost? The athletics director? While all play a role, there is someone else who is vital to telling this story.

Thousands of talented, dedicated communications professionals tell those stories and advocate for their institutions. Their titles may differ — directors of sports information, media relations or athletics communications — but their mission is the same: to promote and protect the institutional brand by telling the student-athlete story and extolling the value that athletics brings to the campus and community. That’s not just an athletics mission, but an institutional one that any college or university president would consider a priority.

The NCAA Division III Strategic Communications Working Group provides this resource as a way to emphasize why athletics communicators in Division III are so valuable and to show how colleges and universities can better understand and equip their staffs to obtain optimal results. In a world that constantly seeks better, faster, brighter and bolder, it makes sense for colleges and universities to invest in their greatest resource — the people who tell their stories.
THE EVOLVING CHALLENGES

While the title “sports information director” remains widely used, the duties it connotes are often underestimated and underappreciated. The roles of historian, record-keeper, statistician and media contact are still very much present, but evolving responsibilities such as media producer, strategic communicator and multiplatform social media content manager are as important in today’s more aptly titled athletics communication director’s daily work.

While there is no denying that technology impacts every aspect of the athletics department, athletics communication directors are asked to flex their muscles regularly. Social media has revolutionized information dissemination, and new products and services are ever-changing and expanding. Athletics venues now routinely serve as broadcast studios producing livestreaming video of a multitude of events.

NCAA Division III institutions are particularly stretched by fast-paced technology growth because nearly half of the athletics communication offices are staffed with just one full-time professional who is challenged with everyday responsibilities while keeping up with the latest technological demands. The offices with assistants are facing the challenge of athletics departments adding sports programs and packing an already busy schedule. Also, the number of student workers, interns and graduate assistants varies widely, and those individuals are in constant need of training.

But these inherent limitations do not reduce demands upon institutions or expectations by a public that wants immediate information.

In short, the myriad challenges facing today’s athletics communication offices include the following:

• **Staffing and Resources.** Demands on time, technology knowledge and breadth of experience have increased, but the allocation of resources has lagged. Results from a 2018 survey of Division III athletics communication offices...
and sports information directors highlight staffing challenges in the face of increased expectations and demands.

- **Strategic Integration.** The athletics communication director at both the departmental and institutional level continues to be a key piece in promoting institutions, including serving on the athletics senior administrative team, collaborating with the game scheduler, regularly engaging with the campus Student-Athlete Advisory Committee and serving on the institution’s campus-wide communications team.

- **Technology.** The ever-changing, fast-paced growth of social media and website content, coupled with the instantaneous demands of students, prospects, spectators, parents, alumni, etc., have multiplied the expectations of athletics communication departments.

- **Workload.** All of the above have added to workload, often without a commensurate increase in resources and staffing. Survey results indicate 78% of athletics communications directors work an average of 50 or more hours weekly.
GUIDE TO STRATEGIC ATHLETICS COMMUNICATION ON CAMPUS

INTRODUCTION
THE EXISTING OPPORTUNITIES AND STUDENT-ATHLETE ENGAGEMENT

Given those challenges, athletics communications personnel are nonetheless blessed with a significant advantage: They are able to tout a broadly accomplished demographic, Division III student-athletes, to support their cause.

Regardless of the category used to rank a student body — be it academic achievement, community engagement, campus leadership or university ambassadorship — student-athletes traditionally populate the top tier. Athletics communication directors who interact with student-athletes know this firsthand and are able to celebrate and advocate the positive influence student-athletes have not only on athletics but also on the university as a whole.

Division III student-athletes are committed to academic achievements, community outreach and athletics success — three values that are fundamental to Division III institutions. Athletics communication directors help student-athletes share their stories as the institution and its athletics program seek to align with the Division III philosophy.

In turn, the relationships between directors and student-athletes not only support the Division III strategic platform of portraying the division’s mission, but they also allow student-athletes to form a professional connection that may lead to a mentor, increased internship opportunities and/or a future career path. That collaboration ultimately benefits both the student-athletes and the directors, and it builds the foundation of an affirmative and comprehensive communications strategy for the institution and the community it serves.
SURVEY RESULTS

In 2018, the NCAA surveyed athletics communication/sports information directors from the 494 Division III members (institutions and conference offices) about their athletics communication operations. The survey garnered a 57% completion rate (283 responses), and, compared with results from a 2012 Division III Sports Information Directors of America survey, it confirmed that Division III athletics communication/sports information directors have assumed greater responsibility for institutional and conference outreach through the years beyond the traditional tasks of writing news releases and keeping statistics.
Demographics

Approximately 83% of respondents reported that their institutions sponsor 16 or more varsity sports, up from 70% in 2012.

As for experience at their current institution, the percentages are as follows:

- 1-5 years: 50%
- 6-10 years: 15%
- 10+ years: 35%
- 1-10 years: 19%
- 20+ years: 44%

Approximately 91% of directors are employed full time for 12 months, up from 80% in 2012.

A recent review of the Division III institutions’ directory of athletics communication directors indicates that more than 82% are men, down from more than 85% in 2012.

Nearly 43% of Division III athletics communication directors hold the traditional title of director of sports information, and 24% use the primary title of athletics communication director. A significant number (approaching 44%) perform secondary duties as an associate or assistant administrator, while 12% hold a secondary title/role as coach/assistant coach.

Almost 60% have an advanced degree.

As for experience in the profession, the percentages are as follows:

- 1-5 years: 50%
- 6-10 years: 15%
- 10+ years: 35%
- 1-10 years: 19%
- 20+ years: 44%
Job Responsibilities and Workload

In all, **66% percent of respondents** from the 2018 survey said they are part of the **senior management team**, with **79% reporting to the director of athletics**. Sixty-one percent said they meet regularly with the AD (either weekly or biweekly), and **89% said they feel their opinion is valued**.

Respondents rated **these four areas, in priority order**, as most needed to be a successful sports information or athletics communication director:

- Statistics Inputting
- Social Media
- Writing
- Photoshop Experience

Regardless of title, a slight majority of **51% said they have an assistant** in some capacity, and of those, **63% are in a full-time role**. The assistant role has surpassed a graduate assistant option, as only 23% have a graduate assistant.

Student help continues to be imperative, as **46% responded their office employs 10 or more student workers**, who primarily handle game-management duties.

Work-life balance continues to remain challenging, as **78% said they work an average of 50 or more hours a week**, and only **45% said they felt like they had an adequate work-life balance**. Social media continues as a primary factor, as 46% said they spend six to 10 hours a week on this platform and 18% reported spending more hours than that on social media.
Social media, media relations, video content, livestreaming and website management are now the top job responsibilities, morphing from the traditional responsibilities of media guides, game programs, statistics and press releases as indicated in the 2012 survey. Despite the influence of advanced technology, 80% print media guides or game programs for home competition events. However, 49% use print only for select sports.

Up to 30% of directors also perform duties such as selling advertising or venue sponsorships, serving as radio or television broadcasters for games, overseeing taping of games for coaches and hiring game officials. Forty-eight percent said they also perform other duties not related to sports information, such as event manager and compliance officer.

For game-day management, 39% of respondents said they use a combination of announcers to operate the public address system, whether it be themselves or their assistants. Twenty-nine percent use students to assist, 26% hire professionals, and 5% use institutional staff. As for inputting statistics, 46% said they are responsible for doing so, 30% said they use student workers, and 13% said they hire freelancers.
Campus Collaboration

Sixty-eight percent of the respondents said they are not consulted when master schedules for contests are made, and an even higher percentage (93%) said they are expected to cover multiple games/events at the same time.

Just under half are part of the campus communications team. Meetings range from annually (22%) to monthly (44%) to weekly (32%).

Just less than a quarter meet with their campus Student-Athlete Advisory Committee.

Almost 60% conduct an annual review of athletics communication trends and reassess best practices.
Impact of Technology

With the emergence of new technologies, directors indicated they spend approximately **20% of their time on website maintenance**. In all, 51% spend 10-20 hours per week on the website, and 31% spend 20-30 hours per week. The 2012 survey indicated 50% spent at least 16 hours per week on the website.

**Ninety-nine percent of Division III athletics communication directors oversee a social media platform.** A similar percentage manage multiple accounts, with equal emphasis on Twitter, Facebook, YouTube and Instagram. Sixty-four percent of athletics communication directors devote six or more hours to social media functions weekly. **This task is one of the top five duties GAs and student workers perform.**

**Ninety-six percent of Division III athletics communication directors report producing athletics video content for online use and live web-based streaming of competition.** Excluding livestreaming, 66% said they produce their own video content for their website, and 86% are responsible for their own content. **The leading types of videos, aside from livestreaming, include athlete/coach interviews (29%), highlights with music (22%) and season highlights (16%).**

With 96% of Division III institutions livestreaming events, 66% of those institutions livestream for more than 10 sports. **Sixty-three percent stream more than 75 events per academic calendar year.** Sixty-seven percent of athletics communication and sports information directors said they are responsible for managing livestreaming events.
CoSIDA Involvement

Ninety-two percent of respondents said they are a member of the College Sports Information Directors of America, with a similar percentage saying that their institutions pay the annual membership dues.

Eighty-six percent have attended the CoSIDA convention within the past five years. Eighty percent indicated convention costs were covered between institutional support and grants/self-funded.

Fifty-eight percent said their institutions paid the full cost/partial cost of attending the CoSIDA convention, up from 45% in 2012.
Conclusions

Results from these surveys and from other sources point to the following conclusions:

- **The desired work-life balance continues to be a moving target.**
  Most directors have workloads of 50-60 hours weekly, while only 2% work fewer than 40 hours per week. Due to the large number of sports sponsored at Division III institutions (in comparison to Divisions I and II institutions), about 30% of directors work 60 or more hours weekly. Social media continues as a primary factor, as 46% said they spend 6-10 hours a week on this platform. The long work hours coupled with minimal time off results in an undesirable work-life balance. This problem is partially due to a lack of staff and resources to assist in their duties.

- **Increased job expectations, combined with stagnant or reduced staffing, create challenges.** Fifty-one percent of Division III institutions employ only one athletics communication professional, and this individual has a wide array of responsibilities — from management of athletics websites, social media and video to noncommunications duties including hiring of game management personnel and oversight. Approximately half have either a full-time or part-time assistant who is not a graduate assistant.

- **Increased involvement in strategic decision-making.** Despite devoting many hours per week to communications duties, two-thirds of athletics communication directors believe they are also involved in strategic decision-making within the institution’s athletics department. Forty-four percent now hold a secondary title of assistant or associate athletics director.

- **More emphasis on professional development.** More than half have been at their institution for five years or less. Due to time required for learning and using new technologies, as well as strategic planning and supervision, they cite professional development opportunities as critical to being more proficient in their responsibilities. More than 90% are a member of CoSIDA, and nearly as many have attended the annual CoSIDA convention, including Division III Day, in the past five years. The lack of funding for professional development activities no longer appears to be a barrier, as only one-third said that’s why they didn’t attend professional development programming.
SUCCESSFUL COMMUNICATION

Based on feedback and survey results, the NCAA Division III Strategic Communications Working Group provides the following best practices that will positively impact not only the athletics communication/sports information director but also the athletics department overall.

1. Be a part of the athletics department senior staff. As the keeper of the front porch (e.g., the athletics website, statistics, social media, marketing, communication, etc.), it is important for the athletics communication director to be involved in athletics department meetings and strategic planning. (Sixty-six percent of the 2018 survey respondents said they are part of the senior management team, with 79% reporting to the director of athletics.)

2. Ask to be involved with master game scheduling. Sixty-eight percent of the 2018 survey respondents said they are not consulted when athletics departments make master schedules for contests. Consequently, multiple events are scheduled on the same day, causing 93% of directors to indicate that they are trying to cover multiple games/events at the same time. Because nearly 90% of directors from the 2018 survey said they feel their opinion is valued by the athletics director, it makes sense to voice opinions and suggestions related to the scheduling of game-day events. Additionally, make the effort to be involved on conference scheduling committees.

3. Evaluate staffing needs in relation to sponsored sports. Based on the 2018 survey, institutions are at an all-time high of sponsoring varsity sports. Half of Division III institutions have an assistant sports information director, full or part time. While sports offerings and media coverage responsibilities have increased, sports information staffs have not grown at the same pace. This trend results in an excessive amount of responsibilities and a lack of staff support to execute daily tasks. Survey results indicate that workloads average 50 to 60 hours per week, and fewer than 50% of the respondents felt like they had an adequate work-life balance.
4. **Encourage collaboration with campus, local community and conference counterparts.** Initiate cross-departmental communication and collaboration with a variety of campus constituents, including the following:

- Academic departments (journalism, marketing communications, public relations, etc.).
- Alumni relations.
- Communications office.
- Development office.
- Information technology office.
- Marketing department.
- Multimedia services.
- Student affairs.
- University relations.

Build and maintain relationships with local media — television, newspaper and radio — and social media outlets. Cultivating relationships with media professionals is a key component. Build relationships with local community groups (for example, Lions Club, Chamber of Commerce, etc.) to elevate the institution’s athletics events, engage with a potential fan base, build a better understanding of opportunities for collaboration among community members and create community service opportunities for student-athletes.

Develop a professional relationship with respective conference colleagues, including the conference communication director. Recommend an annual meeting with the conference communication director and all of the member schools’ communication and sports information directors.
5. **Ensure that athletics communication and sports information directors are members of the campus communications cadre that discusses strategic campus public relations and media issues.** This ensures consistent institutional branding, garnering insights and input on athletics initiatives, and promotes the sharing of communication best practices. This group could include representatives from university relations, development, alumni relations, student affairs, faculty, administration, etc. A little more than half of the 2018 survey respondents said they are part of the campus communications team.

6. **Use social media to your advantage.** Survey results indicate that all Division III athletics communication and sports information directors oversee a social media platform, up from 50% in 2012. With the emergence of new technologies, directors said they devote approximately 20% of their overall time to social media — primarily Facebook, Twitter, Instagram and YouTube — to promote athletics. Continue to use these trending platforms to promote the athletics department and create new relationships. Using social media for athletics program promotion not only provides an alternate base for marketing, but also a platform for directors to monitor and protect the athletics program’s reputation/brand.

7. **Regularly engage with the Student-Athlete Advisory Committee.** The student-athletes are the story. The recent survey indicates that more than three-quarters of athletics communication and sports information directors do not meet with their campus SAACs. It is beneficial to interact frequently with the student-athletes to learn about possible feature stories and special events. These stories also will foster connections with other campus constituents. Consistent communication and engagement provide an opportunity for student-athletes to learn more about the athletics communication role, which can often lead to future assistance.
8. **Partner with campus-wide and academic departments to enlist graduate assistants, interns and student workers.**

Athletics communication offices provide a wide array of intern opportunities including feature story and press release writing and editing, compilation of statistics, game announcing, social media maintenance, and marketing. If partnered with academic departments, interns could receive academic credit, exposure to the entire student body, resume building, and real-world experiences. Forty-two percent of survey respondents said they have at least two or more student workers, on average, providing 6-10 hours of work in the office a week. Nearly half of the directors employ more than 10 student workers to handle game-day management duties. Graduate assistants can be solicited internally or from neighboring institutions. (Results from the 2018 survey indicate that fewer than 25% of Division III sports information offices have a graduate assistant.) Directors also are encouraged to emphasize a commitment to diversity and inclusion in hiring practices when building a staff of student workers, graduate assistants and/or interns.

9. **Attend the CoSIDA convention, including Division III Day, at least once every three years.** More than 90 percent of survey respondents said they are a member of CoSIDA. Conference offices, with the assistance of the NCAA conference grant program, have funding to support professional development opportunities. For events such as the annual CoSIDA convention, including Division III Day, 58% of survey respondents said their institutions pay full cost/partial cost for directors to attend.
RESOURCES

Technology

- Personal computer(s) – laptop(s), tablet(s)
- Smartphone(s)
- Remote internet access - wireless air card(s)/hot spot
- Professional camera/video camera
- Flip camera(s)
- Video-editing software
- Design software (InDesign, Adobe Illustrator)
- Statistics software
- Web-streaming equipment for indoor/outdoor events
- Web hosting company (rather than an in-house website)

CoSIDA Resources

- CoSIDA.com [www.cosida.com]
- CoSIDA Twitter (@CoSIDAnews) [twitter.com/cosidanews]
- CoSIDA listserv
- D3SIDA Facebook [facebook.com/pages/D3SIDA]

NCAA Division III Resources

- Division III Strategic Positioning Platform
- NCAA.org (public) [www.ncaa.org] (@InsidetheNCAA)
- NCAA.org/D3SpecialOlympics [www.ncaa.org/D3SpecialOlympics]
- NCAA.com [www.ncaa.com]
- NCAA Division III Videos and Resources [http://www.ncaa.org/governance/videos-and-resources]
  Download customizable Division III Week resources (communications kit, logos, videos, splash page, etc.) and Identity Initiative videos.
- NCAA Division III Facebook [www.facebook.com/NCAADivisionIII]
- NCAA Division III Instagram [www.instagram.com/ncaadiii/]
- NCAA Division III Twitter [twitter.com/NCAADIII] (@NCAADIII) #whyd3
- NCAA Division III YouTube [www.youtube.com/ncaadivisioniii]
PROFESSIONAL DEVELOPMENT RESOURCES

Memberships/Affiliations

- Membership in CoSIDA
- Membership in NACDA
- Membership in ECAC-SIDA
- Membership in public relations/communications/marketing organizations

Workshops

- Attendance at annual CoSIDA convention
- Attendance at NCAA Division III Day at CoSIDA convention
- Attendance at ECAC-SIDA workshops and professional development activities
- Attendance at communications-related seminars, workshops and webinars

Online

- Public Relations Society of America [www.prsa.org] (@PRSAtactics)
- Ragan Communications [www.ragan.com] (@MarkRaganCEO)
- Institute for Public Relations [www.instituteforpr.org]
- International Association of Business Communicators [www.iabc.com]
- International Public Relations Association [www.ipra.org]
- Mashable [mashable.com] (@mashable)
- LinkedIn Groups (CoSIDA, PRSA, PR and Communications professionals, and Sports Information and Statistics)
RESOURCES

Other

- ECAC-SIDA [www.ecac-sida.org]
- NCAA Division III Sports Information Directors Email Address Listing [moraviansports.com/information/links/D3emails]
- NCAA Division III College Athletics Website Addresses (Alphabetical) [moraviansports.com/information/links/AlphaWebsites]
- NCAA Division III College Athletics Website Addresses (By Conference) [moraviansports.com/information/links/D3websites]
- AP Style Guide [www.apstylebook.com] (@APStylebook)

On-Campus

- Communications/Journalism departments (professors, class projects, internships, etc.)
- Campus-wide communication group/team
- Student-athletes. Their stories are the greatest resource.

Budget

- Independent budget operations for communications
- Work-study budget and/or stipends to hire graduate assistants and student interns

To provide feedback on this guide or for more information on the NCAA Division III Strategic Communications Working Group, please contact d3identity@NCAA.org.
The Highly Engaged FAR

RECOMMENDATIONS FOR THE CAMPUS

These recommendations are endorsed by the Division III Presidents Council, Management Council, the Division III FAR Engagement Working Group and the Faculty Athletics Representative Association (FARA) Executive Committee. These groups firmly believe a highly engaged FAR will contribute to furthering the central goal of a Division III athletics department — ensuring the best student-athlete experience possible. Despite differences in institutional resources and missions, all Division III campuses can benefit from enhancing the role of the FAR and incorporating the suggestions contained in this document.

The Division III FAR ...

- Helps to ensure a quality student-athlete experience and promote student-athlete well-being.
- Serves as an independent advocate for student-athletes.
- Helps promote student-athlete success in the classroom, in athletics, and in the community by striking a balance among academic excellence, athletics competition, and social growth as students prepare for lifelong success.
- Assists in the oversight of intercollegiate athletics at the campus and conference levels to assure that they are conducted in a manner designed to protect and enhance the physical, psychological, and educational well-being of student-athletes.
- Oversees the nominations of student-athletes for NCAA grant, scholarship and recognition programs.

What Stands in the Way of a Highly Engaged Division III FAR?

- Approximately 50 percent of Division III FARs lack a clear position description with enumerated responsibilities and support. They also lack endorsement by key stakeholders (e.g. presidents and chancellors, conference commissioners, directors of athletics), which is not conducive to an engaged FAR.
- FAR compensation and/or time-release is rare in Division III with approximately 5 percent receiving release time from teaching obligations and 11 percent receiving some financial compensation. A highly engaged FAR provides value to the institution. Compensation and/or time release helps affirm that value.
- Approximately three-quarters of Division III FARs spend between one and five hours per week on their FAR duties. More than 90 percent spend 10 hours or less. Half of their time is spent on academically related issues and approximately one-quarter of their time on student-athlete well-being issues. If recommendations in this document are implemented, the amount of time FARs spend on their duties may increase.
- Approximately half of all Division III FARs have been in their position for four years or less. High turnover rates inhibit the effectiveness of FARs. There are multiple reasons including term limits, rotating appointments, and that the role of FAR may not count toward the service requirement for faculty. This lack of consistency has broad impacts at the campus, conference, and national levels in terms of engagement.
- Nearly half of FARs are not involved in the campus-level Student-Athlete Advisory Committee. There are a number of potential reasons: 1) scheduling conflicts with meetings, 2) the director of athletics being reluctant to ask FARs to be more engaged, 3) coaches taking a more prominent role in the campus-level Student-Athlete Advisory Committee, and 4) Student-Athlete Advisory Committee involvement not being a defined role for the FAR on some campuses.
- There is no consistency in the reporting lines for Division III FARs. Current reporting lines include the president or chancellor (38%), the director of athletics (22%), chair of the faculty governance body (11%), the chief academic affairs administrator (9%) and the chief student affairs administrator (8%), among others. This stands in contrast to Divisions I and II, where 80 percent or more of FARs report to the president or chancellor.
Recommendations for Division III Member Institutions

The institution is called on to establish clearly stated expectations, best practices, potential policies and education for the FAR. It involves ensuring presidential leadership and a commitment to provide necessary support for the position (e.g., release time and a stipend), both of which are vital to the success of these efforts. Directors of athletics and conference commissioners also can help to support more FAR engagement.

Specifically, institutions are encouraged to:

1. Ensure the FAR has a detailed position description. Using already established position descriptions and the model position description advocated by FARA.

2. Ensure the FAR reports to the president/chancellor or the athletics direct report (ADR). To carry the authority necessary to fulfill the position's obligations, the FAR should report to the highest-level campus leader possible. Considering the need for the FAR's independence as an advocate for student-athletes, the FAR should report to someone other than the director of athletics, although it is important for FARs to have strong working relationships with the director of athletics.

3. Review support for the FAR position on campus and evaluate options related to course release, financial compensation, and recognition of FAR service as fulfillment of campus service requirements. Support creates an additional incentive for faculty to pursue the position, increase the length of service, and increase the level of engagement.

4. Ensure the FAR maintains a high level of visibility on campus. To increase visibility in the athletics sphere, FARs should regularly attend athletics competitions, participate in special events, and contribute regularly to athletics department meetings. To ensure recognition of the FAR role among the faculty, FARs should participate and/or present at shared governance meetings (e.g., Faculty Senate) and engage in activities that facilitate communication between the faculty, the student-athletes, and the athletics department. Student-athletes, faculty, athletics staff and campus administrators should be able to easily identify the FAR and know how to contact him or her.

5. Commit to sustained FAR involvement with the Student-Athlete Advisory Committee on campus. It is an appropriate means for FARs to be better advocates for student-athletes.

6. Consider potentially appointing two FARs at your institution. This model has the potential to increase effectiveness, address attendance issues at key meetings and events, and lengthen tenure.

7. Commit to continuing professional development by supporting and encouraging your FAR to take advantage of educational and engagement opportunities via your conference and at the national level (e.g., the NCAA Convention, FARA Annual Meeting, the Division III FAR Institute).

A highly engaged FAR improves the quality of an athletics department and, more importantly, the student-athlete experience. The FAR serves as an important bridge between the academic and athletic components on campus, providing support and guidance for faculty, staff, and students regarding the athletics experience. Student-athletes have an important advocate in the FAR on academic issues and can ask questions and seek advice in balancing both their academic and athletic pursuits. Similarly, faculty members have a resource to better understand the student-athlete experience.

Robert Davis Jr., athletics direct report, University of Scranton
What is the IPP data management system?

- The IPP data management system consolidates data currently being submitted by Division III institutions into a more user-friendly format with reporting functionality.
- IPP provides leaders better visibility into their institutional data.
- The goal: to facilitate better informed decisions and strategic planning on campus.

How can IPP help me?

**ACADEMICS:** Review graduation rates data, including trends by gender, race/ethnicity and sport.

**STUDENTS:** View the data of your student-athletes and compare their characteristics with those at peer institutions; view how your student-athletes compare with your entire undergraduate population in regard to gender and reported ethnicity/racial groups; compare sports sponsorship with peer institutions.

**LEADERSHIP:** See breakdown of assistant and head coaches and administrators by gender, sport and race/ethnicity and compare their characteristics with peer groups and your conference.

**FINANCIAL:** View how expenses are trending; research compensation data for head and assistant coaches and administrators to compare against peer groups; and better understand the expense implications of adding a sport(s) to your athletics program.

Why should I use IPP?

- No extra work on your end. The data you annually submit to the NCAA is already in the system.
- Secured, powerful platform provides information you can rely on.
- Peer comparison feature lets you compare your school, privately, in all data categories to existing peers (for example, conference and all Division III) and to other peer groups of your own choosing.
1 LGBTQ-Inclusive Nondiscrimination Policies
Athletics departments should have a written nondiscrimination policy that explicitly covers “sexual orientation,” “gender identity” and “gender expression” to protect lesbian, gay, bisexual, transgender and questioning people.

2 LGBTQ-Inclusive Codes of Conduct
Athletics departments should ban anti-LGBTQ conduct by players, coaches, athletics administrators and fans.

**Team Code of Conduct:** Teams should be encouraged to create codes of conduct outlining consequences for engaging in homophobic and transphobic behaviors.

**Fan Code of Conduct:** Fans should not be subjected to discriminatory language and behavior by those on the field or in the stands. Values and expectations should be communicated to fans via the school’s official fan code of conduct.

3 Communications
Athletics departments should ensure all media communications and recruiting materials (media guides, community outreach, team camp brochures, etc.) include a nondiscrimination clause and use LGBTQ-inclusive language.

4 Accessible Resources
Athletics departments should maintain up-to-date LGBTQ inclusion resources that are readily available to coaches, players and staff throughout the year.

5 Annual LGBTQ Inclusion Trainings for Staff and Students
Athletics departments should hold timely mandatory training sessions that review policies and codes of conduct, as this is essential to creating LGBTQ-inclusive environments.

For samples of policies and codes of conduct, go to https://www.ncaa.org/about/resources/inclusion/five-ways-have-lgbtq-inclusive-athletics-department#ADH.
LGBTQ NONDISCRIMINATION POLICY GUIDE
Introduction

As part of the NCAA’s commitment to foster athletics programs in which everyone is safe, welcomed and respected, the Division III Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Working Group is pleased to provide an LGBTQ Nondiscrimination Policy Guide to help member institutions and conferences establish welcoming environments on their campuses. As a core value, the NCAA believes in and is committed to an inclusive culture that fosters equitable participation for student-athletes and career opportunities for coaches and administrators from diverse backgrounds.

