



Division III Strategic Plan

2021-24 Budget Triennium **[Year 3: 2023-24 – Final Analysis]**

Vision Statement: Division III will be a dynamic and engaging group of colleges, universities and conferences of varying sizes and missions committed to an environment that encourages and supports health and