In 2016, the Division III Management and Presidents Councils endorsed establishing a Division III LGBTQ Working Group — the first of its kind in the NCAA. While respecting the unique missions of our institutions, the working group aims to ensure Division III is safe for, inclusive of and welcoming to the LGBTQ community and its allies. To that end, the working group has focused on increasing engagement, education and understanding of LGBTQ issues at all levels of Division III by examining current resources and areas of need, and creating programmatic, resource and recognition opportunities for everyone.

Research shows that diversity and inclusion improve the learning environment and enhance the likelihood of an organization’s success. The LGBTQ Working Group’s mission is to support the Division III educational environment by promoting efforts from Division III institutions and conferences to be more inclusive of all LGBTQ student-athletes, coaches, administrators, fans and their advocates within the parameters of their institutional and conference missions.

To assist in this regard, the working group in the fall of 2017 surveyed Division III members from four demographic groups: presidents and athletics direct reports (80 responses); athletics administrators and coaches (1,384 responses); commissioners and assistant commissioners (44 responses); and student-athletes (3,033 responses) to better understand the current landscape and climate surrounding LGBTQ issues on Division III campuses and within conferences. The survey focused on four areas: landscape and culture; education and resources; visibility and recognition; and policies.

Some of the findings pertaining to athletics LGBTQ nondiscrimination policies are listed below. The feedback led the working group to prioritize developing LGBTQ-inclusive policy template language that may be used in athletics department, student-athlete and conference office handbooks.

- Sixty (60) percent of athletics administrators and coaches reported their institution has a written LGBTQ non-discrimination policy, while only 38 percent indicated their athletics department has such a policy. Seventy-five (75) percent noted policies explicitly included sexual orientation, gender identity and gender expression.

- Fewer than 50 percent of survey respondents indicated their athletics department and their student-athlete handbooks included supporting and promoting an inclusive, respectful environment for the LGBTQ community.
Fewer than 20 percent of commissioners and assistant commissioners reported their conference has a written LGBTQ nondiscrimination policy.

Forty-four (44) percent of commissioners and assistant commissioners said their conference has a transgender student-athlete participation policy.

During the Division III Business Session at the 2018 NCAA Convention, the working group solicited additional information via polling questions (one response per institution and conference office). Eighty-five (85) percent of respondents noted that if made available, they would use template language to develop LGBTQ-inclusive policy statements and nondiscrimination clauses for their handbooks.

The working group collected and reviewed sample LGBTQ-inclusive policies from several Division III institutions and conferences with the ultimate goal of creating an LGBTQ-inclusive policy template for Division III institutions and conferences to use in athletics department, student-athlete and conference handbooks. The template language is broad in concept but succinct in content. It accounts for the diversity of institution types (e.g., public, private faith-based and private secular) in Division III. The policy guide allows institutions and conferences to include web links to their own policies to ensure institutional and conference autonomy. It also directs institutions and conferences to consult with their campus leadership, including general counsels, before adoption to ensure all athletics-specific LGBTQ-inclusive policies align with institutional and conference missions and comply with policies that apply to general student bodies and/or personnel.

The Division III LGBTQ Working Group invites you to use the following sample policy templates, guiding questions and additional resources as you consider developing an LGBTQ-inclusive nondiscrimination policy on your campus and in your conference.

Sincerely,

The Division III LGBTQ Working Group

Mikayla Costello, Student-Athlete Advisory Committee Representative, Willamette University.
Brit Katz, Vice President and Dean of Student Life, Millsaps College.
Chris Kimball, President, California Lutheran University.
Kyrstin Krist, Faculty Athletics Representative, Methodist University.
Crystal Lanning, Director of Athletics, University of Wisconsin-River Falls.
Donna Ledwin, Commissioner, Allegheny Mountain Collegiate Conference.
Emet Marwell, Student Representative, Mount Holyoke College.
Kathleen Murray, President, Whitman College.
Julie Shaw, Director of Education, Women’s Sports Foundation.
Mike Vienna, Director of Athletics, Emory University.
Neil Virtue, Assistant Director of Athletics/Head Swimming Coach, Mills College.
Handbook Template Language

The NCAA Division III Management and Presidents Councils endorse developing athletics-specific policies that ensure the safety and respect of all student-athletes, coaches and administrators, including those who are lesbian, gay, bisexual, transgender and questioning (LGBTQ).

Athletics participation provides a unique identity for our student-athletes, and athletics departments have a leadership opportunity to create LGBTQ nondiscrimination policies that complement their institutions’ nondiscrimination policies and ensure an athletics environment that is welcoming and safe. When students, coaches and administrators can express their orientations and identities without fear of repercussion or retaliation, they are able to more fully focus on their educational objectives and their athletics participation.

Accordingly, the Division III Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) Working Group offers the following sample language that institutions and conference offices may choose to adopt or incorporate into their own LGBTQ nondiscrimination policies. These samples are the result of a comprehensive review of existing policies at Division III institutions and conferences and may act as a foundation for your own LGBTQ nondiscrimination policy.

Specific recommendations include, but are not limited to, the following:

- Collaborate with campus and conference leadership, including general counsels, to ensure policies are consistent and congruent with institutional and conference mission and policies.

- Incorporate inclusive policies in handbooks, websites, participation forms, announcements and meetings.

- Enforce inclusive policies. Develop fair and consistent enforcement (consequences) for incidents related to the inclusive nondiscrimination policies.

- Prohibit anti-LGBTQ behavior and language at athletics events.

- Offer options to note sexual identity, gender identity and gender expression on student-athlete participation forms.
Sample Nondiscrimination Statements

SAMPLE 1

[Institution/Conference X] athletics is committed to safety, fairness and respect for all participants. Collegiate athletics provides an opportunity for students to compete with and against others who come from a variety of backgrounds, but all of whom share the common goal of achieving athletics excellence. Valuing this common ground enhances the social and competitive experience for all and is important to team success and to individual development. Teams that value each member’s contribution to the unit, while respecting individual differences, provide a healthy foundation for the team and each member of the team to focus on achieving their athletics and educational goals.

We have an obligation to provide equal opportunity for our student-athletes and staff. All those involved in athletics shall be aware of these obligations and treat them as core values. Discrimination toward lesbian, gay, bisexual, transgender and questioning people (actual or perceived) negatively affects all who participate in athletics competition. If discrimination is accepted as part of the common practice of an athletics department, it undermines the core principle of equal opportunity.

SAMPLE 2

Diversity and inclusion are essential to the fulfillment of our [institutional/conference] mission. We value inclusive excellence in learning, curricular and co-curricular programming; campus climate; recruitment; admissions; hiring; and retention. We are deeply committed to promoting and maintaining a civil community that facilitates opportunities for shared understanding and expression of individual and collective truths. Moreover, we resolve to create and uphold a community that is respectful of all persons despite differences in age, class, creed, disability, educational background, gender expression, gender identity, geographical location, income, marital status, national origin, parental status, race, religion, sex, sexual orientation, work experiences and other dimensions of diversity.
SAMPLE 3

[Institution/Conference X] is committed to its diversity and inclusion of its student-athletes, athletics administrators and staff, which is a point of pride and a hallmark of the institution. The framework for our commitment to diversity sits within our active prohibition of discrimination in our educational policies, employment, campus services and activities on the basis of age, class, creed, disability, educational background, gender expression, gender identity, geographical location, income, marital status, national origin, parental status, race, religion, sex, sexual orientation, work experiences, and all classifications protected by law.

SAMPLE 4

[Institution/Conference X] is committed to safety, fairness and respect for all participants. Collegiate athletics provides an opportunity for students to compete with and against others who come from a variety of backgrounds, but all of whom share the common goal of achieving athletics excellence. Valuing this common ground enhances the educational, social and competitive experience for all and is important to team success and to individual development. We believe that our intercollegiate athletics program/conference has a responsibility to promote the well-being of all students regardless of sexual orientation, gender identity or gender expression. We believe that all students should be safe and treated with respect and dignity as consistent with our institutional/conference values and mission. Moreover, we extend welcoming hospitality to LGBTQ visitors and guests. We are committed to identifying practical “common ground” ways for people of all faiths, sexual orientations and gender identities to participate in intercollegiate athletics programs that model respect for all without compromising our core values. We believe in the power of dialogue, collaboration and building relationships as the most effective route to realizing our goal. We believe that, working together, we can identify conference and institutional practices that respect those who identify as lesbian, gay, bisexual, transgender or questioning, or as people of faith, including LGBTQ people of faith.
Questions to Consider

The following questions are designed to help Division III institutions and conferences establish LGBTQ-inclusive athletics programs. By answering these questions, institutions and conferences can evaluate whether they have the policies, resources and infrastructure necessary to be LGBTQ-inclusive. Your institution or conference is encouraged to convene a review panel of campus, athletics department and conference office personnel to review the questions and determine the most appropriate next steps for your institution or conference.

1. How do we incorporate the use of inclusive language? In written documents and in general spoken language, it is best to use gender-neutral language. In personal interactions, the best alternative is to ask the person what pronouns they use or use the person’s proper name.

2. Can we change our student-athlete participation forms to include the LGBTQ community (e.g., offer an option for student-athletes to indicate non-binary gender identities)?

3. Do our facilities have gender-inclusive, single-occupancy changing rooms and restrooms that could be available to all student-athletes, fans and staff?

4. How do we report incidents of nondiscrimination policy infractions? (Consider reviewing and incorporating campus reporting procedures.)

5. Have we evaluated and/or created department policies that consider how to navigate relationships on a team or within a department?

6. What are our policies for away trips (e.g., rooming assignments, accommodations and communication plan with our opponent’s institution)?
7. How does our institution include transgender/gender-fluid/gender non-conforming student-athletes before, during and after transitioning socially and/or medically?

8. How does our department refer to transgender/gender-fluid/gender non-conforming student-athletes in written, spoken or video media outlets? What systems are in place for student-athletes to indicate how they want to be represented (e.g., sports information forms)? What policies apply if someone's gender identity or expression changes mid-season?

9. Are there policies related to team uniforms/dress codes that may inadvertently discriminate or marginalize?

10. How do we create environments that enhance communication and relationship-building?
    Do our policies and practices encourage seeking common ground, mutual respect and civility?

Because LGBTQ-inclusive efforts are evolving, we recommend reviewing and updating your LGBTQ nondiscrimination policies annually, if not more frequently.
Additional Resources

NCAA Champions of Respect: Inclusion of LGBTQ Student-Athletes and Staff in NCAA Programs
www.ncaapublications.com/productdownloads/CRLGBTQ.pdf

NCAA Five Ways to Have an LGBTQ-Inclusive Athletics Department
www.ncaa.org/sites/default/files/2017INC_5WaystoHaveanLGBTQ-InclusiveAthleticsDepartment_20170316.pdf

NCAA Inclusion of Transgender Student-Athletes

NCAA Mind, Body and Sport: Harassment and Discrimination – LGBTQ Student-Athletes

NCAA LGBTQ Organizational Resources
www.ncaa.org/sites/default/files/LGBTQ%2BOrganizational%2BResources.pdf

NCAA Division III LGBTQ Terminology and Definitions
While Division III has a diverse membership of varying sizes and institutional missions, most of the following guidelines represent attributes that are found in successful Division III athletics programs and reflect real goals that, if achieved, should enhance an institution’s operations.

**Guiding Principles for the Model Athletics Program**

1. **Integration and Institutional Control.** A model Division III 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. The administration of an institution’s athletics program (e.g., hiring, compensation, professional development, certification of coaches) should be integrated into the campus culture and education mission and strive to incorporate the core attributes of the Division III mission and philosophy.

2. **Chancellor or President Oversight.** A model Division III member institution’s chancellor or president sets forth a vision for the institution’s intercollegiate athletics program, ensures that adequate resources exist for the athletics department to carry out this vision, emphasizes the importance of the institution’s compliance system and the roles of various departments (e.g., financial aid office) in this system, and ensures that the athletics programs support the institution’s educational mission by financing, staffing and controlling the programs through the same general procedures as other departments of the institution.

3. **Athletics Direct Report.** At many Division III member institutions, the president or chancellor has designated oversight of intercollegiate athletics to another individual (e.g., vice president). Within a model Division III member institution that has this structure, the athletics direct report should be consulted for input on key institutional and conference operational and strategic issues facing the athletics program.

4. **Director of Athletics.** A model Division III athletics program shall feature a full-time administrator that takes responsibility for the academic and athletics success of the athletics department. As the department’s manager, the Director of Athletics shall implement the institution’s vision for intercollegiate athletics consistent with the institution’s mission and philosophy. The Director of Athletics is also responsible for creating an environment that prioritizes sportsmanship and civility. The Director of Athletics should provide its staff members with professional development opportunities. Although not a requirement, as a best practice it is recommended that the Director of Athletics should serve as a primary athletics administrator and should not have other major responsibilities (e.g., should not also serve as a coach). [Attachment A]
5. **Associate/Assistant Director of Athletics.** A model Division III athletics program should have at least one associate or assistant director of athletics. This individual could have a variety of responsibilities ranging from compliance, budget management, scheduling and/or facility oversight.

6. **Senior Woman Administrator (SWA).** A model Division III athletics program shall include the active involvement of the senior woman administrator in decision making regarding key issues and in the general operations and management of the athletics department. The SWA is a senior level administrator who has the appropriate title (e.g., assistant, associate athletics director). [Attachment B]

7. **Faculty Athletics Representative (FAR).** A model Division III athletics program shall include the active involvement of the faculty athletics representative as the key institutional liaison to the athletics department and should be supported and funded by the institution to perform these functions. The involvement of the FAR should include eligibility or academic related duties. The FAR should also serve as a key contact for student-athletes. [Attachment C]

8. **Coach’s Role.** A model Division III athletics program shall feature an environment where head coaches understand their responsibility in establishing a culture of compliance with conference and NCAA rules. The actions of coaches should exhibit fairness, openness, honesty in their relationships with student-athletes. A model athletics program also features, a coaches policies and procedures manual.

9. **Athletic Trainers.** A model Division III athletics program shall feature an adequate number of certified athletic trainers who are able to provide for the safety and well-being of the student-athletes. A model athletics program also features athletic trainers who are integral to compliance with CPR, first aid and AED certification requirements. Best practices, procedures and policies should adhere to the NCAA Sports Medicine Handbook.

10. **Athletics Communication Director.** A model Division III athletics program shall feature an individual responsible for promoting the institution’s intercollegiate athletics program and for building key relationships with the media and the community. This individual should work with the department in establishing web communication and social media strategic planning.

11. **Student-Athlete Advisory Committee (SAAC) Involvement.** A model Division III 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. Every team should have at least one representative on the campus SAAC, and the institution should have at least one student-athlete representative on the conference SAAC. A model athletics program also should have a student-athlete handbook.
12. Continuing Education and Professional Development. A model Division III athletics program shall be committed to sending its key personnel to educational events (e.g., NACDA, Women Leaders in College Sports, NCAA Regional Rules Seminar) and to the annual NCAA Convention to enhance the success of the institution and to further the professional development of coaches and administrators. In addition, the athletics department should look for regional and national seminars to send coaches and student-athletes for enhanced leadership skills.

13. Academic Success. A model Division III athletics program shall be committed to the academic success of its student-athletes and ensures the academic performance of student-athletes is, at a minimum, consistent with that of the general student-body. A model program has regularly scheduled meetings with the director of athletics, admissions and financial aid directors.

14. Admissions. A model Division III athletics program ensures that athletics recruitment complies with established institutional policies and procedures applicable to the admission process. The institution should also ensure that admission policies for student-athletes comply with policies and procedures applicable to the general student-body.

15. Financial Aid. A model Division III athletics program ensures that athletics ability, participation, or leadership are not considered in the formation of institutional financial aid packages and that athletic department personnel are not involved in the arrangement or modification of student-athlete financial aid packages. A model program has regularly scheduled meetings with the director of athletics, admissions and financial aid directors.

16. Diversity. A model Division III athletics program shall be committed to the principle of diversity. The athletics department shall promote an atmosphere of respect for and sensitivity to the dignity of every person. The department shall also value the opinions of all, initiate a leadership role on campus in this area, and, through diverse hiring pools, strive for gender and ethnic diversity in the institution’s administrative and coaching positions.

17. Compliance. A model Division III athletics program shall feature a designated compliance coordinator whose primary responsibility is the oversight of the institution’s compliance system, the coordination of the institution’s rules education and the monitoring of rules compliance. Although not a requirement, as a best practice it is recommended that the individual with compliance responsibilities should not be a coach. The department should commit to a regular self-analysis or a regular external assessment to evaluate the strengths and weaknesses of the institution’s compliance systems. A model Division III athletics program that has multidivisional classification should have policies and procedures in place to monitor compliance and education regarding NCAA Division I legislative requirements.
18. **Citizenship/Leadership/Sportsmanship.** A model Division III athletics program shall encourage all student-athletes, coaches and spectators to respect each other, practice civility, encourage teamwork and understand citizenship responsibilities during the conduct of intercollegiate practice and competitions. An athletics department should develop a policy on sportsmanship and fan behavior for home events. A model program will emphasize that a “family friendly” environment should exist at all athletics department events.

19. **Game Management.** A model Division III athletics program shall have game-day operations or event management procedures. A designated person should have oversight responsibilities related to game management to create a positive atmosphere and ensure that individuals who violate the code must be held accountable.

20. **Finances and Sports Sponsorship.** A model Division III athletics program shall be administered with prudent management and fiscal practices to ensure financial stability. Sufficient operating and travel budgets should be maintained to allow for the effective operation of the athletics department. The median total expenses for a Division III athletics department budget is $3 million (with football) or $1.45 million (without football). The model program should also feature participation opportunities that are consistent with the institution’s mission and the interests of the institution’s student-athletes. The current Division III sports-sponsorship averages are 18 varsity sports.

21. **Fundraising.** A model Division III athletics program provides for an individual with responsibilities in athletics fundraising and development. If that individual is the athletics director, an additional assistant athletics director may 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 for athletics fundraising and development.

22. **Communication/Campus Relationships.** A model Division III athletics program shall feature a communication strategy to keep other key campus departments (e.g. registrar, financial aid) up to date regarding athletics department issues.

23. **Strategic Plan for Intercollegiate Athletics.** A model Division III athletics program shall feature 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.

24. **Assessment.** A model Division III athletics program shall feature an instrument (e.g., student-athlete exit interview) that is used as an assessment each year to measure the student-athletes’ experience. In addition, the athletics department should feature annual performance evaluations for coaches and administrators.
25. **Institutional Self-Study Guide.** Each Division III institution shall conduct a comprehensive self-study and evaluation of its intercollegiate athletics program at least once every five years, using the NCAA’s Institutional Self-Study Guide (ISSG). Note that the five-year cycle should be accelerated when there are personnel or administrative changes on campus.
DIRECTOR OF ATHLETICS

Role of the Director of Athletics.

1. Report directly to the chancellor or president (or have access to the chancellor or president if reporting directly to an athletics direct report) and have the primary responsibility for the day-to-day operations of the department and the supervision of the athletics department staff.

2. Oversee the organization and management of all athletics department personnel, policies and procedures.

3. Be the champion and primary caretaker for the institution’s athletics department’s strategic plan and compliance with Title IX.

4. Promote effective communication among all institutional constituents (e.g., chancellor or president, staff, administrators, faculty, student-athletes, media public).

5. Take an active role in conference and national affairs.

6. Maintain communication with outside organizations that are vital to the athletics department’s operations, such as the NCAA, NACDA, NACWAA, CoSIDA, etc.

7. Provide professional growth opportunities for athletics department staff.

8. Coordinate fundraising and development activities for the department or communicate with other units on campus that have this responsibility.

9. Be accountable for the compliance and fiscal stability of the athletics department.

10. Oversee the annual assessment policies and procedures.
SENIOR WOMAN ADMINISTRATOR (SWA)

The highest-ranking female administrator involved in the management of an institution’s intercollegiate athletics program. [NCAA Constitution 4.02.4] The following should not be used to create a job position or list of responsibilities for the individual who fills this role; rather this document is merely intended to encourage the involvement of female administrators in meaningful ways in the decision-making process in intercollegiate athletics. The designation of the SWA is intended to enhance representation of women’s interests, experience and perspective at the institutional, conference and national levels.

The Role of the SWA.

A model athletics department may find it valuable to use the SWA in the following ways:

1. As a key decision-maker instrumentally involved with the athletics department.
2. As a participant on the senior management team.
3. As a team member working within the group structure to accomplish goals.
4. As a strategizer of ways to support and manage gender equity and Title IX plans and issues.
5. As an advocate of issues important to female and male student-athletes, coaches and staff.
6. As an educator on issues concerning both men and women.
7. As a role model and resource for students, coaches, administrators and others.
8. As an administrator leading student-athletes in successfully balancing academics and athletics by providing leadership.

Institutional Benefits.

The SWA aids senior management with a broad-based, well versed, wide range of experiences in sport and in the world of intercollegiate athletics. The institution also obtains an experienced, female voice and perspective, and a role model who is conscious about equity and gender matters.
Examples of responsibilities model athletics departments have assigned to their SWAs:

1. Sport program supervision.
2. Budget management.
3. Fundraising.
4. Administration and governance of the athletics program.
5. Recruitment and hiring of key department and/or institutional personnel.
7. Spokesperson for the needs and interests of women within the intercollegiate athletics department.
8. Role model for student-athletes, educating them on issues affecting intercollegiate athletics.
9. Serving as an active member in appropriate professional organizations (e.g., Women Leaders in College Sports, NACDA).
FACULTY ATHLETICS REPRESENTATIVE (FAR)

Each member institution is required to appoint a faculty athletic representative (FAR). [Constitution 6.1.3]

Role on Campus.

Faculty athletics representatives can be only as effective as their institutional circumstances permit. Circumstances that would tend to support a meaningful role for the faculty athletics representative include:

1. A position description, which clearly specifies both authority and responsibility;
2. A commitment of institutional resources so that the FAR has sufficient time, clerical assistance, discretionary travel privileges and similar support; and
3. Recognition by both the chancellor or president and the faculty governance structure of the importance of a significant faculty athletics representative role in the institutional governance and oversight of the intercollegiate athletics program.

Faculty Athletics Representative Credentials and Duties.

1. The working relationship between the chancellor or president and the faculty athletics representative is a critically important determinant of the effectiveness of the faculty athletics representative in contributing to the local control of the intercollegiate athletics program.
2. The basis of this relationship should be a model of institutional control in which significant responsibilities for administration and oversight are assigned to the faculty athletics representative, as well as to the director of athletics.
3. It is important that the chancellor or president recognize that the range of activities and the scope of the responsibilities of the FAR elevate this position above the level of the typical faculty service appointment, and it is recommended that those who hold this position have permanent tenure.

Essential Faculty Athletics Representative Responsibilities.

1. The FAR should ensure, either directly or indirectly, that student-athletes meet all NCAA, conference and institutional requirements for eligibility for practice and intercollegiate competition. Eligibility checks should be periodically reviewed and audited by the FAR. Academic eligibility certifications should be performed by persons outside of the department of athletics.
2. The FAR should be involved in institutional compliance activities or responsibilities, along with campus entities outside the athletics department. Such entities include, but are not limited to, the following:
   a. Office of student financial aid,
   b. Office of undergraduate admissions,
   c. Office of the registrar; and
   d. Offices of the academic vice president and the deans of several colleges.

3. The FAR should work in concert with the director of athletics to ensure a comprehensive and effective rules education and compliance program on the campus.

4. The FAR should be knowledgeable about the NCAA and conference rules related to academic eligibility, transfer requirements, and restrictions and enforcement procedures. He or she should participate, or otherwise be fully informed about, institutional investigations of allegations of rules violations. No infractions report to either the NCAA or a conference should leave the campus until it has been reviewed by the FAR.

5. The FAR should have direct contact with student-athletes on a systematic and periodic basis. He or she should participate in new student-athlete orientation activities and should interact frequently with the student-athlete advisory committee.

6. Student-athletes should recognize the FAR as a source of information and an advocate for student-athlete well-being.

7. The FAR should be a senior advisor outside of the athletics department to the CEO on matters related to intercollegiate athletics. Together, with the director of athletics, the FAR should formulate and recommend institutional positions on NCAA legislation and other matters affecting, or related to, intercollegiate athletics on the campus.

8. The FAR should be an active member of the campus intercollegiate athletics board or committee.
The National Association of Division III Athletic Administrators (NADIIIAA)

The National Association of Division III Athletics Administrators (NADIIIAA) is an association composed of athletics administrators from the 446 institutions and 44 conferences competing at the NCAA Division III level. The partnership between the NCAA and the NADIIIAA supports professional development programming for Division III athletics administrators by funding grants and program expenses for the NADIIIAA Summer Forum held in conjunction with the Annual NACDA Convention.

The NADIIIAA website provides members with useful information and resources regarding the Association and the administration of intercollegiate athletics consistent with philosophy and practices of Division III of the NCAA. The NADIIIAA also provides a listserv and digital community for its members to exchange information on best practices, job openings, scheduling opportunities, and other topics of interest.

NADIIIAA/Jostens Community Service Award: NADIIIAA and Jostens co-sponsor a community service recognition program to bring recognition to the many contributions Division III student-athletes regularly make to their campuses and local communities. The program recognizes institutions in four separate community service categories: One-Time Projects, An Array of Projects, and Ongoing Projects, and Special Olympics. The winners this year in each of the four award categories were, respectively: Webster University, SUNY Oswego, Catholic University, and University of Southern Maine. In addition to the recognition, NADIIIAA and Jostens make a $1,000 contribution to the institution’s general scholarship fund. The awards are presented at the NADIIIAA reception during the annual NCAA Convention.

Emerging and Transitioning Administrator Awards: Each year NADIIIAA presents an Emerging Administrator Award and a Transitioning Administrator Award. The awards are presented annually to a new athletic administrator and to an administrator who has transitioned from another role in athletics with seven or fewer years of service as an administrator who has demonstrated achievement and leadership in intercollegiate athletics within their institution or conference. The award includes a $1,000 professional development grant. Asaundra Pickett, assistant athletics director for internal operations, DePauw University, received the Emerging Athletic Administrator Award this year. Ashley Reid, assistant athletics director for diversity, inclusion, compliance, and internal management/SWA, College of Wooster received the Transitioning Administrator Award.

Lifetime Achievement Award: The NADIIIAA Executive Committee presents the Richard A. Rasmussen Lifetime Achievement Award to someone who has had a significant impact on Division III during the course of his or her career. The 2019 Rasmussen Award was presented to Bridget Belgiovine, former director of athletics and chair of the department of physical education, recreation and athletics (PERA) at Wellesley College.

NADIIIAA Professional Development: Each year NADIIIAA sponsors professional development workshops in conjunction with the NCAA Convention and the Annual NACDA Convention.
**NCAA RECRUITING FACTS**

College sports create a pathway to opportunity for student-athletes.

### DIVISION I

Division I schools, on average, enroll the most students, manage the largest athletics budgets, offer a wide array of academic programs and provide the most athletics scholarships.

**PARTICIPATION**
- 179,200 student-athletes
- 351 colleges and universities

**ATHLETICS SCHOLARSHIPS**
59 percent of all student-athletes receive some level of athletics aid

**ACADEMICS**
2017 Graduation Success Rate: 87 percent*

**OTHER STATS**
- Median Undergraduate Enrollment: 9,629
- Average Number of Teams per School: 19
- Average Percentage of Student Body Participating in Sports: 4 percent
- Division I National Championships: 26

### DIVISION II

Division II provides growth opportunities through academic achievement, high-level athletics competition and community engagement. Many participants are first-generation college students.

**PARTICIPATION**
- 121,900 student-athletes
- 308 colleges and universities

**ATHLETICS SCHOLARSHIPS**
62 percent of all student-athletes receive some level of athletics aid

**ACADEMICS**
2017 Academic Success Rate: 72 percent*

**OTHER STATS**
- Median Undergraduate Enrollment: 2,485
- Average Number of Teams per School: 16
- Average Percentage of Student Body Participating in Sports: 9 percent
- Division II National Championships: 25

### DIVISION III

The Division III experience provides an integrated environment that focuses on academic success while offering competitive athletics and meaningful nonathletics opportunities.

**PARTICIPATION**
- 190,900 student-athletes
- 443 colleges and universities

**FINANCIAL AID**
80 percent of all student-athletes receive some form of academic grant or need-based scholarship; institutional gift aid totals $17,000 on average

**ACADEMICS**
2017 Academic Success Rate: 87 percent*

**OTHER STATS**
- Median Undergraduate Enrollment: 1,748
- Average Number of Teams per School: 18
- Average Percentage of Student Body Participating in Sports: 26 percent
- Division III National Championships: 28

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**Want to play NCAA sports? Visit ncaa.org/playcollegesports**

*Graduation rate for student-athletes, including those who transfer from one school to another.*
Facts about NCAA sports

Does the NCAA award athletics scholarships?
Individual schools award athletics scholarships. Divisions I and II schools provide more than $3 billion in athletics scholarships annually to more than 150,000 student-athletes. Division III schools, with more than 190,000 student-athletes, do not offer athletically related financial aid, but most student-athletes receive some form of academic grant or need-based scholarship.

Do many high school athletes earn athletics scholarships?
Very few, in fact. About 2 percent of high school athletes are awarded some form of athletics scholarship to compete in college.

Do NCAA student-athletes have difficulty meeting graduation requirements with the time demands of their sport? While competing in college does require strong time-management skills and some thoughtful planning with academic advisors, on average NCAA student-athletes graduate at a higher rate than the general student body.

Do many NCAA student-athletes go on to play professionally?
Fewer than 2 percent of NCAA student-athletes go on to be professional athletes. In reality, most student-athletes depend on academics to prepare them for life after college. Education is important. There are nearly half a million NCAA student-athletes, and most of them will go pro in something other than sports.

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<tr>
<th>Student-Athletes</th>
<th>All Sports</th>
<th>Men's Basketball</th>
<th>Women's Basketball</th>
<th>Football</th>
<th>Baseball</th>
<th>Ice Hockey</th>
<th>Men's Soccer</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Student-Athletes</td>
<td>7,300,000</td>
<td>546,400</td>
<td>429,400</td>
<td>1,083,300</td>
<td>488,800</td>
<td>35,200</td>
<td>440,300</td>
</tr>
<tr>
<td>NCAA Student-Athletes</td>
<td>492,000</td>
<td>18,700</td>
<td>16,600</td>
<td>73,700</td>
<td>34,600</td>
<td>4,100</td>
<td>24,600</td>
</tr>
<tr>
<td>Percentage Moving from High School to NCAA</td>
<td>6%</td>
<td>3.4%</td>
<td>3.9%</td>
<td>6.8%</td>
<td>7.1%</td>
<td>11.7%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Percentage Moving from NCAA to Major Professional*</td>
<td>2%</td>
<td>1.1%</td>
<td>0.9%</td>
<td>1.5%</td>
<td>9.1%</td>
<td>5.6%</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

*Percent NCAA to Major Professional figures are based on the number of draft picks made in the NFL, NBA, WNBA, MLB, NHL, and MLS drafts.
Are You Maximizing the SWA’s Impact?

Open communication is critical to clarify expectations and optimize the SWA’s role. Athletics directors, SWAs, and conference office personnel should discuss the following topics and questions with each other, and include presidents/chancellors or athletics direct reports as appropriate.

1 Capitalize on Diverse Leadership Perspectives

**DISCUSSION POINTS:**
- What are the most significant priorities for athletics and how is the SWA engaged in leading related initiatives?
- How are the SWA's strengths and interests leveraged to provide leadership in the department?
- How is the SWA engaged in senior-level discussions and decision-making?
- How is the SWA engaged in leadership opportunities outside the athletics department (e.g., across campus, external community)?

**WHAT SUCCESS LOOKS LIKE:**
- The AD and SWA collaborate to define the SWA’s leadership role and to manage critical departmental issues impacting men and women.
- The SWA makes meaningful decisions on the senior management team (e.g., budget oversight, sport supervision of men's and women's sports, external relations, key personnel decisions and strategic planning).
- The SWA has time and access to information and resources to fulfill the leadership role accompanying the designation.
- The SWA's job title reflects her administrative and leadership responsibilities.
- The SWA's leadership impact and visibility extend beyond the athletics department.

This resource was written about institutional SWAs. Some information may be applicable to conference SWAs.
2 Share Commitment to Equity and Well-Being

DISCUSSION POINTS:
- Which athletics department employees have specific responsibilities for gender equity, diversity and other advocacy work? Is this team appropriately diverse and inclusive?
- Which athletics department employees have specific responsibilities for student-athlete or staff well-being? Is this team appropriately diverse and inclusive?

WHAT SUCCESS LOOKS LIKE:
- The responsibility for gender equity and diversity oversight is shared across the athletics department, including senior management.
- The responsibility for student-athlete and staff well-being is shared across the athletics department, including senior management.
- The AD and president/chancellor support SWA engagement with issues and initiatives important to male and female student-athletes, coaches and staff.

3 Support Training and Mentoring Opportunities

DISCUSSION POINTS:
- What professional development resources and opportunities are available to the SWA?
- How will the professional development advance the SWA’s impact in her administrative position?
- How is the SWA exposed to potential mentors and encouraged to mentor others?

WHAT SUCCESS LOOKS LIKE:
- The SWA receives training specific to this leadership designation (e.g., navigating NCAA and conference committee service, grant opportunities, SWA networking, etc.).
- The SWA engages in professional development opportunities specific to her professional position.
- Athletics department and conference leadership support opportunities for SWAs to receive and provide mentoring.

4 Involve SWAs in Conference Governance

DISCUSSION POINTS:
- Do SWAs in the conference meet regularly? Does this group have a formal role in the conference governance structure?
- Do the SWA meeting agendas reflect the range of expertise of the SWAs in the conference?
- How else are SWAs engaged in conference committee service (e.g., sport committees, championships committee)?

WHAT SUCCESS LOOKS LIKE:
- Conference commissioners, ADs and SWAs collaborate to ensure that SWAs have clear and significant responsibilities in conference governance.
- Agendas for SWA meetings reflect the varied job responsibilities held by each SWA and address a wide range of conference issues.
- SWAs participate on a variety of conference committees.

5 Engage SWAs in National Issues

DISCUSSION POINTS:
- In what ways does senior leadership (AD, athletics direct report, president/chancellor) empower the SWA to pursue national leadership opportunities or exposure?
- How is the SWA engaged in institutional discussions about legislative issues or other national hot topics?

WHAT SUCCESS LOOKS LIKE:
- The SWA receives information and stays up to date on NCAA communications and important national issues.
- The AD and president/chancellor support SWA participation on national committees and attendance at national conferences.
- The institution considers the perspective of the SWA in its position or vote on national issues.

NCAA is a trademark of National Collegiate Athletic Association.
The SWA Designation

What is the SWA?

The senior woman administrator (SWA) is the highest-ranking female involved in the management of an institution’s intercollegiate athletics program. The intent of the SWA designation is to promote meaningful representation of women in the leadership and management of college sports.

✓ YES

- Senior Woman Administrator
- Highest-ranking woman*
- Provides leadership to men’s and women’s sports and issues
- Designation — A leadership role

✗ NO

- Senior Women’s Administrator
- Longest-serving or oldest woman**
- Leads only women’s sports and gender equity
- Position — A job with specific responsibilities

* A school with a female director of athletics may designate a different woman as SWA.

** The longest-serving or oldest woman may be designated the SWA if she is the highest-ranking woman, but not solely because of her length of service.
Why is the SWA Designation Important?

Including the unique perspectives of women in senior management has many benefits:

- Enhanced decision-making across the athletics program.
- Increased visibility of female role models in athletics leadership.
- Diverse point of contact for student-athletes and staff to bring concerns.
- Affirmation for involvement and contribution of women in intercollegiate athletics.
- Training opportunities for women to advance to more senior roles, ultimately creating leadership demographics more consistent with the student-athlete population.

Are You Maximizing the SWA’s Impact?

Open communication is critical to clarify expectations and optimize the SWA’s role. Athletics directors, SWAs, and conference office personnel should discuss maximizing the SWA’s impact with each other, and include presidents/chancellors or athletics direct reports as appropriate.

A document that will help you start the conversation and define success in your efforts — “Are You Maximizing the SWA’s Impact?” — can be found here.
Key Findings from the Study to Optimize the Role of the SWA

The senior woman administrator is defined as the highest-ranking female involved in the management of an institution's intercollegiate athletics program. The findings below are based on a survey completed by 61 percent of NCAA SWAs, 42 percent of athletics directors, 67 percent of conference commissioners and 64 percent of DI and DII conference SWAs.

**Impact on Decision-Making**

- The SWA designation has encouraged meaningful involvement of female administrators in the decision-making process in intercollegiate athletics, but a perception gap exists.

![Graph showing agreement that SWAs are actively engaged in key decision-making at the institutional level](image)

- Meaningful involvement varies by division.
- Seventy-five percent of SWAs report being actively engaged in the hiring process for senior-level positions, but only 46 percent are involved in major financial decisions.
- Sixty-six percent of SWAs have sport oversight responsibilities, but only 13 percent oversee football or men's basketball.

**Impact on Representation**

- The SWA designation has enhanced representation of female experience and perspective at the institutional, conference and national levels.
- Yet, women remain under-represented in the most visible positions (AD, head coach and NCAA committee member).

![Pie charts showing percentage of women by role](image)

- There is a lack of racial and ethnic diversity in the SWA population; 15 percent of SWAs are women of color.
- Eighty-four percent of SWAs, 56 percent of ADs and 61 percent of commissioners agree that without the SWA designation, some institutions would have no women involved in the management of their athletics program.
- The percent of women serving on NCAA committees went from nearly zero before 1981 to 35 percent in 1985. That figure remains near 35 percent today.
- In 2015-16, 25 percent of DI and more than 70 percent of DII and DIII institutions reported having zero or one female administrator (defined as assistant AD, associate AD or AD).

![Pie charts showing percentage of institutions with 0 to 1 female administrators](image)

* Assistant athletics directors, associate athletics directors and athletic administrators.

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Experience of SWAs

- The experiences of SWAs vary greatly by division.
- While there are perceptual challenges related to the role, most SWAs find the designation to be desirable, and that it helps to advance their career.

**PERCENTAGE OF SWAs BY POSITION**

<table>
<thead>
<tr>
<th>Administrative</th>
<th>94%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coach</td>
<td>24%</td>
</tr>
</tbody>
</table>

*Some SWAs have dual roles.

**PERCENTAGE OF SWAs BY CAREER ADVANCEMENT**

- 65% of SWAs desire a more senior position
- 74% of SWAs believe the designation of an SWA provides enhanced opportunities for advancement

SWA Common Misperceptions

- The SWA is NOT the senior women’s administrator; it is the senior woman administrator. The purpose of the role is not to oversee women’s sports or to focus only on gender equity compliance.
- The SWA designation is not a position.
- “Senior” refers to the highest-ranking female in the athletics department, and not the longest serving or oldest.
- The SWA designation is not a requirement. The NCAA Constitution defines the term, and does not technically require an institution to have an SWA.

Opportunities to Optimize the SWA Designation

A subcommittee of the Committee on Women’s Athletics is currently creating action plans for these opportunities and will be engaging other NCAA membership committees in these efforts.

1. Clarify the purpose of the designation.
2. Communicate the purpose of the designation.
3. Measure the experiences of women holding the designation.
4. Address low representation of ethnic minority women within the SWA population.
5. Acknowledge and accommodate divisional differences.
6. Offer professional development programming to train SWAs.

Role Clarity

- There is a significant lack of understanding of the SWA role by the women who hold it, as well as all other key constituent groups in intercollegiate athletics.
- Ninety-two percent of ADs report understanding the SWA designation while 45 percent of SWAs report having an AD who understands the SWA role on campus.
- Few SWAs receive training specific to the role.

**PERCENTAGE OF SWAs UNDERSTANDING OF ROLE**

- Understand their role on campus: 50%
- Understand their role at the conference: 41%
- Understand their role at national level: 27%
**Monthly Update.** A good resource to keep up with Division III news. Recommended that you read the subject titles and forward to all coaches.

- Will be directly emailed on the first of every month (except January).
- Also located on [www.ncaa.org](http://www.ncaa.org) in the Division III mega-nav drop-down menu.

**Single Source Sign-on (SSO).** If you have never logged in, go to [NCAA.org](http://www.ncaa.org) and click on My Apps (top right corner) to log in. If you forgot your password, type in your email address and click Forgot Password. If an error appears, email ncaatechnology@ncaa.org to gain access.

**If you need to change your password.** Click on My Profile and submit a new password. You control your password so make it something you can remember.

**Adding a user to Single Source Sign-on** (e.g. an athletics administrator, coach, etc.).

- Log into SSO.
- Click on the Users tab.
- Click on the Show User from drop-down list to pick your institution.
- Click on Create New User and fill in all the boxes, except the notes. Determine if you want this user to have administrator access or not.
- Make sure you check the box, so they get notified that they are a new user.
- Click Create User. It will appear immediately on your SSO home screen.

**Recommended SSO Apps for every AD.** NCAA staff strongly recommends the following applications be added to your SSO: LSDBi, RSRO, Self-Study Guide (known as ISSG), NCAA Directory, Sport Sponsorship and Demographic Form, Program Hub, Compliance Forms, Compliance Assistant, and DIII Financial Aid Management System (to assist your financial aid director with the annual financial aid report).

**How to add an application for a user or yourself.** (e.g., assign Program Hub to your FAR, and DIII University or LSDBi for all of your coaches).

- Log into SSO.
- Click the Users tab and find the person you want to add an application to; click their name.
- Look to the far right of the words “Access To” and in the drop-down box find the program you want to add. Highlight the program.
- Click “Add Application Access”.
- Determine privileges you want to add.
Update athletics department contacts for NCAA mailings. Department staff turnover is sometimes common. Below are ways to make changes so that you and your staff continue to get NCAA updates, memos and resources:

- Go to [www.ncaa.org](http://www.ncaa.org).
- Hover on the Division III mega-nav (top right) and click on NCAA Online Directory.
- Log-in with your single source sign-on information.
- Find your institution.
- Click the Change Request button on the top right and make your updates. Make sure to click Submit at the bottom of the page.
- Changes occur in 72 hours [3 business days].

RSRO. Use this SSO app for interpretative questions, waivers and self-reports.

- Log into SSO.
- Click on RSRO.
- Click on Request or Self-Report tab at the top of the page.
- Select an option – [e.g., Interpretation Request].
- Follow the instructions – [always hit Save and Continue and, on last page, hit Submit Case].
- Along with your email confirmation, remember to print a PDF.
- If no email response from NCAA within five days, reach out to academic and membership affairs (AMA) staff member.
Women Leaders in College Sports is a member-based organization, and our mission is to develop, connect, and advance women working in college athletics and beyond.

JOIN OUR INSPIRED COMMUNITY OF MORE THAN 3,500 WOMEN AND MEN, AND YOU CAN IMMEDIATELY TAKE ADVANTAGE OF OUR MEMBER BENEFITS!

**DEVELOP**

Apply to attend our year-round educational programming, created in partnership with the NCAA, which will position you for growth and development within our industry and beyond:

- Entry-level: Women’s Leadership Symposium
- Mid-level: Institute for Administrative Advancement
- Senior-level: Leadership Enhancement Institute
- Executive-level: Executive Institute

Plus, take advantage of our mentorship program, the Women of Color Initiative, Rising Stars program, and more—all of which provide action-oriented resources to help you develop in your career.

**CONNECT**

Meet fellow women leaders through:

- 15 Member Circles, geared toward specialty groups within athletics
- Member-led Happy Hours, a perfect opportunity to grow your professional community in your region
- Our best-in-class, three-day National Convention, attended every year by more than 900 strong and passionate leaders from across the country!

**ADVANCE**

Browse open positions on our website, and stay on top of open job opportunities at every level through our Job Link email. Executive-level members can join our Executive Candidate List. We’ll send your name directly to search firms and hirers as requested, and you’ll also receive the Executive Insider email with senior leadership jobs.

Plus, so many more benefits for every career level!

JOIN TODAY!

[link]

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CAREER ROAD MAP

No career path is ever the same—nor is it straight or clear. But this Career Road Map will be your guide to take advantage of the benefits you receive as a Women Leaders member—the best leadership education, development, and networking opportunities in the industry.

Entry Level: Get Involved!
For student-athletes, grad students, interns, and entry-level staffers:

- Become a Women Leaders in College Sports member!
- Apply to attend the NCAA/Women Leaders Women’s Leadership Symposium
- Follow @WomenLeadersCS on Facebook, Twitter, and Instagram
- Subscribe to the Women Leaders Podcast
- Join our Rising Stars program
- Update your resume and apply for jobs
- Join a Member Circle to connect with other members
- Engage with our Women of Color Initiative
- Attend a regional Happy Hour
- Find a mentor through our mentorship program
- Attend the Women Leaders National Convention (do this at every phase of your career!)

Mid Level: Be Visibly the Best at Your Current Job
For women working in intercollegiate athletics approximately three to six years:

- Apply to attend the NCAA/Women Leaders Institute for Administrative Advancement
- Apply and serve on a Women Leaders committee
- Host a regional Happy Hour
- Become a mentor through our mentorship program

Senior Level: Raise Your Game and Establish Your “It” Factor
For women working in intercollegiate athletics approximately seven to 10 years:

- Attend the Women Leaders in College Sports Leadership Enhancement Institute
- Identify your areas of expertise, and submit your name to speak at Women Leaders programming
- Serve as a leader of one of our committees or Member Circles
- Apply to serve on an NCAA or other national committee

Executive Level: Your Path to be an Athletic Director or Commissioner
For women working in intercollegiate athletics approximately 10-plus years:

- Attend the Women Leaders in College Sports Executive Institute
- Apply for NCAA Pathways program
- Join our Executive Candidate List, and develop relationships with search firms
- Master the AD areas of competency, including fundraising, facilities, and executive presence

Trailblazer: Leave a Legacy & Lift as You Rise
For women in the top seats of intercollegiate athletics:

- Serve on the Women Leaders Board of Directors and national committees
- Attend Women Leaders NEXT
- Shine your light, share your talent, and be an agent of change
- Give back to the profession—lift as you rise, guiding younger administrators

Questions? Visit womenleadersincollegesports.org or contact Celine Mangan at celine@womenleadersincollegesports.org
<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Description</th>
<th>Deadline</th>
<th>Program Cost or Grant Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>APPLE Conference</td>
<td>The APPLE conference provides a weekend strategic training opportunity to an “athletics prevention team” (student-athletes and administrators) on the APPLE model, a comprehensive design for promoting student-athlete wellness and substance abuse prevention programming and policies in the athletics department.</td>
<td>October</td>
<td>Institutions have to pay a $350 registration fee, and cover team travel. Lodging, meals and materials are covered by the NCAA.</td>
</tr>
<tr>
<td>Contact: Jessica Wagner</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus and Conference DiSC</td>
<td>Leadership Development staff will provide the membership with funding to provide DiSC training to student-athletes, coaches and administrators. If needed, the NCAA will identify a trained facilitator to present</td>
<td>Ongoing</td>
<td>$100,000 distributed on a first-come-first serve basis.</td>
</tr>
<tr>
<td>Contact: DeeDee Merritt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career in Sports Forum</td>
<td>The Career in Sports Forum (CSF) is an annual educational forum hosted by the NCAA that brings together 200 selected student-athletes for four days to learn and explore potential careers in sports, with the primary focus on intercollegiate athletics. CSF is designed to assist student-athletes in charting their career paths, to give them the opportunity to network and to learn from current athletics professionals. CSF is working to dispel myths about careers in athletics, as well as, facilitate the opportunity to learn about industry trends and hot topics from current athletics professionals.</td>
<td>Spring</td>
<td>FREE</td>
</tr>
<tr>
<td>Contact: Patrick Malin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Champion Football Forum</td>
<td>The NCAA Champion Forum is an educational forum where individuals who have been identified as a potential head coaches by administrators in the membership will simulate the intercollegiate interview process from researching the position to their first staff meeting after becoming a head coach. By achieving the following objectives, the forum is providing tailored education to future head coaches at the intercollegiate level. Program Objectives: • Participants will participate in various formats of mock interviews with key decision makers in the institutional hiring process. • Participants will learn a realistic view of the role of and the preparation it takes to become a head football coach in collegiate athletics. Participants will network with head football coaching professionals and directors of athletics from NCAA member institutions.</td>
<td>Participants are selected through their conference offices.</td>
<td>Cost: The NCAA will provide hotel accommodations, flights for those who live further than 300 miles from the program location, meals during the program and meeting materials to all participants.</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Description</td>
<td>Deadline</td>
<td>Program Cost or Grant Amount</td>
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<tr>
<td><strong>CHOICES Grant</strong></td>
<td>The CHOICES Grant, established as a gift to the NCAA from Anheuser-Busch, provides approximately 15 awards annually to selected NCAA institutions from proposals that integrate athletics into effective campus-wide alcohol-education programs. CHOICES projects are designed to work toward the elimination of illegal and excessive alcohol consumption on college campuses.</td>
<td>February</td>
<td>$30,000 for a 3-year project.</td>
</tr>
<tr>
<td><strong>Emerging Leaders Seminar</strong></td>
<td>The Emerging Leaders Seminar (ELS) is an annual professional development event providing effective leadership, educational and transitional programming for more than 200 current graduate assistants and interns from NCAA membership institutions, conference offices and affiliate organizations. This three-day program educates, develops and connects selected participants, and has proved to increase the likelihood for career progression within intercollegiate athletics.</td>
<td>October</td>
<td>Cost: Registration (includes hotel and meals) Participants will be responsible for all transportation related costs.</td>
</tr>
<tr>
<td><strong>Effective Facilitation Workshop</strong></td>
<td>The NCAA engages energetic administrators and coaches, dedicated to student-athlete well-being, with training that enhance facilitation knowledge and ability, as well as develop the confidence and competence to lead large- and small-group discussions and implement activities for today's college athletes. Annually, NCAA leadership development conducts the Effective Facilitation Workshop, an interactive professional development experiences where you receive personalized feedback on your specific leadership style and gain skills in active learning and engaging facilitation. After attending the workshop, you can bring your increased facilitation skill level back to your campus or conference office to create meaningful group discussions with student-athletes, run effective meetings for department staff, and awareness of how and when new skills are obtained.</td>
<td>June 2019</td>
<td>Participants will be responsible for all transportation related costs.</td>
</tr>
<tr>
<td><strong>Ethnic Minority and Women’s Enhancement Postgraduate</strong></td>
<td>The goal of the enhancement scholarships is to increase the pool of and opportunities for qualified minority and female candidates in intercollegiate athletics through postgraduate scholarships. The NCAA awards 13 scholarships to ethnic minorities and 13 scholarships to female college graduates who will be entering their initial year of postgraduate studies. The applicant must be seeking admission or have been accepted into a sports administration or related program that will help the applicant obtain a career in intercollegiate athletics, such as athletics administrator, coach, athletic trainer or other career that provides a direct service to intercollegiate athletics. Each award is valued at $10,000. The NCAA Ethnic Minority and Women's Enhancement Postgraduate Scholarship for Careers in Athletics is not renewable, and the recipient must be a full-time student at all times while receiving the scholarship.</td>
<td>February</td>
<td>$10,000 for each award.</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Description</td>
<td>Deadline</td>
<td>Program Cost or Grant Amount</td>
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</table>
| **Honors Awards**                 | The NCAA Honors Awards are presented annually at the NCAA Convention held in January and are described below.  
  - **Theodore Roosevelt Award.** The highest honor the Association may confer on an individual, this award is presented each year to a distinguished citizen of national reputation and outstanding accomplishment who was a varsity letter-winner in college.  
  - **Today's Top 10 Awards.** The Today's Top 10 Awards provide the Association with the opportunity to honor 10 outstanding senior student-athletes of the preceding calendar year.  
  - **Silver Anniversary Awards.** Recognize up to six distinguished former student-athletes on their 25th anniversary of the end their athletics eligibility.  
  - **Award of Valor.** A special award that is not presented on an annual basis. Selection is based on heroic action occurring in the calendar year preceding the NCAA Honors Celebration.  
  - **Inspiration Award.** A special award that is not presented on an annual basis. Selection is based on inspirational action occurring in the calendar year ended just before the NCAA Honors Celebration. | FREE     |                             |
<p>| <strong>Inclusion Forum</strong>               | Expert panelists and presenters serve as Forum teachers on topics ranging from ground floor Title IX concepts and equity planning to strategies for dealing with the most complex issues impacting women in intercollegiate sports; racial and ethnic minorities; international student-athletes; lesbian, gay, bisexual, transgender and questioning issues; and disability and sport-access topics. The Forum also brings together our affiliate organization leaders and legal advisors. Attendees are engaged by authorities on a broad range of topics and invited to participate in practical-advice exchanges. | January  | $350 (Fee varies by location region) Registration fee covers two–three nights hotel lodging, meals, networking reception and Forum materials. |
| <strong>Jim McKay Graduate Scholarship</strong>| The Jim McKay Scholarship was established as a means of recognizing the immense contributions and legacy of pioneer sports journalism. Under this program, one male and one female student or student-athlete are awarded a $10,000 scholarship in recognition for outstanding academic achievement and potential to make a major contribution in the sports communication industry. McKay scholars will be recognized as having demonstrated a unique aptitude and commitment to the sports communications field and promises to be a future leader in the industry. | January  | $10,000 per scholarship     |</p>
<table>
<thead>
<tr>
<th>Opportunity</th>
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<tbody>
<tr>
<td><strong>Dr. Charles Whitcomb Leadership Institute</strong></td>
<td>The Dr. Charles Whitcomb Leadership Institute assists 20 ethnic minority males and females who are mid-level managers/assistant and associate athletic directors across all three divisions in strategically mapping and planning their careers through the exploration of the intercollegiate athletics community. This unique weeklong workshop providing tailored programming will be conducted on NCAA member institution campuses.</td>
<td>April</td>
<td>Participants must cover travel expenses. The NCAA will provide hotel accommodations and meals during the program and meeting materials to all participants.</td>
</tr>
<tr>
<td><strong>Leadership Academy Workshop</strong></td>
<td>The NCAA Leadership Academy Workshop educates and trains athletics administrators on the ins and outs of developing effective, comprehensive leadership curriculum for student-athletes and department staff. Participants in the workshop learn how to structure activities, facilitate discussions and structure effective sessions. Over two sessions, you will also explore the ideal frame works for a leadership academy, discuss the best practices for implementation, learn evaluation methods, and investigate the best strategies to obtain buy-in from key stakeholders and the campus opportunity.</td>
<td>September</td>
<td>FREE</td>
</tr>
<tr>
<td><strong>NCAA and NFL Coaches Academy</strong></td>
<td>The NCAA and NFL Coaches Academy (Coaches Academy) is a program designed to provide attendees with the opportunity to gain knowledge and insight into the world of coaching. During the three-day academy, the NCAA leadership development staff and the National Football League Player Engagement are able to educate and train selected participants in a variety of areas that encourage effective coaching and improve student-athlete well-being at both the intercollegiate and professional levels. Topical education and conversation during the academy may include: effective communication with campus and community constituents; the importance of building culture focused on the overall success of the student-athletes both on and off the field; budget management of a football program; coaching strategies and philosophies.</td>
<td>November</td>
<td>Cost: The NCAA will provide hotel accommodations, meals during the program and meeting materials to all participants. Participants are responsible for the cost of travel to and from the program and any meals outside ones scheduled.</td>
</tr>
<tr>
<td><strong>AFCA / NCAA 35 Under 35 Coaches Leadership Institute</strong></td>
<td>The AFCA/NCAA 35 Under 35 Coaches Leadership Institute is a professional development and networking opportunity for football coaches held in conjunction with the American Football Coaches Association (AFCA) Convention. Formerly the Future Football Coaches Academy (FFCA), this new one-day event is designed to identify and train the premiere leaders in the game of football and the coaching profession, and will feature interactive lectures on topics that include: ethics, leadership, NCAA rules, financial management, the coach hiring practice and student-athlete safety.</td>
<td>July</td>
<td>The NCAA will provide $1,000 stipends to 20 selected participants representing NCAA member schools. The funds are meant to assist with expenses for attending the AFCA convention.</td>
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<tr>
<td>Opportunity</td>
<td>Description</td>
<td>Deadline</td>
<td>Program Cost or Grant Amount</td>
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<tr>
<td>NCAA Basketball Coaches Academy</td>
<td>The NCAA Basketball Coaches Academy provides current, full-time intercollegiate basketball coaches at NCAA member institutions an opportunity to expand their knowledge and insight into the world of intercollegiate basketball coaching. During the three-day academy, the NCAA will educate and train selected participants in a variety of areas that encourage effective coaching at the intercollegiate level. Topics include, but not limited to: effective communication with campus and community constituents; the importance of building culture focused on the overall success of the student-athletes both on and off the field; budget management of a basketball program; coaching strategies. Participants will gain knowledge from a variety of workshops and interactive-discussion sessions. They will also be able to network with individuals that include the other participants and key leaders within the NCAA and intercollegiate basketball.</td>
<td>TBD</td>
<td>Cost: The NCAA will provide hotel accommodations, meals during the program and meeting materials to all participants. Participants are responsible for the cost of travel to and from the program and any meals outside ones scheduled.</td>
</tr>
<tr>
<td>NCAA Graduate Student Research Grant Program</td>
<td>The NCAA Research Committee invites research proposals within the general topic areas of student-athlete well-being and college athletics participation. Research grants are available for graduate students enrolled at NCAA-member institutions and are intended to support the student while conducting research to be used for a doctoral dissertation, master’s thesis or external publication. Awards for these research grants are set at a maximum of $7,500 for one-year projects. Grantees are required to submit a 750-word summary of findings suitable for publication on the NCAA website and/or the NCAA Champion magazine and are invited to share their results at an NCAA Research Committee meeting.</td>
<td>May</td>
<td>$7,500</td>
</tr>
</tbody>
</table>

**Contact:**
- NCAA Basketball Coaches Academy: Patrick Malin
- NCAA Graduate Student Research Grant Program: Lydia Bell
<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Description</th>
<th>Deadline</th>
<th>Program Cost or Grant Amount</th>
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<tr>
<td>NCAA Chancellors and Presidents Engagement Program</td>
<td>Provides valuable information, resources and information on how to advocate for student-athlete success on the field, in the classroom and for life. First-time and transitioning chancellors and presidents will also be engaged by national office staff during their inaugural year to establish lines of communication and encourage participation in at least one engagement opportunity.</td>
<td>Ongoing</td>
<td></td>
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</table>
|                                                 | Engagement opportunities provide an overview of the NCAA, touch on Association- wide and Division-specific information and educate about current issues facing intercollegiate athletics. Chancellors and presidents are encouraged to utilize these opportunities to better acquaint themselves with the Association. Options include, but are not limited to:  
  • **Visits customized to the chancellor or president’s needs** may be conducted either on campus or the NCAA national office  
  • The national office will host a training session at the annual **NCAA Convention**  
  • The national office will host **customized seminars, training sessions or receptions** at conference meetings or in conjunction with other national programming  
  • **Phone calls** with a peer, presidential mentor or other key contact  
  • **Videoconferences**                                                                                                                                                                                                                                                                                                                                                  |           |                                          |
| NCAA Postgraduate Internship Program            | The NCAA Postgraduate Internship Program is a unique cohort model and professional development focus that provides on-the-job learning experiences annually for 30 college graduates who express an interest in pursuing a career in intercollegiate athletics administration. A year-long program based at the national office in Indianapolis, the NCAA postgraduate internship exposes participants to the inner workings of college sports from the national perspective, one they eventually share as full-time athletics administrators on campuses and conference offices.  
  NCAA postgraduate interns are salaried with benefits and they receive comprehensive training, mentor assignments, networking opportunities throughout the internship.  
  Additionally, postgraduate interns plan and execute professional development site visits – interns have traveled to conference offices, member campuses and affiliate organizations to further their knowledge of the collegiate sports industry and network with industry leaders.  
  The NCAA offers year-long internships in 8 departments within the national office: Academic and Membership Affairs, Administrative Services, Championships and Alliances, Communications, Eligibility Center, Enforcement, Governance, Inclusion and Human Resources,                                                                                                                                                                                                 | September 2020 | $30,000 per intern plus benefits |
<p>| | | | |
|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |           |                                          |</p>
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<th>Program Cost or Grant Amount</th>
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<tbody>
<tr>
<td><strong>NCAA Innovations in Research and Practice Grant Program</strong>&lt;br&gt; <em>Contact: Lydia Bell</em></td>
<td>The NCAA Innovations in Research and Practice Grant Program supports data-driven pilot projects designed to enhance student-athlete psychosocial well-being and mental health. Applicants may request up to $25,000 in funding; a total of $100,000 in funding is available. Research topics may include, but are not limited to, managing transitions (e.g., from recruit to first-year student; transferring between universities; adapting from youth sports to college sports environment; developing independence from parents), identity development, stress management, substance use, bystander intervention, cultivating healthy relationships, career exploration and sport exit strategies. Funded projects must demonstrate potential to result in campus-level programming that can positively impact the well-being of NCAA student-athletes at a range of member institutions.</td>
<td>December</td>
<td>$25,000</td>
</tr>
<tr>
<td><strong>NCAA Postgraduate Scholarship</strong>&lt;br&gt; <em>Contact: Lori Thomas</em></td>
<td>The postgraduate scholarship is awarded to student-athletes who excel academically and athletically and who are in their final year of intercollegiate athletics competition or those who formally competed. The one-time scholarship of $10,000 each are awarded for fall, winter and spring sports. Each sport season there are 21 scholarships available for men and 21 scholarships available for women. The scholarship is non-renewable.</td>
<td>Fall: Jan</td>
<td>Winter: March</td>
</tr>
<tr>
<td><strong>NCAA Regional Rules Seminars</strong>&lt;br&gt; <em>Contacts: <a href="mailto:regionalrules@ncaa.org">regionalrules@ncaa.org</a></em></td>
<td>NCAA's Regional Rules Seminars are a NCAA legislation, athletics compliance and associated issues educational forum. Attendees are athletics administrators, coaches and other campus administrators in the areas of financial aid, registrar and admissions from Divisions I, II and III institutions and conferences. The seminars are designed to benefit participants with different responsibilities, backgrounds, experiences and levels of expertise. The seminars are conducted at two sites annually and the membership is encouraged to participate.</td>
<td>Registration typically opens in early March</td>
<td>Program is free to the membership. Non-members pay a fee of $175 to attend.</td>
</tr>
<tr>
<td><strong>Women Leaders in College Sports</strong>&lt;br&gt; <em>Contact: Louise McCleary</em></td>
<td>The NCAA partners with the Women Leaders in College Sports (WLCS) to provide professional development programming for women coaches and administrators from all three NCAA divisions. The Institutes offer three professional/leadership development programs (the Institute for Administrative Advancement, the Leadership Enhancement Institute and the Executive Institute) with the goal of providing a beneficial experience to every female athletic administrator—no matter where she is in her career.</td>
<td>NCAA Grant/Scholarship covers fee for selected female staff through application process.</td>
<td></td>
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<tr>
<td>Opportunity</td>
<td>Description</td>
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<tr>
<td>Women’s Leadership Symposium</td>
<td>The Women’s Leadership Symposium is designed as an educational experience for professional women new to working in intercollegiate athletics and students aspiring to a career in college athletics. The mission of the program is to further the participants’ leadership skills, expand their professional network and promote the recruitment and retention of women in athletics administration.</td>
<td>February</td>
<td>Registration fee. Participant cost: Travel and lodging.</td>
</tr>
<tr>
<td>Contact: Christina Turner</td>
<td></td>
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</table>
| Pathway Program             | The Pathway Program is designed to elevate those currently in senior-level positions within athletics administration to the next step as a director of athletics. This year-long program is an intensive, experiential learning opportunity for 25 selected participants throughout Division I (15), Division II (5), and Division III (5). Following the year-long program, you as a participant will be able to identify how your values fit into the philosophy and execution of leadership within intercollegiate athletics. Additionally, you will develop knowledge and skill sets in areas such as budgeting, strategic planning and fundraising, and then learn to apply those skills to your current job responsibilities, and eventually utilize the skills during the transition to director of athletics. At Pathway, you are sure to gain first-hand experience with the role of athletics within higher education. Eligibility:  
  • Applicants must currently be a full-time employee at a NCAA membership institution. To be considered, it is preferred that applicants should have a minimum of eight years of combined administrative and/or coaching experience in intercollegiate athletics. Additionally, applicants should be serving in a senior-leadership capacity within their organizational chart at the associate level or above (with consideration given to varying organizational structures).  
  • Eligible applicants will also have experience with staff supervision, as well as experience in at least two of the following areas: sport oversight (revenue sport preferred); development (e.g., associate director of athletics for development, associate director of athletics for annual giving); fiscal and/or budget management (e.g., senior associate director of athletics - chief financial officer, associate director of athletics for business operations, associate director of athletics - finance); coaching (previous or current); senior woman administrator designation; internal operations (e.g., oversight of business, compliance, academics, facilities); and/or external operations (e.g., oversight of marketing/promotions, tickets, media relations, fund-raising).  
  • Preferred candidates for Pathway have been recognized or demonstrate the ability to lead in their current professional role; through an educational association; or through the successful completion of a professional leadership program (e.g. NCAA/WLCS Leadership Enhancement Institute, NACDA, MOAA, etc.).  
  • Applicants should obtain supervisor approval and endorsement, as well as be able to attend all programming throughout the year.                                                                                                                                                                                                                                   | March    | Cost: The NCAA will provide hotel accommodations, flights for those who live further than 300 miles from the program location, meals during the program and meeting materials to all participants.                                                                 |
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<th>Opportunity</th>
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<th>Deadline</th>
<th>Program Cost or Grant Amount</th>
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<tr>
<td>Student-Athlete Leadership Forum</td>
<td>The NCAA Student-Athlete Leadership Forum engages a diverse and dynamic representation of student-athletes, coaches, faculty and administrators. Student-athletes selected to attend Leadership Forum return to campus with invaluable leadership skills, the experience of exploring the relationship between personal values, core beliefs and behavioral styles, and a thorough understanding of the NCAA as a whole, the different divisional perspectives and the valuable role of Student-Athlete Advisory Committees (SAAC). Currently, each Division I and Division II conference office selects student-athletes from among their active member schools and an administrator from the conference office, to represent their conference at the Leadership Forum. For Division III, the Leadership Forum is open to all institutions in an identified region based on a first-come, first-served basis in the eligible region. Each eligible institution can send up to two student-athletes and one administrator. For Division III in Spring 2020, schools in Region 4 are eligible to attend.</td>
<td>Spring</td>
<td>FREE</td>
</tr>
<tr>
<td>Walter Byers Graduate Scholarship</td>
<td>In 1988 the Walter Byers Scholarship was established as a means of recognizing the contributions of the former executive. It is intended that an individual named a Walter Byers Scholar will be recognized as one who has combined the best elements of mind and body to achieve national distinction for his or her achievements, and promises to be a future leader in his or her chosen field of career service. One male and one female student-athlete are annually awarded a scholarship in recognition of outstanding academic achievement and potential for success in postgraduate study.</td>
<td>January</td>
<td>$24,000 per scholarship (potential renewal for 2nd year).</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Description</td>
<td>Deadline</td>
<td>Program Cost or Grant Amount</td>
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| **Women Coaches Academy**       | The Women Coaches Academy provides skills training for coaches at all levels to assist them in being more efficient, productive, resourceful and successful. The skills taught within the academy are not sport specific, they are focused on the professional development part of coaching that includes everything beyond the X' and O's. Coaches can now access excellent training opportunities for their professional development and success.  

**WeCOACHU:** The Alliance of Women Coaches and the NCAA Women Coaches Academy have partnered to host regional training seminars for women coaches called **– WeCoachU.** The response to the programs has been incredible! Hundreds of women coaches have attended, many of them more than once! Clearly, we are fulfilling a need with affordable and local on-going professional development opportunities. We utilize experiential learning formats that ensure coaches can expand their perspectives, learn new skills and gain tools to do a better job immediately. The program includes inspiration, motivation, team building ideas, networking and skills development. Are you interested in being a host school? It’s a great opportunity to show off your people and campus! Let us know @ info@GoCoaches.org  

**The Huddle:**  
The Event of the Year for Women Coaches! Women coaches from all divisions experience 3 days of great skills building, networking, professional development, fun, amazing speakers and inspiration!  
Events include:  
★ The Bigger Picture of Being a Champion Awards  
★ Q&A with Championship Coaches  
★ Learning via general and breakout sessions, assistant & head coach forums, roundtable discussions, networking, mentoring and much more!  
More information, dates and sites at [www.GoCoaches.org](http://www.GoCoaches.org) |
| **Woman of the Year Award**      | The NCAA Woman of the Year Award honors senior female student-athletes who have distinguished themselves throughout their collegiate careers in the areas of academic achievement, athletics excellence, community service, and leadership.  

**Contact:** Amy Wilson  
Females are nominated by their conference. |

| Contact |  |  |  |
|---------|  |  |  |
| Amy Wilson |  |  |  |

Travel  
Lodging and Registration  
Free.
Strategic Initiatives
Conference Grant Program
POLICIES AND PROCEDURES

2018–22 Funding Cycle
(Revised August 2019)

All grant related resources are available at the
Division III Strategic Initiatives Grant Program homepage
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The NCAA Division III Strategic Initiatives Conference Grant Program allocates funds to all NCAA Division III voting conferences and the Association of Division III Independents to encourage collaboration, involvement and accountability among all Division III constituent groups in support of the priorities detailed in the Division III Strategic Plan. The program offers Division III conferences and the Association of Independents the opportunity to advance Division III priorities in ways most meaningful at the local level. Presidential oversight and accountability with the process and budget allocations, consistent with the legislated leadership role of presidents within conference governance, is paramount.

**Goals of the Grant Program:**

1. Make efficient use of national resources to serve local needs and realize Division III strategic priorities.

2. Encourage broad-based strategic initiative participation and collaboration between conference constituents.
**General Overview of Tiers:**

The funding for this grant program consists of three primary tiers and an administrative stipend. A summary of the three primary tiers is provided here, with specific funding usage instructions for each tier provided in a later portion of this policies and procedures guide.

**Tier One – Professional Development, Education and Communication.** Conferences are provided funding to support the attendance of designated constituents at specific professional development events. There is a list of preapproved constituents and events for this tier. This list is not exhaustive and approval can be given for other uses. The focus of Tier One is to support administrative advancement for the following constituent groups or events: student-athlete advisory committee (SAAC), compliance and rules seminar education, faculty athletics representative (FAR) enhancement, senior woman administrator (SWA) enhancement, sports information director (SID) enhancement, athletics direct report (ADR) enhancement, athletic trainers enhancement, ethnic minority/diversity enhancement and conference office travel. Conferences are expected to support most of these constituent groups on an annual basis; exceptions are described in the Tier One policy section of this guide. Conferences may request approval to send designated constituents to events beyond the preapproved list by making such request to the grant administrator at the NCAA national office; and, while Tier One does not cover coaching related events, coaching related professional development may be funded using Tier Three. Tier One policies allow conference offices to spend up to 25 percent of Tier One annual funding within the category of conference office travel.

**Tier Two – Social Responsibility and Integration.** Tier Two operates on a four-year cycle and includes four core values or initiatives:

1. Student-Athlete Well-Being/Community Service;
2. Sportsmanship;
3. Equity and Inclusion; and
4. Identity and Integration Activities (optional).

A conference must demonstrate financial support of each of initiatives one through three in the above list over the course of a four-year period, though this financial support may come from a source other than the Strategic Initiatives Conference Grant Program. In satisfying Tier Two, funds may be used for conference-wide programming or provided directly to institutions. The Identity and Integration Activity is not a required initiative (though that initiative remains a permissible use of Tier Two funds).

**Tier Three – Quality of the Participation Experience.** Tier Three includes a series of optional strategic enhancements (technology, officiating improvement, athletics training/sports medicine and nutrition, promotions and marketing/Division III Identity, championships enhancements and professional development). Conferences also may use Tier Three funds on permissible Tier One or Tier Two initiatives, or any other initiative that can be justified by the Division III Strategic Plan. In addition, coaching related professional development may be funded using Tier Three.
Administrative Stipend ("Tier Four"). Conferences are provided with an administrative stipend to offset the costs of grant program administration including coordination of the annual required third-party review. Conferences may choose to contract out the grant administration or manage the program with existing staff. This administrative stipend is listed under “Tier Four” within the grant reporting system; however, reporting on how the administrative stipend was used is not required. Sample grant administrator duties may be accessed on the Division III Strategic Initiatives Grant Program homepage.
Overall Grant Program Policies and Procedures:

1. This program was formally approved by the governance structure and endorsed by the Division III Commissioner’s Association in 2005 and launched in 2006-07. Grant allocations and policies are reviewed annually by the NCAA Division III Strategic Planning and Finance Committee, which includes representation from the Division III Commissioner’s Association.

2. Currently, conferences are allocated between $45,000 to $90,000 annually based on the number of active conference members.

3. To receive funding, conferences must complete the following annual forms:
   a. **Impact Form Report – due July 15** (following the academic year in which funds were used). The impact form report describes fund use and its impact on the conference (including self-certification), which affirms with the commissioner’s signature that the conference office will submit a third-party external review by October 15 each year. The annual impact form report is completed through the online conference grant program and can be accessed on the [Division III Strategic Initiatives Grant Program homepage](#). The homepage also contains a detailed online grant program users guide.

   b. **Requisition Form – due July 15** (in advance of the academic year in which funds will be provided). The Requisition Form affirms that the conference office will accept funds and use them in an appropriate manner. The form also provides verification from the conference office on the number of member institutions the conference will have in the year of grant funding. The annual requisition form is completed through the online conference grant program and can be accessed on the [Division III Strategic Initiatives Grant Program homepage](#). The homepage also contains a detailed online grant program users guide.

   c. **Third-Party Review Form – due October 15** (following the academic year in which funds were used). The third-party review form provides documentation of a third-party external review of grant fund usage. The current third-party review form may always be accessed on the [Division III Strategic Initiatives Grant Program homepage](#).

4. Conferences should initiate broad-based, conference-wide dialogue to establish the policies governing the distribution of funds and the selection of grant recipients. To acknowledge this broad-based dialogue, upon submission the conference office will be checking a box that indicates that the grant usage has been shared and reviewed by an AD, SWA, FAR and a conference SAAC member. These four individuals also will receive an email copy of the final report and will be given two weeks to express any concerns related to that report to the grant administrator at the NCAA national office. This step is taken to ensure that the conference has used a broad-based and inclusive approach in determining grant usage and distribution of funds.

5. In July and August, the NCAA staff will conduct its standard review of each conference’s impact form submitted to the national office, as well as confirm receipt of the conference’s requisition form. Following the NCAA staff review, the Conference Grant Review
Subcommittee of the Strategic Planning and Finance Committee will conduct a review of the conference impact forms. At this point, the Subcommittee may deem that a Level Two review is necessary. This assessment may be part of the national office’s program to monitor grant funding or may be for cause. If a Level Two assessment is deemed necessary, it would entail the NCAA collecting some of the conference’s receipts and other grant related documents for examination and validation. Issues that may trigger a Level Two (for cause) assessment include:

a. Not submitting the third party external review by the October 15 deadline;

b. Inconsistencies between accounting and narrative sections of the Impact Form;

c. Lack of detail provided in the narrative section of the Impact Form; and

d. Failure to abide by grant program policy with reported spending.

This list is only a sample and not an exhaustive list.

6. Following the Level Two assessment, a report will be presented to the Conference Grant Review Subcommittee to outline any findings and outstanding questions that may have resulted from the assessment.

7. If a conference allocates, or an institution uses, funds in a manner inconsistent with grant program policy, the Strategic Planning and Finance Committee will take one of four actions, depending on the nature of the fund use:

a. Issue a warning to the commissioner, conference athletics director and conference president/chancellor that such fund use shall not be permitted in the future;

b. Deduct the funds that were used in a manner inconsistent with grant program policies from the conference’s next annual grant allocation;

c. Require the conference to reimburse the NCAA in an amount equal to the funds that were used in a manner inconsistent with grant program policies. The conference is responsible for this reimbursement; however, it may require the institution to submit funds to the conference; or

d. Audit fund use and take other steps as deemed necessary by the staff or committee.

8. The deadline for completion of the Impact Form and Requisition Form (including required signatures) is July 15. The online Impact Form may be accessed on the Division III Strategic Initiatives Grant Program homepage. The homepage also contains a detailed online grant program users guide. The deadline for the annual third party review form is October 15 each year.

9. Conferences will be provided a two-day grace period for submitting the online Impact Form before being penalized a late fee of $500 per week. The fine will be removed from the coming year’s administrative portion of the grant.
10. Funds are typically distributed in September each year.

11. If a conference has a question about application of grant program policy or permissible use of funds, those questions may be forwarded to Ali Teopas Spungen (aspungen@ncaa.org), the grant program administrator, who will apply program precedent in granting approval or submit the question to the Division III Commissioner’s Association Conference Grant Subcommittee or to the Division III Strategic Planning and Finance Committee representatives for review.

   a. For every check that is distributed, a receipt or document will be kept in the conference office.
   b. Conference offices will complete and submit a Requisition Form with the annual Impact Form. The Requisition Form affirms that the conference office will accept funds for the coming year and use them in an appropriate manner.
   c. Conferences must submit an annual third-party external review form not later than October 15. Third-party external reviewers will be independent of the conference’s daily operations, accounting and approval processes. Examples of appropriate third-party reviewers are a member institution’s business office (that does not handle conference finances directly); chair of the conference’s presidential oversight body (e.g., institutional president); the conference’s bank; or an outside accounting firm; etc. The current third-party review form may always be accessed on the Division III Strategic Initiatives Grant Program homepage.
   d. Beginning in 2012, additional Tier Four grant funding has been incrementally added to offset the cost of the annual third-party external review.

   a. Provisional members are not taken into account in the determination of the allocation of funds to each conference; however, conferences that have provisional members may choose to share grant resources with those member institutions.
   b. Conferences with members in two conferences will receive allocations for "half-members" (.5). With the adoption of NCAA Division III Proposal No. 2012-2, there shall not be any new conferences entering into such an arrangement, but relationships existing on or before August 1, 2012, will continue to be honored.
   c. The Association of Division III Independents will support its current members; as well as independent institutions that are not members of that Association.
   d. Tier One and Tier Two allocations are based on the number of active member institutions in a conference. Tier Three allocations include an equal-base allocation for all conferences, plus an additional allocation per member institution. All
conferences shall receive an equal allocation to support the administrative expense of managing this program including the annual third party external review.

e. Because Tier Three is the flex tier, those funds may be spent as described in the Tier Three policies, which includes any initiative permissible under Tiers One or Two, since these tiers are based on the Division III Strategic Plan. Use of Tier One and Tier Two funds are limited to the specific parameters described for those tiers.

f. Allocations will vary each year based on fluctuating membership numbers and overall grant program budget adjustments.

13. Unused funds must be returned to the NCAA with two exceptions:

a. Exception One: If the conference has a remaining unused amount of funds amounting to $300 or less within a particular tier, those dollars will not ‘carry over’ for required usage in the following year. In addition, the conference will not be required to provide a plan for future usage of those dollars, nor will the system flag those dollars for an explanation. Any tier with a carryover of $301 or more will continue to require an explanation and plan for future usage. A conference may retain any unused funds totaling $1,000 or less (across all three tiers combined), provided that the conference submits its justification and plans for the future use of the excess funds in the conference’s impact form. This does not require committee approval.

b. Exception Two: A conference may retain unused funds in excess of $1,000 (beyond $301 in any single tier) provided that the conference submits a detailed plan regarding how the excess funds will be used and the Strategic Planning and Finance Committee approves the plan. Any funds beyond $1,000 unspent at the end of the subsequent year will need to be returned to the NCAA.

Conferences may pre-emptively request authorization to pool funds across years of the grant program, as long as the funds are to be allocated within the four-year grant cycle (e.g., 2019-22).
Appropriate Usage of Funds Within Each Tier

Tier One – Professional Development, Education and Communication: Specific Spending Requirements and Preapproved Uses

Tier One funds are meant to support administrative professional development. While coaches are eligible for Tier One funds in some cases, these funds may not be used to support coaching specific events. Coaching specific events may only be funded using Tier Three funds. There is a Tier One infographic available on the Division III Strategic Initiatives Grant Program homepage.

Exception: If prior written notification of nonattendance, by a planned Tier One professional development grant recipient in a required area of Tier One, is provided to the conference grant administrator, the Conference Grant Review Subcommittee will allow a one-year rollover of those unused funds without punitive action. The notification of nonattendance must include a plan for usage of the funds for the subsequent year within the same constituency area.

<table>
<thead>
<tr>
<th>Student-Athlete Advisory Committee (SAAC).</th>
<th>Preapproved uses of SAAC funds include:</th>
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<tbody>
<tr>
<td>Annual spending is required.</td>
<td>1. Conference SAAC meeting and communication expenses (e.g., travel and meals for student-athletes and advisors).</td>
</tr>
<tr>
<td>Conferences shall spend at least $200 per member institution in support of the conference SAAC.</td>
<td>2. Guest speakers for conference SAAC meetings.</td>
</tr>
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<td></td>
<td>3. Conference SAAC t-shirts.</td>
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<td>4. Conference SAAC leadership banquet or retreat.</td>
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<td></td>
<td>5. Expenses related to conference SAAC directed community service projects.</td>
</tr>
<tr>
<td></td>
<td>6. Conference SAAC website creation and maintenance (including blogs and polling devices).</td>
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<tr>
<td></td>
<td>7. Promotions of conference SAAC initiatives (e.g., sportsmanship giveaways, posters, marketing of National Student-Athlete Day).</td>
</tr>
<tr>
<td></td>
<td>8. Conference SAAC logo development.</td>
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<td>9. Increasing committee size.</td>
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<td></td>
<td>10. Conference SAAC Scholar-Athlete of the Month program.</td>
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<td></td>
<td>11. Student or SAAC led initiatives to raise awareness of equity or inclusion issues.</td>
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</table>

NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.
| **Compliance and Rules Seminar Education.** | Preapproved uses of Compliance and Rules Seminar Education funds include: |
| | 1. NCAA Regional Rules Seminars. |
| | 2. Up to $1,500 to support the overall costs of a regional-based Conference Rules Seminar event. (Only permissible in the year which a conference is hosting a Conference Rules Seminar). |
| | 3. Travel expenses for Conference Rules Seminar event attendees. |
| **Annual spending is required.** | Exception: A conference is not required to report any spending under ‘compliance and rules seminar education’ if all three of the following items are true: |
| | a. The conference was one of the conferences hosting a Conference Rules Seminar in the previous academic year; |
| | b. No conference school has hired a new primary compliance administrator; and |
| | c. All the primary compliance administrators within the conference attended the Conference Rules Seminar. |
| **There is no set minimum dollar amount that is required to be spent.** | NOTE: Other uses may be permissible; however, require approval from the conference grant administrator. |

<p>| <strong>Faculty Athletics Representative (FAR)</strong>* | Preapproved uses of FAR funds include: |
| | 1. FARA Annual Meeting. |
| | 2. NCAA Convention. |
| | 4. NCAA Regional Rules Seminar. |
| | 5. General administrative professional development opportunities offered by the affiliate groups of the BCA, MOAA, NACDA, NADIIIAA, Women’s Leaders in College Sports. |
| <strong>Annual spending is required.</strong> | If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event. |
| <strong>There is no set minimum dollar amount that is required to be spent.</strong> | NOTE: Other uses may be permissible; however, require approval from the conference grant administrator. |</p>
<table>
<thead>
<tr>
<th>Campus Senior Woman Administrators (SWA)*</th>
<th>Preapproved uses of SWA funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual spending is required.</td>
<td>1. NCAA Convention.</td>
</tr>
<tr>
<td></td>
<td>2. Women’s Leaders in College Sports Convention.</td>
</tr>
<tr>
<td>There is no set minimum dollar amount that is required to be spent.</td>
<td>4. NCAA Women's Leadership Symposium.</td>
</tr>
<tr>
<td></td>
<td>6. Title IX seminars, generally.</td>
</tr>
<tr>
<td></td>
<td>7. NCAA Regional Rules Seminar.</td>
</tr>
<tr>
<td></td>
<td>8. NACDA</td>
</tr>
</tbody>
</table>

If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.

SWA funds may not be used to fund professional development for a female director of athletics, including attendance at the NCAA Convention.

SWA funds may be used to support attendance at the list of preapproved events for SWAs and individuals aspiring to hold the designation of SWA.

NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.

<table>
<thead>
<tr>
<th>Campus Sports Information Directors (SID)</th>
<th>Preapproved uses of member institution SIDs funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual spending is required.</td>
<td>1. The annual CoSIDA meeting.</td>
</tr>
<tr>
<td>At least $1,000 is required to be spent in this category in support of member institution’s SIDs.</td>
<td>2. The annual ECAC SIDA meeting.</td>
</tr>
</tbody>
</table>

If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.

NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.
| **Athletic Direct Reports**  
| (ADR - Vice Presidents OR Presidents to whom athletics directly reports) |
| **Annual spending is strongly encouraged, but optional.** |
| Preapproved uses of ADR funds include: |
| 1. NCAA Convention. |
| 2. NCAA Inclusion Forum. |
| 3. NCAA Regional Rules Seminar. |
| 4. General administrative professional development opportunities offered by the affiliate groups of the BCA, MOAA, NACDA, NADIIAA, Women’s Leaders in College Sports. |
| Funding for these preapproved uses can be provided for a president if they serve as the ADR. |
| If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event. |
| NOTE: Other uses may be permissible; however, require approval from the conference grant administrator. |

| **Conference Office Staff**  
| (including Commissioners, Assistant Commissioners and conference Sports Information Directors) |
| **Annual spending is required.** |
| No more than 25 percent of the Tier One total amount can be spent within this category. |
| Preapproved uses of Conference Office staff funds include: |
| 1. Attendance at D3CA summer meeting; |
| 2. CoSIDA and/or ECAC SIDA meetings; |
| 3. NCAA Convention; |
| 4. NCAA Regional Rules Seminars; |
| 5. Women’s Leaders in College Sports Convention; |
| 6. NCAA Inclusion Forum; |
| 7. NCAA Women's Leadership Symposium; |
| 8. Women’s Leaders in College Sports Institutes (Administrative Advancement, Leadership Enhancement and Executive); and |
| 9. Title IX seminars, generally. |
| In respect of a previous increase in funding to this initiative, the conference office must use some Tier 1 dollars to provide the conference SID with professional development programming at least every other year. |
| No more than 25 percent of the Tier One total amount, excluding rollover funds from the previous year, can be spent within the Conference Office Staff category. |
Ethnic Minorities

Biennial spending is required (e.g., at a minimum there must be some funding provided within this category every other year)

There is no set minimum dollar amount that is required to be spent.

Preapproved uses of Ethnic Minority funds include:

1. General administrative professional development opportunities offered by the affiliate groups of the BCA, MOAA, NACDA, NADIII/A, Women’s Leaders in College Sports;
2. NCAA Convention;
3. NCAA Inclusion Forum (see exception two below for attendance by non-ethnic minority);
4. NCAA Regional Rules Seminar; and
5. Professional membership dues to specific organizations geared toward ethnic/minority athletic administrators. (In order to receive the funding under this usage, the recipient must show proof of attending or participating in an educational/professional development program with the organization.)

Exception one: If a conference does not have a racial or ethnic minority administrator available to attend one of the preapproved events, they also may send an ethnic minority coach to an event other than a coaching convention or send an ethnic minority student-athlete to the NCAA Convention. In the latter case, the student-athlete must have an interest in pursuing a career in athletics, and the conference must commit to making the Convention a meaningful experience for the student-athlete.

Exception two: If all options for racial or ethnic minority candidates have been exhausted, conferences may provide funding for any administrator to attend an event specifically designed to increase campus or conference diversity or to help campuses or conferences develop strategies to generate diverse candidate pools. An example of such an event would be the NCAA Inclusion Forum.

If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.

NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.
<table>
<thead>
<tr>
<th>Athletic Trainers</th>
<th>Preapproved uses of Athletic Trainers funds include:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual spending is required.</td>
<td>1. NATA Annual Clinical Symposia &amp; AT Expo.</td>
</tr>
<tr>
<td>At least $1,000 is required to be spent in this category in support of member institution athletic trainers.</td>
<td>2. College Athletic Trainers’ Society (CATS) Annual Meeting.</td>
</tr>
<tr>
<td></td>
<td>3. Any expenses Related to Certification-Based Clinics or Training Sessions (e.g., Local, Regional or State Clinics).</td>
</tr>
</tbody>
</table>

If a conference desires to host a professional development event not on this list (i.e., a conference-based event), it may do so on a schedule not to exceed once every three years. In order to permissibly use funding in this manner, an agenda and attendee list must be approved by the NCAA staff grant administrator in advance of such an event.

NOTE: Other uses may be permissible; however, require approval from the conference grant administrator.

*If a conference does not satisfy the requirement to support an FAR and/or SWA’s professional development for two consecutive years, it shall be penalized $500 from its administrative grant. To avoid being subject to this penalty, a conference may opt out of a required category. A conference that opts out of a required category will lose funding for that category, but will not be subject to additional penalty. Forfeited funds will be redistributed to conferences that have historically satisfied all required categories and have unmet needs in Tier One.
Tier Two – Social Responsibility and Integration: Specific Spending Requirements and Preapproved Uses

The conference must support each of the following areas within the four-year grant cycle (2019-22):

1. Student-Athlete Well-Being/Community Service.
2. Equity and Inclusion.
3. Sportsmanship.

Identity and Integration Activities is an optional initiative during the four-year cycle. Tier Two dollars may be used to support Identity and Integration Activities, but that usage is not required.

Conferences may spend the entire Tier Two allotment in one area in a given year, or may divide it between areas. A conference must demonstrate financial support of each of the three required Tier Two areas over a four-year period; though this financial support may come from sources other than the Strategic Planning and Finance Committee.

Preapproved uses of Student-Athlete Well-Being/Community Service funds include the following:

1. Academic banquet and awards.
2. Adversity training.
3. Alcohol abuse prevention programs or speakers.
4. Anger management programs.
5. Career planning seminars for student-athletes*.
6. Community outreach.
7. Division III week activities.
8. Etiquette training*.
11. Hazing education.
12. Healthy relationships/sexual health and abuse education or programming.
13. Concussions education (e.g., Impact Program).
14. Leadership development speakers or materials*.
15. Life planning programming*.
16. Life skills programming*.
17. Media training for student-athletes.
18. Mental discipline/performance psychology training*.
19. Motivational speaker for student-athletes*.
20. Nutritional/diet information (handbook, access to nutritionist).
21. Purchase of AEDs.
22. Rest/recovery education.
23. Safe competition techniques.
24. Special Olympics initiatives (See the Division III Special Olympics partnership website for programming ideas).
25. Sports massage and relaxation techniques.
26. Student-athlete attendance at NCAA Convention.
27. Time management skills training*.
28. Training for student-athlete mentors (SAM program).
29. Treatments by sports psychologist to address issues including stress management, anxiety, burnout and life balance.
30. Sports Wagering Prevention (this is a subtopic of student-athlete well-being). The NCAA’s Sports Wagering webpage offers further information.

   a. Funding for awareness around National Problem-Gambling Awareness week. This can be a campus-wide event with a sport wagering focus. Awareness week is strategically placed in March soon after Super Bowl and before March Madness.

   b. Giveaways for students during National Problem-Gambling Awareness week for participation in organized prevention events.
c. Advertising about Awareness week or other gambling prevention on campus (television scrolls, campus newspaper; local newspaper, mass emails).

d. Posters/postcards to promote prevention events or to disseminate information about gambling (i.e., sports betting/office pools).

e. Campus speaker about gambling.

f. Distribution of problem-gambling brochure to student-athletes and parents.

g. Employ the StepUP program, a pro-social behavior/bystander-intervention program.

h. Annual letters to local media.

i. Gambling websites blocked in computer labs.

j. Conduct a Wellness Assessment Survey.

k. Props for tabling events to attract students (green felt, card shuffler, display board).

l. Funding for a campus task force lead by athletics using the National Center for Responsible Gaming (NCRG) report to help guide policy and prevention (See ncrg.org website for report and recommendations).

*Per NCAA Division III extra benefit regulations, similar programming must be open to the general student-body for these services to be provided to student-athletes (see NCAA Division III Bylaw 16.3.2). Please contact your NCAA academic and membership affairs conference contact if you have interpretive questions regarding the extra benefit regulations.

Impemissible fund use includes the following:

• Televisions or entertainment equipment for locker rooms or other common spaces.

Preapproved uses of Equity and Inclusion funds include the following:

1. Attendance by student-athletes, coaches or administrators at equity or inclusion focused education or professional development events.

2. Campus or community equity or inclusion workshops.

3. Creative presentations to raise awareness of equity or inclusion issues (e.g., plays, spoken word performance, art exhibits or other artistic expressions).

5. Recruitment and retention of ethnic minority student-athletes.

6. Recruitment and retention of women and ethnic minority staff.

7. Events to encourage women and ethnic minorities to pursue careers in athletics (e.g., Winning Careers in Athletics, women’s coaching symposiums, student-athlete attendance at the NCAA Convention).

8. Guest speakers on equity or inclusion topics.

9. Panel discussions on equity or inclusion topics.

10. Service or mentoring activities with a focus on equity or inclusion awareness.

11. Sponsor an internship program for female or ethnic minority junior or senior students with an interest in pursuing a career in athletics. The duties and responsibilities for the internship will vary and the overall goal is to provide administrative duties, including sports information, and professional networking in order to give a quality career experience in college athletics. Since the internship is meant for current students, there would be no coaching responsibilities assigned.

12. Student or SAAC-led initiatives to raise awareness of equity or inclusion issues.

13. Student-Athlete Retreat focusing on equity and inclusion issues.

The Commissioners Association Diversity and Well-Being Subcommittee constructed an inventory of equity and inclusion programs that have enhanced the educational experiences of student-athletes on Division III campuses, and created opportunities for increasing understanding and appreciation for diversity by all campus constituents. That list can be accessed on the Division III Strategic Initiatives Grant Program homepage. The list includes program titles, descriptions and costs, where possible and is updated annually.

Preapproved uses of Sportsmanship funds include the following:

1. All-Conference sportsmanship teams or other conference-based awards.

2. Banners and signage.


5. Division III Week activities.
6. Educational materials, including, but not limited to, mailings to parents and program inserts.
7. Establishment of good sportsmanship student-body pep group or pep rally.
8. Guest speakers.
9. Halftime events.
10. In-game announcements.
11. Newspaper ads promoting sportsmanship.
12. Partnering with SAAC for workshops and seminars.
13. Play with Respect ... Live Respectfully – Program includes five seminars on positive sports behavior, appropriate decision making and core life values for student-athletes, coaches and athletics staff.
15. Promotional items including, but not limited to, awareness bracelets and t-shirts.
16. Sportsmanship day.
17. Sportsmanship summit including supervisor of officials, student-athletes, coaches and directors of athletics.

For additional information, please refer to The NCAA Sportsmanship and Ethical Conduct Committee webpage.

Identity and Integration Activities

The Identity and Integration Activity is no longer a required initiative; however, it remains permissible to use Tier Two funds in this way. Activities and symposiums should emphasize the Division III identity and the integration of intercollegiate athletics in the campus and conference context. Conference Identity and Integration Symposia and Activities are intended to bring key conference constituents together in an effort to discuss ways in which each school (and the conference as a group) might best support the integration concept, consistent with Division III’s unique philosophy, identity and Strategic Positioning Platform. To assist in the planning and conduct of an Identity and Integration symposium, please see the Sample Identity and Integration Symposium and Activity Guide on the Division III Strategic Initiatives Grant Program homepage.
Other permissible identity and integration activities that may include key conference constituents or campus only key constituents include the following:

1. Support of faculty mentor programs designed to promote a better understanding of the student-athlete experience.

2. Campus-based identity/integration discussions: Provide various campus constituencies (e.g., faculty, academic staff, administration) with the opportunity to learn about the role of athletics, the Division III philosophy, how athletics is integrated within the university as a whole and how athletics contributes to the overall mission of the institution and conference.

3. Celebration of Division III Week incorporating various campus departments.

4. Host a faculty forum on intercollegiate athletics.

5. Recognize National Student-Athlete Day, incorporating various campus departments.

6. Collaborate with admissions office to conduct an annual recruiting seminar.

7. Partner with development office and devise a specific fundraising project that would aid both athletics and development.

8. SAAC-led identity and integration presentations to institutional constituents, such as boards of trustees, faculty, and alumni, and facilitate other campus discussions.

9. Student-athlete integration discussions: engage student-athletes in discussions about the Division III philosophy, how athletics is integrated within the university as a whole, and how athletics contributes to the overall mission of the institution.

10. Programs focused on establishing and assisting students in achieving essential learning outcomes through the identification and integration of learning outcomes taught both on and off-the-field.

11. Conferences may use Tier Two funds on promotional materials (including video) supporting the Division III Identity.
Tier Three – Quality of the Participation Experience: Specific Spending Requirements and Preapproved Uses

Tier Three funds may be used on any permissible Tier One or Tier Two initiative or any other initiative justified by the Division III Strategic Plan.

Impermissible Tier Three fund use includes the following and will be denied:

1. Salary or benefits for campus or conference full-time employees.
2. Standard operating expenses beyond technology expenses.
3. Property plant and equipment that cannot be linked directly to enhancing the participation experiences (e.g., replacing standard athletics equipment or facility maintenance).

Preapproved uses of Technology funds include the following:

1. Color printing equipment and supplies.
2. Communication hardware and software.
5. Game film exchange.
6. Internet and cellular service.
7. Wind gauge (automatically feeds wind speeds into track results program).
8. Statistical software packages and updates.
9. Webcasting (web production and equipment).
10. Web enhancements, including a conference scoreboard.

Preapproved uses of Officiating Funds include the following:

1. Assignment software (e.g., Arbiter Sports).
2. Funding pre-season officiating meetings.
3. Hiring officials’ observers, who evaluate, educate and recruit officials.
4. Officials’ enhancement education, including attendance at the annual July National Association of Sports Officials (NASO) Annual Sports Officiating Summit.

5. Officials training (could include subsidizing registration with Arbiter Sports).

6. Officiating crew manuals.

Note: Per the Strategic Planning and Finance Committee, there is an annual requirement to spend a $3,500 minimum for officiating enhancements for 2019-20 and beyond.

Preapproved uses of Athletic Training/Medicine/Nutrition funds include the following:

1. Athletics training equipment.


3. Eating to Win program.

4. Funding for planning team to implement heat protocol (including communication initiatives and educational materials).

5. Health and safety posters.


7. Nutrition lectures.

8. Portable AED units.

9. Professional development session for certified athletic trainers.

10. Renew site licenses for IMPACT Concussion Management software.

11. Session for staff or student-athletes: identify signs or symptoms of depression.

Preapproved uses of Promotions/Marketing/Identity (Division III identity activation) funds include the following:

1. Conference banners.
2. Conference directory.
3. Logo development.
4. Schedule cards.
5. Traveling conference trophies.

Preapproved uses of Championships Enhancement funds include the following:

1. Championship t-shirts for participants.
2. Conference awards (participant, MVP, other).
3. Conference-wide championships program.
4. Employment of a professional timing company for swimming, indoor and outdoor track and field and/or cross country championships.
5. Increased signage.
6. Reimbursing expenses for sportsmanship chaperones.

Preapproved uses of Professional Development, Administration/Coaching Education Enhancement funds include the following:

1. Professional development activities for coaches, other campus athletics staff, conference interns or any of the constituents included in Tier One. Events include the preapproved list from Tier One or other events the conference determines to be effective professional development programming. While Tier One does not cover coaching related events, coaching related professional development may be funded using Tier Three.
2. Conference SAAC leadership retreat.
3. Host a professional development day for entire conference.
4. Host session on professional ethics in coaching.
5. Host speaker on catastrophe management.
6. Attendance at Intercollegiate Athletics Forum.

7. New coach’s seminar (compliance review, general).

8. Support attendance at the NCAA Coaches Academy.
**Administrative Stipend (“Tier Four”)**

Conferences are provided with an administrative stipend to offset the costs of grant program administration including coordination of the third-party review. Conferences may choose to contract out the grant administration or manage the program with existing staff. This administrative stipend is listed under “Tier Four” within the grant reporting system; however, reporting on how the administrative stipend was used is not required. Sample grant administrator duties may be accessed on the [Division III Strategic Initiatives Grant Program homepage](#).
<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Description</th>
<th>Deadline</th>
<th>Program Cost or Grant Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Division III ADR Institute</strong></td>
<td>The purpose of the Athletics Direct Report (ADR) Institute is to engage Division III ADRs in best practices to oversee and manage athletics departments and to improve the relationships between ADRs and their presidents, athletics directors and conference commissioners to enhance effectiveness of the ADR at the campus, conference and national levels. Institute topics may include athletics budgeting; managing athletics personnel; student-athlete well-being; relationship building; conference office engagement; NCAA governance and philosophy; and opportunities for NCAA committee service. The ADR Institute will accept up to 43 participants each year. All Division III ADRs, with at least one year of experience in the ADR role are eligible to attend. Applications are accepted via Program Hub from June 15 to August 31. Participant selections prioritize accommodation of the greatest number of conferences.</td>
<td>Nominations: August 31st</td>
<td>FREE</td>
</tr>
<tr>
<td><strong>Division III Next Steps Program</strong></td>
<td>The Division III Career Next Steps Program supports past Student Immersion participants to attend a four-day intensive professional development program for those committed to seeking a career in athletics (administration or coaching). Selected students are fully funded to experience Division III specific programming prior to the <a href="https://www.ncaaprog.org/uri/">NCAA Career in Sports Forum</a>. Participants will explore potential careers in sports, with the primary focus on college athletics. The program is designed to assist students in charting their career paths, as well as provide an opportunity to network and learn from current athletics professionals. The goal is to build a pipeline of talented ethnic minority candidates, with an interest in Division III coaching and/or administration, in an effort to ultimately diversify the division. The Division III Career Next Steps Program is held in conjunction with the NCAA Career in Sports Forum. Ethnic minority students, who have attended the Division III Student Immersion Program and have a strong interest in a career in Division III athletics (coaching and/or administration) are encouraged to apply. Applications are available, via <a href="https://www.ncaaprog.org/uri/">Program Hub</a>, from February to March. Final selections are announced in late March.</td>
<td>March</td>
<td>FREE</td>
</tr>
</tbody>
</table>

*Contact: Leah Kareti*

*Contact: Louise McCleary*
<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Description</th>
<th>Deadline</th>
<th>Program Cost or Grant Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Division III FAR Fellows Institute</td>
<td>The mission of the Division III FAR Fellows Institute is to provide a professional development opportunity for Division III FARs with the potential to positively impact their campus, conference and the division. Through networking with other Division III FARs, enhancing leadership and communication skills, and learning about key issues in the NCAA and Division III, FARs are both inspired and challenged to enrich the Division III student-athlete intercollegiate athletics experience. The 30-member annual class of Fellows allows for each conference to have a representative two out of three years. Applications are accepted via Program Hub from April 1 to May 31. The annual institute is conducted in October.</td>
<td>Nominations: May 31st</td>
<td>FREE</td>
</tr>
<tr>
<td>Division III FAR Orientation</td>
<td>The purpose of the New FAR Orientation is to enhance the effectiveness and engagement of newly appointed Division III FARs. Programming focuses on understanding the Division III model of athletics, exploring the role of a Division III FAR, and enabling participants to get the most out of the FARA Annual meeting. Also, participants will have the opportunity to build networks of new and experienced FARs, and to establish goals for engagement in the role. Funding for the institute is provided by the Division III budget and covers all attendee expenses. In addition to attending the FARA Annual meeting, Orientation participants will engage in pre-work, facilitated networking and debrief sessions, and a closing workshop. This program is offered in response to the FAR Engagement Working Group’s recommendation to implement a seamless education model to orient new FARs and support them through their tenure in the position. The Orientation will take place in alternating years (2018, 2020, etc.) with the FAR Fellows Leadership Institute (2019, 2021, etc.).</td>
<td>Nominations: August 15-September 30</td>
<td>FREE</td>
</tr>
<tr>
<td>Division III Ethnic Minority and Women’s Internship Grant</td>
<td>This two-year grant is designated for Division III institutions and conference offices to hire 10-month full-time interns. Funding will cover the intern's salary ($23,660) and $3,000 to cover professional development activities. The institution or conference office will be responsible for providing an additional in-kind contribution of at least $3,700 per year.</td>
<td>January</td>
<td>$26,660 per year ($1,300,000 pool)</td>
</tr>
<tr>
<td>Division III Senior Woman Administrator Program</td>
<td>Annually, Division III provides funding for 30 SWAs to attend a division-specific program in conjunction with the annual Women Leaders in College Sports Convention. The program’s goal is to provide professional development and networking opportunities for SWAs, in particular those seeking to become athletics directors and/or conference commissioners. Topics discussed will cover a variety of professional development topics that may include preparing your resume and cover letter for the athletics director search, networking, budgeting, positioning yourself to become an athletics director, the president’s perspective, working with and collaborating with athletics directors, and discussing the SWA’s current role and responsibilities. Applications are available, via Program Hub, in June if the program is being held in conjunction with Women Leaders or in October if held in conjunction with the NCAA Inclusion Forum. Final selections are announced in mid-July or early-December, respectively.</td>
<td>June / October</td>
<td>FREE</td>
</tr>
<tr>
<td>Opportunity</td>
<td>Description</td>
<td>Deadline</td>
<td>Program Cost or Grant Amount</td>
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<tr>
<td><strong>Division III Strategic Alliance Matching Grant Program</strong></td>
<td>The Strategic Alliance Matching Grant provides funding for Division III institutions and conference offices to enhance gender and ethnic diversity through full-time professional positions in athletics administration. Each Division III institution and conference office selected to receive a matching grant will be funded for three years, with diminishing contributions by the NCAA. The NCAA will fund 75 percent of the position during the first year, 50 percent the second year and 25 percent during the third year. All applying institutions and conference offices must show a commitment to continuing the position beyond the three-year NCAA grant at the time of the submitted application.</td>
<td>January</td>
<td>$708,600 pool</td>
</tr>
<tr>
<td><strong>Division III Student Immersion Program</strong></td>
<td>In 2015, at the recommendation of the Division III Diversity and Inclusion Working Group, the Division III governance staff and the NCAA Office of Inclusion partnered on a new program that brought 40 ethnic minority students to the NCAA Convention. The selected students are fully funded to attend the Convention, and they are exposed to Division III, its members and its governance process. In addition to the scheduled Division III programming, grant recipients receive DiSC training, and attend welcome and debrief meetings. The goal is to build a pipeline of talented ethnic minority candidates, with an interest in Division III coaching and/or administration, in an effort to ultimately diversify the division. The Division III Student Immersion Program is held annually in conjunction with the NCAA Convention. Ethnic minority students, preferably juniors and seniors, with a strong interest in a career in Division III athletics (coaching and/or administration) are encouraged to apply. Applications are available, via Program Hub, from mid-August to late September. Final selections are announced in early October.</td>
<td>September</td>
<td>FREE</td>
</tr>
<tr>
<td><strong>Division III Institute for Administrative Advancement</strong></td>
<td>The Division III Institute for Administrative Advancement seeks to provide professional development and networking opportunities for under-represented populations in Division III athletics. Currently, the Division III membership is lagging behind its counterparts from the other divisions in the representation of ethnic minorities and steps such as the incorporation of the Division III Institute for Administrative Advancement are positive ones. Overall, the goal is to prepare participants to excel within their current role and ultimately, advance their position within Division III athletics. This effort is a partnership between the National Collegiate Athletic Association (NCAA) and the Minority Opportunities Athletic Association (MOAA). (Invitation only)</td>
<td>January</td>
<td>FREE</td>
</tr>
<tr>
<td>Opportunity</td>
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<td>Deadline</td>
<td>Program Cost or Grant Amount</td>
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</tr>
<tr>
<td>National Association of Division III Administrators (NADIIIAA) Partnership</td>
<td>A partnership between the NCAA and NADIIIAA supports professional development programming for Division III athletics administrators. The partnership includes grants and programming to support the NADIIIAA Summer Forum in conjunction with NACDA Convention. Division III athletics administrators that are members of the NADIIIAA may apply for grants to support travel and lodging expenses.</td>
<td></td>
<td>$75,000 pool</td>
</tr>
<tr>
<td>Female Administrator Enhancement Grant</td>
<td>This grant in the form of a scholarship enhances the role of the Senior Woman Administrator (SWA) in Division III to support professional development. A partnership between the NCAA and Women Leaders in College Sports (WLCS) provides Division III women the opportunity to attend the annual NCAA/WLCS Institute for Administrative Advancement, a week-long professional development experience to enhance their knowledge and understanding of intercollegiate athletics. Funding will cover tuition, lodging, meals and a portion of travel. The application process is administered by WLCS including a request for consideration of a Division III scholarship.</td>
<td></td>
<td>$30,000 pool</td>
</tr>
<tr>
<td>Conference Grant Program (Strategic Initiatives Grant)</td>
<td>NCAA Division III will allocate $3.1 million pool directly to conferences and Association of Division III Independents to administer educational programs and services that best meet local needs in support of the Division III strategic plan. The grant is intended to encourage collaboration and involvement of all Division III constituent groups (presidents, athletics directors, senior woman administrators, faculty athletics representatives, and student-athletes) in planning, decision-making and accountability of programming at the local level to achieve the goals established in the strategic plan and the grant program. Consistent with the legislated leadership role of presidents and chancellors within conference governance, presidential oversight and accountability with the process and budget allocations, is paramount. The program is designed to promote enhancements within three key areas of focus: Tier One - Professional Development/Education/Communication. Tier Two - Social Responsibility and Integration. Tier Three - Quality of the Participation Experience.</td>
<td>Requisition Forms: July 15&lt;sup&gt;th&lt;/sup&gt;</td>
<td>$3.1 million pool ($39,000 - $90,000 per conference and Association of Division III Independents).</td>
</tr>
</tbody>
</table>
DIVISION III AMATEURISM CHECKLIST
FOR PROSPECTIVE STUDENT-ATHLETES

This document is designed to assist NCAA Division III schools in certifying the amateur status of prospective student-athletes. However, it is not a substitute for the specific legislation in the NCAA Division III Manual.

Note: For international student-athletes, go to the Division III Compliance webpage and click on Division III Compliance Forms to access the General Amateurism Form for International Student-Athletes — NCAA Division III.

Prospective Student-Athlete's Name: ____________________________ Sport(s): ____________________________

High School Graduation Date: __________ Date of Initial, Full-time Enrollment at Any Collegiate Institution: __________

Date of Most Recent Amateur Status Certification (if applicable): __________

Prospective Student-Athletes — Amateurism Status (Bylaw 12.1.3)

BEFORE initial, full-time enrollment at any collegiate institution, an individual loses amateur status and is not eligible for participation in a particular sport if the individual engages in any of the following activities (Bylaw 12.1.3.2):

Checking YES to any of the following activities means the individual may have jeopardized his or her amateur status, and the individual should contact the institution's athletics compliance administrator.

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>BYLAW 12.1.3.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td></td>
<td>Use of Athletics Skill for Pay (e.g., receives payment for endorsing a commercial product).</td>
</tr>
<tr>
<td>b.</td>
<td></td>
<td>Accepts a Promise of Pay for Athletics Participation.</td>
</tr>
<tr>
<td>c.</td>
<td></td>
<td>Expenses above Actual and Necessary from a Professional Team.</td>
</tr>
<tr>
<td>d.</td>
<td></td>
<td>Agreement with an Agent.</td>
</tr>
<tr>
<td>e.</td>
<td></td>
<td>Expenses or Awards Not Permitted by Amateurism Rules Governing Events.</td>
</tr>
<tr>
<td>f.</td>
<td></td>
<td>Expenses above Actual and Necessary from Outside Amateur Sports Team or Organization.</td>
</tr>
<tr>
<td>g.</td>
<td></td>
<td>Expenses for Competition from a Sponsor — other than an individual on whom the athlete is naturally or legally dependent.</td>
</tr>
<tr>
<td>h.</td>
<td></td>
<td>Other Activities. Receives any expenses, awards and benefits not listed as permissible in Bylaw 12.1.3.1 (see below).</td>
</tr>
</tbody>
</table>

Per Bylaw 12.1.3.1, before initial, full-time enrollment, an individual may accept any expenses, awards and benefits listed below:

a. Prize Money Based on Place Finish.
b. Actual and Necessary Expenses from a Professional Team.
c. Contract for Professional Athletics.
d. Competition on a Professional Team.
e. Living Expenses from Established Relationship.
f. Actual and Necessary Expenses from Outside Amateur Team or Organization.
g. Expenses from Nonprofessional Sponsor of Event.
h. Actual and Necessary Expenses for Parents and Legal Guardians.
i. Prize for Institutional Promotion.
j. NCAA Eligibility Center Fee.
k. Expenses for Age 15 and Younger Camp or Academy Sponsored by a Professional Sports Organization.
l. Equipment and Apparel Items.
m. Life Skills Mentoring Program.
n. Benefits for Elite-Level Participation.
o. Permissible Insurance Against Disabling Injury or Illness.
q. Fee-for-Lessons.
DIVISION III AMATEURISM CHECKLIST FOR CONTINUING STUDENT-ATHLETES

This document is designed to assist NCAA Division III schools in certifying the amateur status of continuing student-athletes. However, it is not a substitute for the specific legislation in the NCAA Division III Manual.

Note: For international student-athletes, go to the Division III Compliance webpage and click on Division III Compliance Forms to access the General Amateurism Form for International Student-Athletes — NCAA Division III.

Continuing Student-Athlete's Name: _______ Sport(s): _______

High School Graduation Date: _______ Date of Initial, Full-time Enrollment at Any Collegiate Institution: _______

Date of Most Recent Amateur Status Certification (if applicable): _______

Continuing Student-Athletes – Amateurism Status (Bylaw 12.1.5)

AFTER initial, full-time collegiate enrollment, an individual loses amateur status and is not eligible for participation in a particular sport if the individual engages in any of the following activities (Bylaw 12.1.5.2):

Checking YES to any of the following activities means the individual may have jeopardized his or her amateur status, and the individual should contact the institution’s athletics compliance administrator.

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BYLAW 12.1.5.2</td>
</tr>
<tr>
<td></td>
<td>a. Use of Athletics Skill for Pay (e.g., receives payment for endorsing a commercial product).</td>
</tr>
<tr>
<td></td>
<td>b. Accepts a Promise of Pay for Athletics Participation.</td>
</tr>
<tr>
<td></td>
<td>c. Signs a Contract.</td>
</tr>
<tr>
<td></td>
<td>d. Receipt of Any Funds from a Professional Team.</td>
</tr>
<tr>
<td></td>
<td>e. Competes on a Professional Team.</td>
</tr>
<tr>
<td></td>
<td>f. Enters into a Professional Draft More than Once.</td>
</tr>
<tr>
<td></td>
<td>g. Agreement with an Agent.</td>
</tr>
<tr>
<td></td>
<td>h. Receipt of Cash Award for Participation.</td>
</tr>
<tr>
<td></td>
<td>i. Expenses or Awards Not Permitted by Amateurism Rules Governing Events.</td>
</tr>
<tr>
<td></td>
<td>j. Expenses above Actual and Necessary from Outside Amateur Sports Team or Organization.</td>
</tr>
<tr>
<td></td>
<td>k. Expenses for Competition from Sponsor — other than an individual on whom the athlete is naturally or legally dependent.</td>
</tr>
<tr>
<td></td>
<td>l. Payment Based on Place Finish — Team Sports. Receives any payment, including actual and necessary expenses.</td>
</tr>
<tr>
<td></td>
<td>m. Payment Based on Place Finish — Individual Sports — During the Playing Season or During the Academic Year. Receives any payment, including actual and necessary expenses.</td>
</tr>
<tr>
<td></td>
<td>n. Payment Based on Place Finish — Individual Sports — Outside the Playing Season During the Institution’s Official Summer Vacation Period. Receives any payment other than actual and necessary expenses from the sponsor of an open athletics event.</td>
</tr>
<tr>
<td></td>
<td>o. Other Activities. Receives any expenses, awards and benefits not listed as permissible in Bylaw 12.1.5.1 (see below).</td>
</tr>
</tbody>
</table>

Per Bylaw 12.1.5.1, after initial, full-time enrollment, an individual may accept any expenses, awards and benefits listed below:

a. Actual and Necessary Expenses from Outside Amateur Team or Organization.
b. Prize Money — Individual Sports — Outside the Playing Season During the Institution’s Official Summer Vacation Period.
c. Expenses from Nonprofessional Sponsor of Event.
d. Actual and Necessary Expenses for Parents or Legal Guardians.
e. Prize for Institutional Promotion.
f. Participation in Institutional, Charitable or Educational Promotions or Fundraising Activities Involving the Athletics Ability of Student-Athletes.
g. Benefits for Elite-Level Participation.
h. Permissible Insurance against Disabling Injury or Illness.
i. Camp Employment.
j. Fee-for-Lessons.
<table>
<thead>
<tr>
<th>Event/Activity</th>
<th>Can it Occur on Campus?</th>
<th>Can Coaches Work the Event?</th>
<th>Can Coaches Attend the Event?</th>
<th>Bylaw Connections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combine Type Activities (Agility, flexibility, speed or strength tests, skills tests)</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes 1</td>
<td>13.11.3.2</td>
</tr>
<tr>
<td>Competition-Only Team Events</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes 2</td>
<td>13.11.3.1</td>
</tr>
<tr>
<td>Privately Owned Camp</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>13.11.3.2</td>
</tr>
<tr>
<td>Recruiting Service Sponsored/Conducted Camp 3</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>13.11.3.2 (d)</td>
</tr>
<tr>
<td>Traditional Tryout Events</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>13.11.2.1</td>
</tr>
</tbody>
</table>

Applicable bylaws are noted in the chart, but the following materials are also helpful: March 21, 2019 Official Interpretation, January 23, 2017 Educational Column & Proposal 2017-7.

Additional bylaws pertaining to events involving PSAs are:
- Competition Against PSAs (13.11.2.2);
- Private Lessons (13.11.3.3); and
- Sports Club Teams (13.11.3.4).

1 Provided the event is open to the general public (limited only by age, number, gender and grade level) and does not give free or reduced admission privileges to any prospect-aged individual. An institution may offer an event and provide free admission to prospective student-athletes provided the event is free to all participants.

2 Recruiting contact may not be made with a PSA before they have been released for that day by the appropriate authority. Coaches may have on-campus contact with a PSA prior to a competition-only event, provided they are not scheduled to compete on that day on the institution’s campus.

3 To determine whether a camp operator constitutes a recruiting service for purposes of staff employment, it is NOT sufficient to ask whether the operator considers itself a recruiting service. A recruiting service is defined in Bylaw 13.02.12 (Recruiting or Scouting Service). If the camp operator provides any of the services set forth in Bylaw 13.02.12, then it is considered a recruiting service for purposes of Division III NCAA legislation.
COMMUNICATION, CONTACTS AND EVALUATIONS

CONTACTS (Bylaw 13.1)
- Off-campus contacts are not permitted until a PSA has completed his or her sophomore year of high school.
- No number limit on off-campus contacts.
- Contact (including telephone calls if at the event or aware of the competition) may not be made with a PSA before any athletics competition in which the PSA is a participant until the PSA has been released by the appropriate institutional authorities. Exception: An athletics staff member may have on-campus contact prior to competition with a PSA, provided the PSA is not scheduled to compete on that day on the institution’s campus.
- Contact may occur with relatives, guardian(s) or individual of comparable relationship of a contactable PSA at the site of a PSA’s practice or competition (including during the competition).

EVALUATIONS (Bylaw 13.1)
- There are no restrictions on the number or timing on evaluations of a PSA participating in practice or competition.

PERMISSION TO CONTACT (Bylaw 13.1.1.2)
- Athletics recruitment of any type of an NCAA or NAIA four-year college student-athlete is not permitted without first obtaining written permission from the student’s current institution, regardless of who makes the initial contact.
- A student-athlete transferring from a Division III institution to another Division III institution can sign the self-release form for proper permission.
- Permission to contact is not required for a two-year college prospect.

RECRUITING MATERIALS (Bylaw 13.4)
- There are no restrictions on the timing of providing recruiting materials or letters to PSAs.
- Institutions are permitted to provide any official academic, admissions, athletics and student-services publications or electronic media published or produced by the institution and other information of a general nature that is available to all students.

CELEBRATORY SIGNING FORM (Bylaw 13.9)
- Institutions may use a standard, nonbinding athletes celebratory signing form after a PSA has been accepted for enrollment. The standard form shall be made available by the NCAA national office. The form is located on the Legislative Services Database (LSDBi).
<table>
<thead>
<tr>
<th>CAMPUS VISITS</th>
<th>Official visits</th>
<th>Unofficial visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Visits Permitted</td>
<td>One financed visit per institution.</td>
<td>Unlimited.</td>
</tr>
<tr>
<td>First Opportunity to Visit</td>
<td>January 1 of the prospective student-athlete’s (PSA) junior year in high school.</td>
<td>Any time.</td>
</tr>
<tr>
<td>Permissible Length of Visit</td>
<td>Shall not exceed 48 hours. The 48-hour period begins at the time the PSA arrives on campus.</td>
<td>No time limitations.</td>
</tr>
<tr>
<td>Meals</td>
<td>Three on-campus meals per day for the PSA and individuals accompanying the PSA. Dessert or after-meal snack also is permitted. May provide meals while in transit to and from visit.</td>
<td>One on-campus meal for the PSA only.</td>
</tr>
<tr>
<td>Lodging</td>
<td>Campus or within 30-mile radius of campus and comparable to student life. May include other guests if no additional cost. May provide a separate room for parents/guardians. May provide lodging while in transit to and from visit.</td>
<td>None, unless lodging is generally available to all visiting prospective students.</td>
</tr>
<tr>
<td>Entertainment</td>
<td>Maximum of $40 each day (no cash to the PSA) within a 30-mile radius of campus. $40 must cover PSA, the PSA’s parents, guardian(s), spouse or individual of comparable relationship and student host.</td>
<td>None.</td>
</tr>
<tr>
<td>Complimentary Admissions to Home Athletics Event</td>
<td>Admission for the PSA and any individual accompanying the PSA (no limit on the number of tickets). No special seating.</td>
<td>Admission for the PSA and any individual accompanying the PSA (no limit on the number of tickets). May not reserve additional game tickets. May not arrange special parking. No special seating.</td>
</tr>
<tr>
<td>Transportation</td>
<td>Round-trip (e.g., airfare, mileage) cost for the PSA only (including other individuals traveling in same automobile). The PSA may receive special on-campus parking. Transportation to view home practice and competition sites in the PSA’s sport or other home institutional facilities.</td>
<td>Transportation to view home practice and competition sites in the PSA’s sport or other home institutional facilities.</td>
</tr>
</tbody>
</table>

See Bylaws 13.5, 13.6 and 13.7 for more information.
Contacting NCAA Academic and Membership Affairs Staff

DIVISION III INTERPRETIVE AND WAIVER REQUESTS

Requests/Self-Reports Online (RSRO)
Member institutions and conferences should use RSRO for interpretive and waiver assistance from the NCAA Academic and Membership Affairs (AMA) staff.

Instructions for Submitting an Interpretation or Waiver Request Through RSRO:

1. Go to the following website: www.NCAA.org.
2. Select “My Apps” in the top right corner.
3. On the My Apps page, log in and click on Requests/Self-Reports Online*.
4. Click on Request or Self-Report.
5. Select Interpretation Request from the drop-down menu to begin your interpretive request.
   ▶ When completing this section, only select “urgent” if an interpretation is needed within the next two business days.
6. Select Legislative Relief Waiver (or a different type of waiver) from the drop-down menu to begin your waiver request.

If you have questions or have difficulty submitting your interpretation or waiver request, send an email with details of your issue to rsro@ncaa.org. If applicable, please include the case number in your email.

*If RSRO does not appear on the My Apps tab, contact your institutional Single-Source Sign-On administrator (e.g., your athletics director) to discuss whether you should have the application added to your privileges.

NCAA Division III Emergency Phone Line
If an institution or conference has an emergency interpretive or waiver request (e.g., bus leaves this afternoon, PSA plans to depart tonight for an official visit) and does not have sufficient time to submit the request via RSRO, call 317-917-6003 and leave a detailed voicemail (e.g., name, institution, office and/or cellphone number, details of request). The voice mailbox is monitored from 9 a.m. to 5 p.m. Eastern time Monday through Friday. Messages left outside those hours will be returned the next business day.

NCAA Customer Service Center
Current student-athletes, prospective student-athletes, parents and members of the general public who have legislative questions should contact the customer service center. This line is not intended for college coaches or administrators.

CUSTOMER SERVICE HOURS AND LEGISLATIVE LINE:
10 a.m. to 5 p.m. Eastern time, Monday through Friday
U.S. and international callers – 317-917-6008
**NCAA Division III Emergency Phone Line**

The purpose of this service is to process emergency interpretive requests that require a response within the next business day and when an institution or conference does not have sufficient time to submit the request via Requests/Self-Reports Online (RSRO).

**Examples:**
- Competition today or tomorrow.
- Bus leaves this afternoon.
- PSA plans to depart tonight for an official visit.

**How?**
- An institution or conference office should call 317-917-6003 and leave a detailed voicemail.

**How Long?**
- An academic and membership affairs (AMA) staff member will contact the institution or conference office by telephone as soon as possible to resolve the issue. The voice mailbox will be checked from 9 a.m. to 5 p.m. Eastern Monday through Friday.

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**Urgent Interpretive Request via RSRO**

The purpose of the urgent interpretive process is to allow AMA staff to triage interpretive requests that require a response within the next two business days. An institution must include an explanation of the circumstances that require a response within two business days.

**Examples:**
- Competition within the next two business days.
- Scheduled departure within the next two business days.
- Start or end of a term within the next two business days.
- Transfer questions when the start or end of a term is within two business days.

**How?**
- Submit an interpretation request via RSRO and mark the request as requiring “expedited review.”

**How Long?**
- As of September 1, 2014, NCAA staff was issuing decisions on urgent Division III interpretations in an average of .91 days.

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**Interpretive Request via RSRO**

The purpose of the interpretive process is to provide efficient, accurate interpretative support to NCAA institutions and conferences.

**Examples:**
- Competition or departure more than two days from today.
- Transfer questions when the start or end of a term is not within two business days.
- All other requests.

**How?**
- Submit an interpretation request via RSRO.

**How Long?**
- As of September 1, 2014, NCAA staff was issuing decisions on nonurgent Division III interpretations in an average of 1.83 days.
The NCAA academic and membership affairs staff frequently receives questions regarding the correct waiver case type. While staff can change incorrectly submitted case types, the institution still must resubmit the waiver and may be required to submit additional information based on the new case type. This additional step delays the waiver review process and an institution's receipt of a staff decision. This document is meant to serve as a guide for the most common waiver situations.

Which waiver do I need to file?

<table>
<thead>
<tr>
<th>Correct Requests/Self-Reports Online Case Types and Scenarios</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extension of Eligibility Waiver.</td>
</tr>
<tr>
<td>• Student-athlete needs a 10-semester/15-quarter extension.</td>
</tr>
<tr>
<td>Legislative Relief Waiver.</td>
</tr>
<tr>
<td>• Student-athlete is unable to participate due to participation in organized competition prior to initial collegiate enrollment.</td>
</tr>
<tr>
<td>• Student-athlete is unable to use a transfer exception.</td>
</tr>
<tr>
<td>• Student-athlete is unable to participate due to being enrolled less than full-time.</td>
</tr>
<tr>
<td>• Student-athlete is unable to participate as a postbaccalaureate or graduate student.</td>
</tr>
<tr>
<td>• Any other request of relief from the legislation not mentioned.</td>
</tr>
<tr>
<td>*Note: Please review the DIII Management Council Subcommittee for Legislative Relief Information Standards, Guidelines and Directives to see if your assertions for waiver relief require specific documentation and satisfy established waiver criteria for an approval.</td>
</tr>
</tbody>
</table>

| Membership Requirements Waiver.                              |
| • Institution is unable to attend NCAA Convention (annual) or the NCAA Regional Rules Seminar (once in three years) due to unusual circumstances. |
| • Institution or Conference seeks an extension of the deadline for completing the Institutional Self-Study Guide or Conference Self-Study Guide due to extenuating circumstances. |
| • Institution with enrollment of less than 1,000 undergraduate students failed to sponsor at least five men’s and five women’s sports for reasons beyond the institution’s control. |
• Institution with enrollment of more than 1,000 undergraduate students failed to sponsor at least six men’s and six women’s sports for reasons beyond the institution’s control.

• Institution failed to sponsor at least three men’s and three women’s team sports for reasons beyond the institution’s control.

• Institution failed to sponsor at least one sport per gender in each sport season (fall, winter, spring) for reasons beyond the institution’s control.

• Institution is a single-gender institution transitioning to a coeducational institution and seeks a three-year waiver of minimum sports sponsorship requirements for the recently added gender.

• Any other request for relief from the legislation in Bylaw 20.

**Progress-Toward-Degree Waiver.**

• Student-athlete is unable to use a transfer exception because the student-athlete did not meet applicable progress-toward-degree requirements at the previous Division I or II NCAA institution.

**Hardship Waiver**

• Student-athlete would like to regain a season of participation because the student-athlete competed limitedly and suffered an incapacitating injury or illness in the first half of the season.

• Institutions that are members of a conference file this waiver first with the conference office and may appeal the decision to the NCAA staff if the waiver is denied.

• Independent institutions file hardship waivers directly through RSRO to be reviewed by NCAA staff.

**Season of Competition/Participation Waiver.**

• Student-athlete would like to regain a season of participation because the student-athlete competed limitedly while eligible and extenuating circumstances (other than injury or illness to the student-athlete) occurred that prevented the student-athlete from completing the season (e.g., life-threatening injury or illness sustained by immediate family member, extreme financial difficulties, dropped sport).
**Reminder:** Case precedent (from the past three years) for cases submitted through RSRO can be found in RSRO by using the search tab. Case precedent searches conducted in Legislative Services Database for the Internet (LSDBi) will not return any results.

*Note:* NCAA Division III Management Council Subcommittee for Legislative Relief Information Standards, Guidelines and Directives can be found at the following link: [http://www.ncaa.org/compliance/waivers/legislative-relief-waivers](http://www.ncaa.org/compliance/waivers/legislative-relief-waivers)


Which NCAA staff will process the waiver and who should I call if I have questions about a waiver before I submit through RSRO?

<table>
<thead>
<tr>
<th>Case Type(s)</th>
<th>NCAA Staff Responsible for Processing Case Type</th>
<th>Contact Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extension of Eligibility, Hardship and Season of Participation</td>
<td>AMA Student-Athlete Reinstatement (SAR) Team</td>
<td>317-917-6003 Ask to speak to a member of the Student-Athlete Reinstatement team.</td>
</tr>
<tr>
<td>Legislative Relief</td>
<td>AMA Division III Team</td>
<td>317-917-6003</td>
</tr>
<tr>
<td>Membership Requirements</td>
<td>AMA Division III Team</td>
<td>317-917-6003 Ask to speak to a liaison for the Division III Membership Committee.</td>
</tr>
<tr>
<td>Progress-Toward-Degree</td>
<td>AMA Student-Athlete Academic Waiver (SAAW) Team</td>
<td>317-917-6003 Ask to speak to a member of the Student-Athlete Academic Waiver team for the applicable division (I or II).</td>
</tr>
<tr>
<td>For waivers not referenced in the chart above.</td>
<td>AMA Division III Team</td>
<td>317-917-6003</td>
</tr>
</tbody>
</table>
The enforcement staff supports schools and individuals who play by the rules and are committed to integrity. NCAA investigations protect the common interests of schools and the Association’s enduring values. When potential violations are discovered, schools and individuals are obliged to cooperate by disclosing all relevant information to enforcement staff or committee representatives.

**BYLAWS**
NCAA members propose and adopt bylaws.

**INVESTIGATION & PROCESSING**
The enforcement staff investigates alleged violations of those bylaws and presents its findings to the Committee on Infractions (COI).

**OUTCOME & APPEAL**
The COI, made up of qualified individuals from NCAA schools and the public, concludes whether violations occurred and whether penalties are appropriate. The COI decision is reviewed by the Infractions Appeals Committee, also made up of qualified individuals from NCAA schools and the public.

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**COMPLIANCE**
Each NCAA school has an obligation to monitor and control its athletics programs, its representatives and its student-athletes to assure compliance with the Constitution and bylaws of the Association.

**NON-COMPLIANCE**
Each NCAA school has an obligation to report all instances of noncompliance to the Association in a timely manner.

**EXEMPLARY COOPERATION**
Exemplary cooperation by an NCAA school or involved individual may be a mitigating factor when determining any penalties. Exemplary cooperation may include identifying individuals, documents and other information pertinent to the investigation; expending institutional resources to expedite a thorough and fair collection and disclosure of information; or bringing additional violations to the attention of the enforcement staff.

**FAILURE TO COOPERATE**
Failing to cooperate with the NCAA enforcement staff, Committee on Infractions (COI) or Infractions Appeals Committee may result in an independent allegation and be considered an aggravating factor when determining any penalties. Institutional representatives or involved individuals may be asked to appear before a hearing panel of the COI at the time the allegation is considered.
The NCAA membership created the infractions process to ensure fair play and integrity among NCAA schools. Resolving a case of alleged violations includes distinct phases of fact-gathering, review and appeal. The NCAA enforcement staff works with schools and involved individuals – such as schools' employees or student-athletes – to investigate the facts related to alleged violations. The Independent Committee on Infractions (COI), made up of qualified individuals from NCAA schools and the public, reviews the facts to conclude whether violations occurred and whether penalties are appropriate. Schools or involved individuals may appeal the COI decision to the independent Infractions Appeals Committee (IAC), also made up of qualified individuals from NCAA schools and the public.

**INVESTIGATION**
- After learning of possible violations, the enforcement staff conducts research and decides whether to investigate.
- If the facts warrant an inquiry on campus, the enforcement staff issues a notice to the school and investigates. After the inquiry ends, the enforcement staff decides whether to bring formal allegations. If sufficient information exists, the staff issues a "notice of allegations." The school and involved individuals have the opportunity to respond in writing.

**REVIEW**
- The COI reviews evidence provided by the enforcement staff, schools and involved individuals.
- After reviewing information and the positions of all parties, the COI deliberates privately to conclude whether violations occurred and whether penalties are appropriate. The COI prepares and releases a written decision.
- If the parties agree on the facts, the COI can decide the case through an expedited process called summary disposition.

**APPEAL**
- A school or involved individual may appeal violations or penalties to the IAC.
- When an appeal is filed, the IAC hears arguments from the school, involved individuals and the COI. The enforcement staff plays a very limited role in appellate arguments.
- The IAC deliberates privately to decide if the COI decision should be affirmed or reversed. The IAC has the final word on whether a violation occurred and whether penalties are appropriate.

**WHO IS INVOLVED**
- **ENFORCEMENT STAFF**
- **SCHOOLS & INVOLVED INDIVIDUALS**
- **COMMITTEE ON INFRACTIONS**
- **INFRACTIONS APPEALS COMMITTEE**

*CONSISTS OF QUALIFIED INDIVIDUALS FROM NCAA SCHOOLS AND THE PUBLIC*
Across Divisions I, II and III, there are more than 5,800 rules. Obviously, the enforcement staff encounters violations of certain rules more than others. To aid compliance efforts at Division III member colleges and universities, frequently violated rules are noted below. This information highlights areas in which schools have been most likely to encounter violations in recent years. The information may also be used as a resource for schools looking to audit areas of potential noncompliance.

### TOP 5 SECONDARY VIOLATIONS IN DIVISION III

1. **17.1.5** – Out-of-season athletically related activities
2. **14.1.8.1** – Full-time enrollment
3. **16.8.1.2** – Expenses provided during competition while representing the institution
4. **13.02.11** – Electronic transmissions to prospective student-athletes
5. **14.1.3.1** – Failure to complete the Student-Athlete Statement

### TOP 5 MAJOR VIOLATIONS IN DIVISION III

1. **16.02.3** – Extra benefits
2. **15.4.1-(a)** – Consistent financial aid: Athletics considered as a criterion
3. **15.4.1-(c)** – Consistent financial aid: Clearly distinguishable pattern for student-athletes
4. **15.4.5** – Athletics involvement in financial aid packaging
5. **11.1.2.1** – Responsibility of head coach
6. **14.01.2** – Academic status
FINANCIAL AID FROM OUTSIDE SOURCES ANALYSIS

This resource is intended to assist financial aid administrators in reviewing outside aid awards. The NCAA Division III Financial Aid Committee recommends that Division III institutions utilize this document as a first step in ensuring compliance with the financial aid from outside sources legislation (NCAA Division III Bylaw 15.2.3.5), which allows student-athletes to receive financial aid from an outside source that considers athletics provided certain criteria are met. For additional financial aid resources please contact your athletics department or conference office, file an interpretive request in Requests-Self Reports Online (RSRO) or call the Academic and Membership Affairs (AMA) Interpretations Line at 317/917-6003.

Start here and work your way down the page to determine if the outside aid you are examining meets the requirements of Bylaw 15.2.3.5.

• Does the award limit the recipient to attend your institution only?
• Does the donor of the award have a direct connection with your institution?
• Can the award be made on more than one occasion?

If YES to any

Was athletics participation, leadership, ability or performance considered in the determination of the award recipient?

If YES

Receipt of the award would be IMPERMISSIBLE

If NO

Receipt of the award would be PERMISSIBLE

If NO to all

The award is permissible

DIRECT CONNECTION: A direct connection is present when the donor of an outside award is also a representative of athletics interest (NCAA Bylaw 13.02.9) for the institution the recipient plans on attending.

DONOR: The individual or entity funding the outside scholarship.

MULTI-YEAR DISBURSEMENT: It is permissible for outside financial aid (where athletics is considered) to be disbursed over multiple years provided the award is made on one occasion only. (For example, a student-athlete receives a $5,000 scholarship that is renewable each year until he/she graduates. There are no renewal criteria and the student-athlete does not have to do anything to continue to receive the scholarship each year. In total, he/she receives $20,000 from this organization.)
Staying Compliant with NCAA Division III Financial Aid Requirements

This resource is intended to facilitate communication across all campus constituencies (e.g., director of athletics, director of financial aid, development office, admissions office and athletics compliance) with a role in the institution’s financial aid awarding process. The NCAA Division III Financial Aid Committee recommends that Division III institutions engage in these conversations regularly to help ensure compliance with Bylaw 15.

Please have the following resources on hand for all discussions:
- NCAA Division III Manual – Bylaw 15: Financial Aid
- Annual Financial Aid School Profile Report
- Institutional Financial Aid Policies and Procedures
- Institutional Awards Applications and Descriptions
- NCAA Division III Financial Aid Reporting Program Policies and Procedures Worksheet

Guidelines to a Consistent Financial Aid Package:

1. Financial aid cannot be granted based on a student-athlete’s athletics participation. This means institutions should not consider athletics leadership, ability or performance when formulating a financial aid package. [Bylaw 15.4.1-(a)]

Discussion Questions:
- Is the financial award based on the student-athlete’s financial need?
- What criteria are used for awarding non-need based aid?
- Do we have a non-need based award policy?
- Is there an application process for non-need based awards?
- Who makes non-need based award decisions and are athletics personnel involved?
- Are extracurricular activities considered in awarding non-need based aid?
- Are leadership positions considered in non-need based awards?
- When considering extra curricular activities and leadership positions in awarding non-need based aid, may athletics be a component?
- What criteria are included in our award matrix?

2. Financial aid procedures should be the same for all students. Student-athletes and non-athletes should be treated the same. [Bylaw 15.4.1-(b)]

Discussion Questions:
- What methods are used to determine financial need for need-based aid?
- Is there a policy directing the proportion of financial need that will be met by institutional gift aid?
- What are our policies and procedures for awarding non-need based aid and do they differ for any student subpopulation?
- What policies and procedures inform our award matrix?
- How do our policies and procedures remove athletics from consideration in the admissions rating system before a financial aid award?

3. The financial aid packages for student-athletes should resemble similar packages offered to non-athletes. [Bylaw 15.4.1-(c)]

Discussion Questions:
- Do student-athletes appear to receive preferential financial aid packaging?
- Do specific athletics teams appear to benefit from preferential, specific institutional awards or grants?

4. The total award amount given to student-athletes compared to the total award amount given to the overall student population should be proportionate to the number of student-athletes compared to the overall student population. [Bylaw 15.4.1-(d)]

Discussion Questions:
- What is the percentage of student-athletes in the student body and what percentage of total institutional aid do student-athletes receive?
- Is there a difference in proportion in the amount given to student-athletes when compared to the rest of the student population?
- What considerations do we make when awarding institutional aid?

Athletics Staff Involvement:

Athletics staff members are not allowed to have any role in determining institutional aid and are not permitted to modify or arrange financial aid packages. [Bylaw 15.4.5]

Discussion Questions:
- What role do athletics department staff members play in the awarding of financial aid?
- Are athletics staff members on our financial aid committee?
- Do we have members of the athletics staff also employed by the admissions department? If so, do employees of the admissions department play a role in the financial aid award process?

For additional resources:
- Contact your conference office
- File an interpretive request in RSRO
- Call the AMA Interpretations Line at 317/917-6003

NCAA is a trademark of the National Collegiate Athletic Association.
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<thead>
<tr>
<th>Form</th>
<th>Description</th>
<th>Who Signs or Is Responsible</th>
<th>Destination</th>
<th>Due Date</th>
<th>NCAA Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaches Rules Test</td>
<td>All head coaches and athletics administrators with compliance responsibilities must take the rules test annually. Institutions must file a secondary violation for failure to adhere to this annual requirement.</td>
<td>Compliance Director</td>
<td>NCAA national office via the NCAA website</td>
<td>August 1 Updated rules test available. Annual requirement.</td>
<td>Corey Berg <a href="mailto:cberg@ncaa.org">cberg@ncaa.org</a></td>
</tr>
<tr>
<td>Sports Sponsorship and Demographic Report</td>
<td>Institutions must update contact information for administrators and head coaches. They must report information for sports sponsored last year and for the upcoming academic year. Athletics department citizenship and ethnicity information is collected. Information is required for championships eligibility.</td>
<td>Athletics Director</td>
<td>NCAA national office via the NCAA website (My Apps)</td>
<td>August 1 Institutions are not eligible for championships if data is not submitted.</td>
<td>Erin Irick <a href="mailto:eirick@ncaa.org">eirick@ncaa.org</a></td>
</tr>
<tr>
<td>NCAA Directory</td>
<td>Institutions should update directory contact information for administrators and head coaches as personnel changes take place to keep the institution’s page current.</td>
<td>Compliance director</td>
<td>NCAA national office via the NCAA website</td>
<td>As needed</td>
<td>Erin Irick <a href="mailto:eirick@ncaa.org">eirick@ncaa.org</a></td>
</tr>
<tr>
<td>Drug-Testing Consent</td>
<td>Student-athlete must sign form to affirm his or her awareness of the NCAA drug-testing program and agree to allow the NCAA to test in relation to any participation in NCAA championships.</td>
<td>Student-Athletes</td>
<td>Athletics Director’s Office</td>
<td>Before student-athlete’s first outside competition</td>
<td></td>
</tr>
<tr>
<td>Student-Athlete Affirmation of Eligibility</td>
<td>Must be completed for each sport to include the names of the student-athletes who have completed and signed the Student-Athlete Statement and Drug-Testing Consent.</td>
<td>Athletics Director and Head Coaches</td>
<td>Athletics Director’s Office</td>
<td>Before student-athlete’s first outside competition</td>
<td></td>
</tr>
<tr>
<td>General Amateurism and Eligibility Form</td>
<td>Must be completed for each international student-athlete to certify eligibility for practice and competition and assess compliance with NCAA amateurism and eligibility rules.</td>
<td>Student-Athletes, Eligibility-Certification Official and Head Coaches</td>
<td>Athletics Director’s Office</td>
<td>Before student-athlete’s first practice</td>
<td></td>
</tr>
<tr>
<td>Form</td>
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<td>Who Signs or Is Responsible</td>
<td>Destination</td>
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<tr>
<td>HIPAA/Buckley Amendment Consent/Waiver Form</td>
<td>Signing of the authorization/consent shall be voluntary and is not required by the institution for medical treatment, payment for treatment, enrollment in health plan or for any benefits (if applicable) and is not required for the student-athlete to be eligible to practice or compete.</td>
<td>Student-Athletes</td>
<td>Athletics Director’s Office</td>
<td>Before student-athlete’s first outside competition (voluntary)</td>
<td></td>
</tr>
<tr>
<td>Student-Athlete Statement</td>
<td>Student-athlete must sign form to affirm, to the best of his or her knowledge; he or she is eligible to compete in intercollegiate competition.</td>
<td>Student-Athletes</td>
<td>Athletics Director’s Office</td>
<td>Before student-athlete’s first outside competition</td>
<td></td>
</tr>
<tr>
<td>Membership Dues</td>
<td>Institutions and conferences must remit membership dues annually.</td>
<td>Director of athletics, fiscal staff members</td>
<td>NCAA national office</td>
<td>September 1 Cannot vote at NCAA Convention if membership dues have not been paid.</td>
<td></td>
</tr>
<tr>
<td>Attestation of Compliance</td>
<td>In order to enter a team or individual in an NCAA championship or for an individual to serve on an NCAA committee, presidents, chancellors and directors of athletics must attest annual that the obligations to control and monitor athletics programs have been met.</td>
<td>Chancellor/president and director of athletics</td>
<td>NCAA national office (My Apps)</td>
<td>October 15</td>
<td>Learning Management System Help <a href="mailto:lmshelp@ncaa.org">lmshelp@ncaa.org</a></td>
</tr>
</tbody>
</table>

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<tbody>
<tr>
<td>Division III In-Regional Scheduling Waiver Requirement Form</td>
<td>Institutions that are unable to meet the in-regional scheduling requirement in team sports must complete this form on an annual basis to be eligible for championships selection.</td>
<td>Athletics director</td>
<td>Division III Championships Committee</td>
<td>December of the previous year</td>
<td>Liz Suscha <a href="mailto:lsuscha@ncaa.org">lsuscha@ncaa.org</a></td>
</tr>
<tr>
<td><strong>NCAA National Convention Attendance</strong></td>
<td>Annual Association-wide meeting of all NCAA member institutions and conferences to discuss pertinent issues and vote on legislation. A voting delegate from your institution must attend and cast a vote during the Division III Business Session.</td>
<td>Initial contact is sent to the chancellor or president, with a copy to the athletics director.</td>
<td>NCAA national office</td>
<td>Second week of January, annually. Delegates may not vote if membership dues have not been paid.</td>
<td>Corey Berg <a href="mailto:cberg@ncaa.org">cberg@ncaa.org</a></td>
</tr>
<tr>
<td><strong>NCAA Financial Reporting Form (voluntary)</strong></td>
<td>Report on the revenues, expenses, and capital expenditures of the institution’s athletics department.</td>
<td>Initial contact is sent to the chancellor or president, with a copy to the athletics director.</td>
<td>NCAA national office</td>
<td>January 15</td>
<td>Maria DeJulio <a href="mailto:mdejulio@ncaa.org">mdejulio@ncaa.org</a></td>
</tr>
<tr>
<td><strong>Athletics Program Assessment</strong> [For institutions in new member process only]</td>
<td>An athletics department review submitted with an exploratory institution’s application to the first year of the membership process. The assessment is also required to be completed and submitted by active member institutions that are in the first year of probationary status.</td>
<td>Athletics director is responsible for submission; however, the chancellor or president, ADR (if applicable), SWA and FAR must review prior to submission.</td>
<td>NCAA national office</td>
<td>January 15 for exploratory, provisional or reclassifying member applicants. May 15 for institutions that are on probation</td>
<td>Eric Hartung <a href="mailto:ehartung@ncaa.org">ehartung@ncaa.org</a> Tiffany Alford <a href="mailto:talford@ncaa.org">talford@ncaa.org</a></td>
</tr>
</tbody>
</table>
### NCAA DIVISION III ANNUAL LIST OF REQUIRED FORMS AND ACTIONS

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<tr>
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<tbody>
<tr>
<td>Campus Sexual Violence Annual Attestation</td>
<td>The policy reinforces previous efforts of the Association in addressing campus sexual violence and the document represents the Board of Governors’ adoption of such policy. The attestation form requires schools to follow the policy set forth. Schools that do not attest are prohibited from hosting NCAA championships in the next applicable academic year.</td>
<td>Chancellor or president, director of athletics, campus Title IX coordinator</td>
<td>NCAA national office (My Apps)</td>
<td>May 15 (date can change year to year)</td>
<td>Gretchen Miron <a href="mailto:gmiron@ncaa.org">gmiron@ncaa.org</a></td>
</tr>
<tr>
<td>NCAA Regional Rules Seminars</td>
<td>Annual rules compliance seminars. The seminar is offered twice per year in two locations. In select years, members of certain Division III conferences are permitted to use attendance at a Conference Rules Seminar to fulfill the once-in-three-year requirement.</td>
<td>Athletics Director; compliance or other administrators are optional.</td>
<td>NCAA national office</td>
<td>May and June (once in 3 years)</td>
<td>Corey Berg <a href="mailto:cberg@ncaa.org">cberg@ncaa.org</a></td>
</tr>
<tr>
<td>Annual Report Form</td>
<td>Annual report of the provisional or reclassifying institution’s previous year in the membership process. The report should include updates to the institution’s athletics program assessment, if any.</td>
<td>Athletics director is responsible for submission; however, the chancellor or president, ADR (if applicable), SWA and FAR must review prior to submission.</td>
<td>NCAA national office</td>
<td>June 1 of each year of the provisional or reclassifying membership process.</td>
<td>Eric Hartung <a href="mailto:chartung@ncaa.org">chartung@ncaa.org</a></td>
</tr>
<tr>
<td>[For institutions in new member process only]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tiffany Alford <a href="mailto:talford@ncaa.org">talford@ncaa.org</a></td>
</tr>
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</table>
# NCAA Division III Annual List of Required Forms and Actions

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<th>NCAA Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCAA Student-Athlete Graduation Rates</td>
<td>A compilation of student-athlete graduation rates.</td>
<td>Designated Institutional Personnel</td>
<td>NCAA national office (My Apps)</td>
<td>June 1</td>
<td>Maria DeJulio <a href="mailto:mdejulio@ncaa.org">mdejulio@ncaa.org</a></td>
</tr>
<tr>
<td>Institutional Self-Study Guide</td>
<td>Institutional self-assessment to ensure compliance with NCAA Division III member rules and regulations.</td>
<td>Athletics Director is responsible for submission; however, the chancellor or president, ADR (if applicable), SWA, and FAR must review prior to submission.</td>
<td>NCAA national office, via online submission portal (My Apps)</td>
<td>June 1 (once in 5 years)</td>
<td>Corey Berg <a href="mailto:cberg@ncaa.org">cberg@ncaa.org</a></td>
</tr>
<tr>
<td>NCAA Graduation Rates</td>
<td>A compilation of student graduation rates required and calculated by the government.</td>
<td>Designated Institutional Personnel</td>
<td>NCAA national office (My Apps)</td>
<td>June 1</td>
<td>Maria DeJulio <a href="mailto:mdejulio@ncaa.org">mdejulio@ncaa.org</a></td>
</tr>
<tr>
<td>Financial Aid Reporting Program</td>
<td>Institution must submit an annual electronic report that includes data regarding the financial aid packages awarded by the institution to first year and incoming transfer student-athletes and to other incoming students.</td>
<td>Chancellor or President and Financial Aid Administrator</td>
<td>NCAA national office (My Apps)</td>
<td>Between June 1 and September 15</td>
<td>Eric Hartung <a href="mailto:ehartung@ncaa.org">ehartung@ncaa.org</a></td>
</tr>
</tbody>
</table>
Time Management

What Division III student-athletes should expect.

Time management is a key component of any college student’s success. From classes to competition, and everything in between, the student-athlete’s schedule is busy. Know what awaits when you step foot on campus.

**Division III student-athlete’s time each week**
(numbers listed in hours)

- 40.5 (24%) Academics
- 28.5 (17%) Athletics
- 17.5 (10%) Socializing
- 81.5 (49%) Other (e.g., sleep, extracurricular)
- 168 hours

**Did you know?**
Division III student-athletes note their athletics experience did **not** hinder their academic and co-curricular pursuits. In fact, it had a positive effect on their collegiate experience. *(approximate percentages)*

- 25% Study abroad
- 45% Work at least 8.5 hours per week
- 60% Want to attend graduate school
- 67% Involved in an internship/externship

Division III student-athletes report spending one (1) day a week away from campus.

*Median amount; based on 2015 NCAA GOALS study.*

Half of Division III student-athletes said they spend as much or more time on athletics during the offseason as during their competitive season.

*Based on the 2015 NCAA GOALS study.*

**The Division III experience includes:**

- Academics
- Internship/externship
- Work
- Graduate school
- Competition
- Practice
- Strength and conditioning
- Film review
- Injury treatment and prevention
- Team fundraising
- Compliance meetings
- Teamwork
- Time management
- Leadership
Questions to Ask
While you are on a campus visit, consider asking the following questions about time expectations.

► How would the time demands of being on the team impact my academics?

► What does a typical day or week look like when the sport is in season?

► What does typical team travel look like (e.g., duration of trip, missed class time)?

► What accommodations are made on campus before an away contest/trip?

► What are the team's policies on missed practices and what is the institution's policy on missed classes?

► Does being on the team impact pursuing any specific majors?

► How do student-athletes pursue interests outside athletics (e.g., internships, externships, study-abroad experiences, community service, etc.)?

► If I wanted to, would I have time to practice and compete in a second sport?

► What are the additional requirements or expectations of being on the team that I may not be aware of (e.g., team fundraisers, community service, alumni relations, etc.)?

► What resources are available to help with my time management?

► What resources are available to help me succeed academically?

Remember
Division III playing and practice season limits (18 or 19 weeks in length) allow student-athletes to excel academically and athletically, and in co-curricular/leadership activities (e.g., campus organizations, community service).
Staying Compliant with Division III Rules

This resource is intended to facilitate communication between the intercollegiate athletics department and all campus constituencies (e.g., admissions, advancement, financial aid, registrar, etc.) with a role in the institution’s athletics compliance process. Institutions that engage in frequent cross-campus conversations will improve compliance with NCAA Division III legislation.

The graphic below shows the departments that the athletics compliance administrator should meet with throughout the year and suggested educational topics to discuss. Links to most frequently violated rules, the infractions process and resources are also provided. The goal is to educate the campus community and promote NCAA compliance.

### Enforcement trends and processes
- Resources
- Infractions process

### NCAA Division III annual list of required forms and due dates (access here)
- Sport sponsorship and demographic form (August 1)
- Financial aid report — mandatory (September 15)
- NCAA financial reporting form — voluntary (January 15)
- Regional Rules Seminars (May and June — once in three years)
- Institutional Self-Study Guide (June 1 — once in five years)
- NCAA graduation rates (June 1)

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ADVANCEMENT
- Review/educate about:
  - athletics fundraising policies;
  - permissive awards and benefits; and
  - scholarships and donations.

ADMISSIONS
- Review/educate about:
  - advertisements; athletics staff involvement; electronic communications; and prospective student-athlete visits.

REGISTRAR
- Review/educate about:
  - good academic standing;
  - graduation rate reporting;
  - monitoring full-time enrollment; and
  - satisfactory progress requirements.

FINANCIAL AID
- Review/educate about:
  - athletics staff involvement policies; financial aid from outside sources; and institutional scholarships and grants.

OTHER DEPARTMENTS
- Review/educate with the following departments (not exhaustive):
  - academic departments;
  - alumni relations; board of trustees; boosters; chancellor/president; communications; and student activities.

Athletics Compliance
An institution submits a case to the student-athlete reinstatement (SAR) staff when it:

(1) declares a current or prospective student-athlete ineligible due to a violation affecting eligibility; or

(2) determines a specific waiver is needed.

In all cases, the SAR staff and committees subscribe to the students-first philosophy; attempt to place student-athletes back in the position they were prior to a violation occurring while also evaluating culpability; and review the totality of circumstances to render an outcome that considers student-athlete well-being and fairness. Here is an overview of the SAR process.

### SAR CASE TYPES

**Violations affecting student-athlete's eligibility (Bylaws 10-17)**

- Extension of Eligibility Waiver
- Athletics Activity Waiver (Division I)

**Student-athlete unable to use four seasons of competition/participation within five-year/10-semester/15-quarter period of eligibility**

- Extension of Eligibility Waiver
- Athletics Activity Waiver (Division I)

**Student-athlete competes/participates limitedly during a season of competition/participation**

- Hardship Waiver Appeal
- Hardship Waiver (Independent Institutions)
- Season of competition/participation waiver—competition while eligible/ineligible

**Pre-Enrollment Amateurism Certification Process**

### SAR PROCESS

1. **Institution determines waiver is necessary or violation affecting eligibility has occurred.**
2. **Institution submits case with required documentation to SAR staff.**
3. **Case assigned to SAR staff member who collaborates with institution to resolve questions and obtain additional information, if necessary.**
4. **SAR staff reviews case and considers legislation, committee guidelines, policies and procedures, case precedent, asserted mitigation, and other relevant information.**
5. **SAR staff issues decision to institution.**
6. **Institution may accept staff decision, request reconsideration or request appeal.**

*(See appeal section on next page)*

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ncaa.org/compliance/reinstatement/student-athlete-reinstatement

MAY 2019

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Student-Athlete Reinstatement Process continued

**DECISION IS MADE**

- **APPROVE**
  - **ACCEPT THE DECISION**
    - If decision is accepted, institution waives its right to appeal.

- **DENY/APPROVE WITH CONDITIONS**
  - **REQUEST STAFF RECONSIDERATION**
    - Only an option if new information becomes available that was not reasonably available at time of decision.
    - New documents presenting previously considered information will not be accepted for reconsideration.
    - Institution provides SAR staff with rationale why documentation was not previously available.
    - Institution may request reconsideration within 30 calendar days of receiving decision through RSRO.
    - SAR staff reviews new information and issues decision.

- **REQUEST AN APPEAL**
  - Institution provides SAR staff with written rationale for appeal and letter of support from authority outside athletics (e.g., FAR).
  - Institution must request appeal within 30 calendar days of receiving decision through RSRO.
  - SAR staff drafts decision rationale and forwards case file to Committee on Student-Athlete Reinstatement.

- **COMMITTEE RENDERS DECISION, WHICH IS FINAL AND BINDING.**

  - **APPROVE**
  - **DENY/APPROVE WITH CONDITIONS**

Institution may accept decision or request appeal.

**COMMITTEE COMPOSITION**

- **5 MEMBERS**
  - The Divisions I, II and III Committees for Student-Athlete Reinstatement are each comprised of five members from divisional institutions and conferences, and one Student-Athlete Advisory Committee representative.

**DON’T FORGET!**
- Include case-specific signed Buckley statement.
- Include student-athlete’s written statement.
- “Urgent” means pending competition within 10 days.
- Resolve all interpretive issues prior to submission.
- Call SAR staff with questions: 317-917-6222.

**DISCLAIMER:** Please note, this document is intended as a general process overview and is not inclusive of all SAR policies and procedures. Please see ncaa.org/compliance/reinstatement/student-athlete-reinstatement for additional information.
## Division III 2019-20 Budget Overview

### Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-18</td>
<td>$30,219,258</td>
</tr>
<tr>
<td>2018-19</td>
<td>$31,543,658</td>
</tr>
<tr>
<td>2019-20</td>
<td>$32,493,820</td>
</tr>
</tbody>
</table>

Source: 3.78% of NCAA operating revenue allocation.

### Budget Allocation

<table>
<thead>
<tr>
<th>Allocation Category</th>
<th>US$ Million</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019-20 Allocation</td>
<td>75% to championships $26.5 million</td>
</tr>
<tr>
<td></td>
<td>25% to non-championships $8.7 million</td>
</tr>
<tr>
<td></td>
<td>50% of annual overall budget $16.1 million in addition to a $5 million insurance policy</td>
</tr>
</tbody>
</table>

### Championships (28 Division III specific)

<table>
<thead>
<tr>
<th>Event</th>
<th>Men's Budget</th>
<th>Women's Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball</td>
<td>$2,514,092</td>
<td>NA</td>
</tr>
<tr>
<td>Basketball</td>
<td>$1,466,966</td>
<td>$1,313,026</td>
</tr>
<tr>
<td>Cross Country</td>
<td>$614,791</td>
<td>$637,162</td>
</tr>
<tr>
<td>Field Hockey</td>
<td>NA</td>
<td>$515,007</td>
</tr>
<tr>
<td>Football</td>
<td>$2,363,405</td>
<td>NA</td>
</tr>
<tr>
<td>Golf</td>
<td>$647,835</td>
<td>$468,661</td>
</tr>
<tr>
<td>Ice Hockey</td>
<td>$426,293</td>
<td>$321,472</td>
</tr>
<tr>
<td>Lacrosse</td>
<td>$703,701</td>
<td>$820,888</td>
</tr>
<tr>
<td>Rowing</td>
<td>NA</td>
<td>$439,373</td>
</tr>
<tr>
<td>Soccer</td>
<td>$1,341,235</td>
<td>$1,359,961</td>
</tr>
<tr>
<td>Softball</td>
<td>NA</td>
<td>$1,661,268</td>
</tr>
<tr>
<td>Swimming and Diving</td>
<td>$645,508</td>
<td>$713,537</td>
</tr>
<tr>
<td>Tennis</td>
<td>$776,331</td>
<td>$759,270</td>
</tr>
<tr>
<td>Indoor Track and Field</td>
<td>$860,974</td>
<td>$789,892</td>
</tr>
<tr>
<td>Outdoor Track and Field</td>
<td>$946,925</td>
<td>$972,169</td>
</tr>
<tr>
<td>Volleyball</td>
<td>$366,034</td>
<td>$1,185,413</td>
</tr>
<tr>
<td>Wrestling</td>
<td>$463,976</td>
<td>NA</td>
</tr>
</tbody>
</table>

Overall Totals: $14,088,066, $12,057,099

Source: NCAA Financial Statements (excludes overhead)

### Non-Championship Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>2019-20 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Initiative Conference Grants</td>
<td>$3,194,730</td>
</tr>
<tr>
<td>Women and Minority Intern Program</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Strategic Alliance Matching Grant</td>
<td>$708,600</td>
</tr>
<tr>
<td>Student-Athlete Leadership Conference</td>
<td>$365,000</td>
</tr>
<tr>
<td>Division III Identity Program</td>
<td>$300,000</td>
</tr>
<tr>
<td>Division III Diversity Initiatives</td>
<td>$250,000</td>
</tr>
<tr>
<td>Division-wide Sportsmanship Initiatives</td>
<td>$225,000</td>
</tr>
<tr>
<td>360 Proof</td>
<td>$115,000</td>
</tr>
<tr>
<td>Miscellaneous Division III Initiatives</td>
<td>$112,000</td>
</tr>
<tr>
<td>DISC Assessments</td>
<td>$100,000</td>
</tr>
<tr>
<td>LGBTQ Inclusion Program</td>
<td>$100,000</td>
</tr>
<tr>
<td>Coaching Enhancement Grant</td>
<td>$100,000</td>
</tr>
<tr>
<td>ADR Institute</td>
<td>$90,000</td>
</tr>
<tr>
<td>SAAC April Meeting and Associate Member Travel</td>
<td>$80,000</td>
</tr>
<tr>
<td>New AD and Commissioner Orientation</td>
<td>$85,000</td>
</tr>
<tr>
<td>FAR Institute</td>
<td>$85,000</td>
</tr>
<tr>
<td>Membership Learning Management System</td>
<td>$80,670</td>
</tr>
<tr>
<td>NADIII/A Partnership</td>
<td>$75,000</td>
</tr>
<tr>
<td>Annual Convention</td>
<td>$70,000</td>
</tr>
<tr>
<td>CoSIDA Partnership</td>
<td>$44,000</td>
</tr>
<tr>
<td>Division III Event Cancellation Insurance</td>
<td>$41,000</td>
</tr>
<tr>
<td>Special Olympics Partnership</td>
<td>$39,000</td>
</tr>
<tr>
<td>SWA Enhancement Grant Program (WLCS)</td>
<td>$30,000</td>
</tr>
<tr>
<td>Conference Commissioners Meeting</td>
<td>$20,000</td>
</tr>
<tr>
<td>Other Working Groups</td>
<td>$20,000</td>
</tr>
<tr>
<td>CoSIDA D3 Day</td>
<td>$15,000</td>
</tr>
<tr>
<td>NADIII/A and D3CA Meeting</td>
<td>$10,000</td>
</tr>
<tr>
<td>Staff Professional Development</td>
<td>$7,000</td>
</tr>
</tbody>
</table>

Overall Total: $7,834,000

Source: NCAA Financial Statements (excludes overhead)

### Membership Dues

- **446 Total Members**
  - $2,000 annual dues = $892,000

- **44 Division III Voting Conferences**
  - $1,000 annual dues = $44,000

- **24 Division III Nonvoting Conferences**
  - $1,000 annual dues = $24,000

### Value of Membership

With an annual budget of $32.4 million and annual membership dues of $2,000 or less, the estimated annual per-institution value of Division III membership is $72,856.

### Division III Staff Support

- Overall, of 550 NCAA staff members, 38 support Division III directly.
- 14 provide full-time, 100% Division III support. (Does not include administrative assistants.)
DIVISION III 2019-20 FACTS AND FIGURES

MEMBERSHIP
Division III is the NCAA’s largest division (approximately 40% of total membership).

- **446** TOTAL MEMBERS
  - **438** Active
  - **6** Provisional
  - **2** Reclassifying

- **80%** (352) of active Division III institutions are private
- **20%** (86) of institutions are public

Source: 2019-20 Sports Sponsorship and Demographics Forms

ATHLETICS PARTICIPATION
(including emerging sports)
Approximately **38.8%** of NCAA student-athletes compete at Division III institutions.

<table>
<thead>
<tr>
<th></th>
<th>Division III</th>
<th>NCAA Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>113,973 (58.1%)</td>
<td>284,191 (56.2%)</td>
</tr>
<tr>
<td>Women</td>
<td>82,261 (41.9%)</td>
<td>221,042 (43.8%)</td>
</tr>
<tr>
<td>Total</td>
<td>196,234</td>
<td>505,233</td>
</tr>
</tbody>
</table>

Source: 2018-19 Sports Sponsorship and Demographics Forms

STUDENT-ATHLETE COMPOSITION
On average, student-athletes comprise **25%** of the student body at Division III institutions. (This percentage ranges from two to more than 67%.)

- **286** median number of student-athletes at schools that don’t sponsor football
- **542** median number of student-athletes at schools that sponsor football

Source: 2018-19 Sports Sponsorship and Demographics Forms

UNDERGRADUATE ENROLLMENT

<table>
<thead>
<tr>
<th></th>
<th>Lowest</th>
<th>Median</th>
<th>Average</th>
<th>Highest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>313</td>
<td>1,756</td>
<td>2,601</td>
<td>25,347</td>
</tr>
</tbody>
</table>

Source: 2017-18 Integrated Postsecondary Education Data System (IPEDS)

DIVISION III STUDENT-ATHLETES

- Report participating in club sports and intramural sports at greater rates than the student body.
- Report active academic engagement and participation in academic “extras,” such as research with faculty, study abroad opportunities and capstone/senior thesis projects.
- Have a graduation rate approximately 5% higher than the overall student body.
- Report significantly greater gains in time management when compared with the student body.
- Report greater involvement in volunteering.
- Are more likely to report that they see themselves as part of the campus community.
- Have equal opportunity and access as the general student body to financial aid based on merit and need – but are not awarded aid based on athletics leadership, ability, performance or participation.

PRIORITY INITIATIVES

- Clarify the values of Division III athletics.
- Appropriately leverage presidential leadership in the Division III governance structure.
- Ensure the division is effectively managing diversity and inclusion issues.
- Enhance the well-being of prospects, student-athletes and staff.
- Promote the Division III philosophical principle that student-athletes’ academic performance should be consistent with the general student body.
- Enhance formal accountability of the governance structure.
- Maintain fiscal integrity.

Source: 2019-20 NCAA Division III Strategic Plan

DIII-SPONSORED CHAMPIONSHIPS

**MEN CHAMPIONSHIP SPORTS (14)**
- Baseball
- Basketball
- Cross Country
- Football
- Golf
- Ice Hockey
- Lacrosse
- Soccer
- Swimming and Diving
- Tennis
- Indoor Track and Field
- Outdoor Track and Field
- Volleyball
- Wrestling

**WOMEN CHAMPIONSHIP SPORTS (14)**
- Basketball
- Cross Country
- Field Hockey
- Golf
- Ice Hockey
- Lacrosse
- Rowing
- Soccer
- Softball
- Swimming and Diving
- Tennis
- Indoor Track and Field
- Outdoor Track and Field
- Volleyball

**NATIONAL COLLEGIATE CHAMPIONSHIPS (9)**
- Men – Gymnastics, Water Polo
- Women – Beach Volleyball, Bowling, Gymnastics, Water Polo
- Men and Women – Fencing, Rifle, Skiing

MEDIAN TOTAL OPERATING EXPENSES PER INSTITUTION

<table>
<thead>
<tr>
<th>Without Football</th>
<th>With Football</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,300,000</td>
<td>$4,100,000</td>
</tr>
</tbody>
</table>

Source: 2018 NCAA Financial Reporting System

NCAA BUDGET ALLOCATION

$32.4 million
(3.18% of NCAA operating budget)

Source: NCAA Financial Statements

PROPORTION | COMPREHENSIVE LEARNING | PASSION | RESPONSIBILITY | SPORTSMANSHIP | CITIZENSHIP
TALKING POINTS

POSITIONING STATEMENT

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

THE THREE D’S

DISCOVER
Division III student-athletes are encouraged to pursue their interests and passions beyond the classroom and field of play … to discover themselves.

DEVELOP
Division III institutions provide an environment that encourages student-athletes to develop into well-rounded adults. Small class sizes, the ability to participate in more than one sport, and an emphasis on participating in activities outside of the classroom are all hallmarks of the Division III experience.

DEDICATE
Division III institutions expect student-athletes to dedicate themselves to achieving their potential. Student-athletes must manage their busy schedules, keep up with class work and face the same challenges as the rest of the student body.

WHAT DOES DIVISION III ATHLETICS HAVE TO OFFER?

• Division III athletics provides a well-rounded collegiate experience that involves a balance of rigorous academics, competitive athletics, and the opportunity to pursue the multitude of other co-curricular and extra-curricular opportunities offered on Division III campuses.

• Division III playing season and eligibility standards minimize conflicts between athletics and academics, allowing student-athletes to focus on their academic programs and the achievement of a degree.

• Division III offers an intense and competitive athletics environment for student-athletes who play for the love of the game, without the obligation of an athletics scholarship. However, three-quarters of all student-athletes in Division III receive some form of grant or nonathletics scholarship.

• Division III athletics departments place special importance on the impact of athletics on the participants rather than on the spectators. The student-athlete’s experience is of paramount concern.

• Division III athletics departments are dedicated to offering broad-based programs with a high number and wide range of athletics participation opportunities for both men and women.

• Division III places primary emphasis on regional in-season and conference competition, while also offering 37 national championships annually.

• Division III affords student-athletes the opportunity to discover valuable lessons in teamwork, discipline, perseverance and leadership, which in turn make student-athletes better students and responsible citizens.

• Division III features student-athletes who are subject to the same admission standards, academic standards, housing and support services as the general student body. The integration of athletics with the larger institution enables student-athletes to experience all aspects of campus life.
# APPENDIX H • 2019-20 DIVISION III AUTOMATIC QUALIFICATION SPORT CHAMPIONSHIP BERTHS

Tentative allocations pending review of 2019-20 sponsorship.

<table>
<thead>
<tr>
<th>SPORT</th>
<th>BRACKET SIZE</th>
<th>POOL A</th>
<th>POOL B</th>
<th>POOL C</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASEBALL</td>
<td>60</td>
<td>40</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>M BASKETBALL</td>
<td>64</td>
<td>43</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>W BASKETBALL</td>
<td>64</td>
<td>43</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>FIELD HOCKEY</td>
<td>24</td>
<td>17</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>FOOTBALL</td>
<td>32</td>
<td>27</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>#M GOLF</td>
<td>43 teams</td>
<td>32</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>#W GOLF</td>
<td>6 individuals</td>
<td>22</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>M ICE HOCKEY</td>
<td>12</td>
<td>8</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>W ICE HOCKEY</td>
<td>10</td>
<td>7</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>M LACROSSE</td>
<td>36</td>
<td>27</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>W LACROSSE</td>
<td>44</td>
<td>32</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>ROWING</td>
<td>8</td>
<td>4</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>M SOCCER</td>
<td>64</td>
<td>42</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>W SOCCER</td>
<td>64</td>
<td>43</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>SOFTBALL</td>
<td>62</td>
<td>42</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>#M TENNIS</td>
<td>44 teams</td>
<td>34</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>32 singles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>16 doubles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#W TENNIS</td>
<td>49 teams</td>
<td>39</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>32 singles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>16 doubles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M VOLLEYBALL</td>
<td>16</td>
<td>10</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>W VOLLEYBALL</td>
<td>64</td>
<td>43</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td>WRESTLING</td>
<td>180</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**Pool A** – the number of conferences that meet the automatic qualification requirements.

**Pool B** – the number of independent institutions plus the number of institutions from conferences that do not meet the automatic qualification requirements divided by the Pool A access ratio in that sport (total number of institutions in conference with automatic qualification divided by the number of Division III conferences with automatic qualification – for example, 118 eligible institutions divided by 13 AQS = 1:9.07).

To determine Pool B, for example, a sport has 24 institutions that are in conferences which do not receive automatic qualifications and 10 independents, for a total of 34. The Pool A access ratio in that sport is 1:9.07. As a result, there would be three berths in Pool B [34 divided by 9.07 = 3.7 truncated down to the nearest who number (e.g., 3.7 truncates to 3)]. An additional berth is only provided if the next whole number is achieved.

If the number of institutions being considered in Pool B are less than the access ratio (e.g., three schools and a ratio of 1:9), those institutions would be considered in Pool C.

**Pool C** – The bracket size minus the number of Pool A and Pool B berths. This would be a national selection based on the team sport selection criteria. For example, a bracket of 48 – (Pool A + Pool B) = Pool C.
# Individual/team sports that qualify for automatic qualification selection principles. The Pool A access ratio for individual/team sports is 1:7.8 (golf, 1:7.0) and the individual participant access for each championship varies.

Notes:
- Brackets are based on the previous academic year’s sponsorship numbers (eligible institutions).
- Pool berths are based on the current academic year’s sponsorship numbers (eligible institutions).
- Bracket size and format (i.e., additional preliminary-round games) may fluctuate based on sport sponsorship numbers. The team sport access ratio is 1:6.5.
- Pool C will maintain a minimum of two berths.
- Bracket sizes when applying the 1:6.5 ratio have been rounded to the nearest whole number (e.g., 55.23 rounds to 55 teams and 52.61 rounds to 53 teams).
- Pool B berths when applying the Pool A access ratio have been truncated down to the nearest whole number (e.g., 3.7 truncates to 3).
<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fall</td>
<td>2018-19</td>
</tr>
<tr>
<td>1</td>
<td>Cross Country</td>
<td>Selections</td>
</tr>
<tr>
<td>2</td>
<td>Registration</td>
<td>Nov. 10</td>
</tr>
<tr>
<td>3</td>
<td>Field</td>
<td>Nov. 17</td>
</tr>
<tr>
<td>4</td>
<td>Location</td>
<td>Oshkosh, WI</td>
</tr>
<tr>
<td>1</td>
<td>Field Hockey</td>
<td>Selections</td>
</tr>
<tr>
<td>2</td>
<td>First Round</td>
<td>Nov. 7</td>
</tr>
<tr>
<td>3</td>
<td>Second/Third Round</td>
<td>Nov. 10-11</td>
</tr>
<tr>
<td>4</td>
<td>Final</td>
<td>Nov. 17-18</td>
</tr>
<tr>
<td>5</td>
<td>Host</td>
<td>Middle Atlantic Conference/Heartland Conference</td>
</tr>
<tr>
<td>6</td>
<td>Location</td>
<td>Marlboro, PA</td>
</tr>
<tr>
<td>7</td>
<td>Football</td>
<td>Selections</td>
</tr>
<tr>
<td>8</td>
<td>First Round</td>
<td>Nov. 17</td>
</tr>
<tr>
<td>9</td>
<td>Second Round</td>
<td>Nov. 24</td>
</tr>
<tr>
<td>10</td>
<td>Quarterfinals</td>
<td>Dec. 1</td>
</tr>
<tr>
<td>11</td>
<td>Semifinals</td>
<td>Dec. 8</td>
</tr>
<tr>
<td>12</td>
<td>Final</td>
<td>Dec. 14 or 15</td>
</tr>
<tr>
<td>13</td>
<td>Host</td>
<td>Mary Hardin-Baylor/City of San Antonio</td>
</tr>
<tr>
<td>14</td>
<td>Location</td>
<td>TBD</td>
</tr>
<tr>
<td>15</td>
<td>Men’s Soccer</td>
<td>Selections</td>
</tr>
<tr>
<td>16</td>
<td>First Round</td>
<td>Nov. 10-11</td>
</tr>
<tr>
<td>17</td>
<td>Second Round</td>
<td>Nov. 17-18</td>
</tr>
<tr>
<td>18</td>
<td>Final</td>
<td>Nov. 30-Dec. 1</td>
</tr>
<tr>
<td>19</td>
<td>Host</td>
<td>UNC-Greensboro/Greensboro Sports Commission</td>
</tr>
<tr>
<td>20</td>
<td>Women’s Soccer</td>
<td>Selections</td>
</tr>
<tr>
<td>21</td>
<td>First Round</td>
<td>Nov. 10-11</td>
</tr>
<tr>
<td>22</td>
<td>Second Round</td>
<td>Nov. 17-18</td>
</tr>
<tr>
<td>23</td>
<td>Final</td>
<td>Nov. 30-Dec. 1</td>
</tr>
<tr>
<td>24</td>
<td>Host</td>
<td>UNC-Greensboro/Greensboro Sports Commission</td>
</tr>
<tr>
<td>25</td>
<td>Women’s Volleyball</td>
<td>Selections</td>
</tr>
<tr>
<td>26</td>
<td>First Round</td>
<td>Nov. 10-11</td>
</tr>
<tr>
<td>27</td>
<td>Second Round</td>
<td>Nov. 17-18</td>
</tr>
<tr>
<td>28</td>
<td>Final</td>
<td>Nov. 30-Dec. 1</td>
</tr>
<tr>
<td>29</td>
<td>Host</td>
<td>UNC-Greensboro/Greensboro Sports Commission</td>
</tr>
<tr>
<td>30</td>
<td>Women</td>
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**DIVISION III FUTURE CHAMPIONSHIP SITES AND DATES 2019-2023**
### Men's & Women's Tennis

<table>
<thead>
<tr>
<th>Year</th>
<th>Selections</th>
<th>First/Second/Third Round</th>
<th>Finals</th>
<th>Host</th>
<th>Location</th>
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<td>May 21-23</td>
<td>Washington-St. Louis</td>
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<td>May 9</td>
<td>May 18-24</td>
<td>May 22-28</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>May 24-28</td>
<td>May 29-29</td>
<td>Oglethorpe/Central Florida Sports Commission</td>
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<td>May 22-28</td>
<td>May 23-29</td>
<td>Mount Union/Greater Cleveland Sports Commission</td>
<td>Geneva, OH</td>
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<tr>
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<td></td>
<td>May 22-28</td>
<td>May 27-29</td>
<td>St. John Fisher/Monroe County Sports Commission</td>
<td>Rochester, NY</td>
</tr>
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<td>May 16</td>
<td>Apr. 14-20</td>
<td>Apr. 21-22</td>
<td>Kean</td>
<td>Union, NJ</td>
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<td>Apr. 22-23</td>
<td>Loras</td>
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<td>Apr. 19-20</td>
<td>Apr. 23-24</td>
<td>Norwegian/Monroe County Sports Commission</td>
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<td>Apr. 23-24</td>
<td>Apr. 27-28</td>
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### Outdoor Track & Field

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<th>Year</th>
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<th>Finals</th>
<th>Host</th>
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<td>Apr. 24-25</td>
<td>St. John Fisher/Monroe County Sports Commission</td>
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<td>2020-21</td>
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<td>Apr. 24-24</td>
<td>Norwegian/Monroe County Sports Commission</td>
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<tr>
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<td>Apr. 17-18</td>
<td>Apr. 24-24</td>
<td>OVC/Canton Stark CVB</td>
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<tr>
<td>2022-23</td>
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<td>Apr. 14-20</td>
<td>Apr. 21-22</td>
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<td>May 16</td>
<td>Apr. 14-20</td>
<td>Apr. 21-22</td>
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### Men's Volleyball

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<th>Location</th>
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</thead>
<tbody>
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<td>Apr. 23-27</td>
<td>St. John Fisher/Monroe County Sports Commission</td>
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<td>May 14</td>
<td>Apr. 14-20</td>
<td>Apr. 21-22</td>
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</tr>
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<td></td>
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<td>2021-22</td>
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<td>Loras</td>
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</tbody>
</table>
SECTION 7 • ESTABLISHMENT OF BRACKETS/FIELD SIZES

[Refer to Appendix C for the percentage sponsorship categories.]

The Committee will review sports sponsorship numbers, access ratios and trends, including membership feedback, for all NCAA championships sports annually at its September meeting, with a view toward long-range planning for future bracket/field size expansion or reduction. The planning is intended to ensure the appropriate allocation of the Association’s financial resources relative to the membership’s priorities, and to encourage the maintenance of a consistent and equitable championships program.

[NCAA Bylaw 31.3.1.1]

In team sports, overall bracket sizes shall be established based on an approximate access ratio of 1:6.5 (see Bylaw 31.3.1.1.1 for maximum bracket sizes). In golf and tennis, the team portion of the bracket shall be based on an approximate access ratio in the range of 1:7 to 1:7.5 with specific access ratio to be recommended by the NCAA Division III Men’s and Women’s Golf Committees and NCAA Division III Men’s and Women’s Tennis Committees, respectively, subject to approval by the NCAA Division III Championships Committee. The individual participant access shall be determined according to Championships Committee policy. The overall team bracket size shall be determined by dividing the total number of active Division III institutions sponsoring the sport by 6.5 or the number specified for golf and tennis, and then adjusted as necessary by the Championships Committee. Bracket composition shall be based on three pools (A, B and C) and shall be established using the following principles: (Adopted 1/13/03 effective 8/1/05, Revised: 1/10/05 effective 8/1/06, 1/9/06 effective 8/1/06, 1/13/10, 4/13/10)

**Pool A** – Conferences that meet the automatic-qualification requirements per Bylaw 31.3.2. No conference shall receive more than one automatic berth per sport.

**Pool B** – Independent institutions plus institutions from conferences that do not meet the automatic-qualification requirements.

1. Eligible institutions. The number eligible institutions in Pool A (total number of institutions in conferences with automatic qualification) subtracted from the total number of active Division III institutions sponsoring the sport.

2. Available berths. The number of institutions eligible in Pool B divided by the access ratio for Pool A (total number of institutions in conferences with automatic qualification divided by the number of Division III conferences with automatic qualification). (Revised 12/10/04)

**Pool C** – Institutions in conferences with automatic qualification that are not the conference champion plus remaining independents and members of non-qualifying conferences. The number of Pool C berths is determined by subtractive Pool A and Pool B from the total bracket size. There shall be a minimum of two berths in Pool C.
2019 or 2020 NCAA Division Gender Sport Championship
Preliminary-Round Information and Bid Checklist

Selections

Selections for the 2019 or 2020 NCAA Division Gender Sport Championship will be announced at Time Eastern time, Day, Date via web stream on nca.com.

Preliminary-Round Schedule

Opening Round:  (day), (Month and date):  (start time-end time)
First Round:      (day), (Month and date):  (start time-end time)
Second Round:    (day), (Month and date):  (start time-end time)
Third Round:     (day), (Month and date):  (start time-end time)
Quarterfinals:   (day), (Month and date):  (start time-end time)
                 (day), (Month and date):  (start time-end time) or
Semifinals:      (day), (Month and date):  (start time-end time)  (if necessary)

Bid Checklist

The following materials must be submitted by institutions that wish to be considered as hosts for preliminary-round competition. All materials are due by 5 p.m. Eastern time, (day), (Month and date).

Each of the online forms listed below may be accessed and submitted through the championships host portal, at https://championships.ncaa.org.

To begin the process of submitting a bid, you will need to locate the specific divisional sport and round in the Championships Available for Bidding section and click on Start Bid.

_____ Proposed Budget(s). An online proposed budget must be completed for each round of competition you wish to host. For those institutions submitting bids for multiple rounds, a ‘copy’ function is available in the system and will allow you to copy the budget for another round. The appropriate round and date of competition must be indicated on each budget. Please be sure to include projected ticket sales in the Receipts section.

Please carefully review pages (page #s) of the 2019-20 NCAA Division (div) (gender) (sport) Pre-Championship Manual (linked), prior to submitting a proposed budget, and make note of the following for all preliminary-round competition:

• Institutions will not receive an honorarium for hosting non-predetermined competition. NCAA staff will override the honorarium listed upon the host’s submission of the financial report.

• All lodging expenses for officials and site representatives (if needed) must be included in

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your budget. Officials’ fees, per diem and travel expenses do not need to be included, nor do per diem and travel expenses for site representatives — the NCAA will pay those expenses directly.

- If needed, this space can be used for other pertinent information related to sport-specific championship budgets (i.e., do not budget for specific equipment; this will be provided by the NCAA).

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**Facility Profile.** An online facility profile must be completed and/or maintained as necessary by each institution interested in hosting preliminary-round competition. Information regarding video board, LED board and/or ribbon boards should be entered via the “Boards/Control Room” tab of the applicable venue profile.

A facility profile can be maintained and updated on a regular basis. If a facility can host multiple sports, check the appropriate box(es) under the Sports tab of the facility profile to provide the information for that facility. Refer to page (page #) of the pre-championship manual for facility requirements and site selection procedures.

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**Key Contacts.** The key contacts for your institution should be entered and/or maintained as necessary within your profile. Please enter the information for the key personnel associated with running a championship at your site.

When starting a bid, you will be prompted to enter new key personnel, or edit or confirm your existing key personnel. In addition, you will be asked to designate individuals who should receive the various host shipments (e.g., sport equipment, merchandise, awards, etc.). Please include the proper mailing address for overnight deliveries. P.O. box addresses will not be accepted.

Personnel who will administer the competition also will be listed and can be edited within the Profile section of the Championships Bid and Host portal. When entering individuals in this manner, information must be entered on both the General tab and the Role/Titles by Sport or Facility tab.

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**Safety and Security Plan.** Based on a review of current and future championships competition venues, discussions with safety and security experts, and their own expertise and knowledge, the NCAA has established a Safety and Security Advisory Group (SSAG) to develop a compilation of *Best Practices* for NCAA Championships, which can be found [here](#). We urge each competition venue to take these *Best Practices* into account when developing its safety and security program.

As part of your bid, please submit a safety and security plan for your venue. You must also submit the NCAA Championships Safety and Security Team contact information form, located in Appendix A of the *Best Practices* document. These documents should be uploaded in the document section of the facility profile. Both documents can be uploaded under the Safety and Security tab.
Lodging. The host institution/agency shall negotiate a courtesy hold for the participating institutions/student-athlete(s). The selected hotel properties shall be within no more than 30 miles of the competition site and be priced at a fair and reasonable market room rate. The selection of a competition site may be dependent on availability and quality of rooms for participating institutions/student-athletes. A letter of intent template is provided by the NCAA for the host to use to confirm the hold with the hotel(s).

Liability Insurance. Host institutions must maintain and provide proof of at least $1 million of general liability insurance on an occurrence form for Bodily Injury and Property Damage, including Products Liability (including completed-operations coverage), coverage for contractual liability, independent contractors, and personal and advertising injury. Coverage cannot exclude liability arising from athletic participation, spectators, alcohol, or food-borne illness. The certificate must be submitted to NCAA prior to competition. State institutions subject to state governing tort laws are permitted to provide proof of limited liability under state laws instead of general liability coverage. (This is the minimum requirement per NCAA bylaws).

If applicable, off-campus venues must also maintain and provide a minimum of $1 million in general liability insurance on an occurrence form for Bodily Injury and Property Damage, including Products Liability (including completed-operations coverage), coverage for contractual liability, independent contractors, and personal and advertising injury. Coverage cannot exclude liability arising from athletic participation, spectators, alcohol, or food-borne illness. The NCAA must be named as an additional insured.

All insurance must be provided by an insurance company with an A.M. Best Rating of A- or higher.

Host institutions must provide the national office with the appropriate certificates of insurance or documentation of self-insurance. This information must be provided via the Certificate of Insurance link in the bid portal. As this is a new feature in the portal, all prospective hosts must upload their documentation once. Depending on the coverage, users must subsequently verify their documentation is still valid, or upload a new certificate once the previous version has expired.

[Other additional requirement(s)]. If you have any additional sport-specific bid requirements, they should be added here. If other documents are required, they can be uploaded in to the Championships Bid and Host portal system.
Additional Host Information/Resources

**Host Operations Manual.** The 2019-20 NCAA Division (div) (gender) (sport) Championship Host Operations Manual ([linked](#)) will assist your institution in all stages of the bidding and hosting process.

**Drug Testing.** Drug testing may occur at any round of the championship and the assistance of the host institution will be a vital part of the testing. You will be notified in advance if the round you are hosting has been selected for drug testing. Please review the [drug testing site coordinator manual](#) and note that Drug Free Sport, LLC will provide materials to assist in the program.

**Americans with Disabilities Act.** The Americans with Disabilities Act requires that public establishments offer equal access and services to people who are physically and mentally challenged. The host institution/conference is required to confirm that each facility in which an NCAA championship or ancillary event occurs is in compliance with the Act by the various facilities hosting NCAA championship events. The host institution/conference is responsible for determining if the competition site will be in compliance as of the dates of the championship. If the host institution/conference becomes aware that a competition site hosting an NCAA championship event will not be in compliance, it shall immediately notify the NCAA national office staff member with responsibility for the event in order to discuss the issue.

**NCAA Bylaw 31.** Please review Bylaw 31 of the NCAA Division ([div](#)) Manual as it contains policies regarding the administration of an NCAA event.

**Contact Information.** If you have any questions regarding the bid process, please contact the [championship administrator](#) at 317-917-XXXX or xxxxxxxxxx@ncaa.org.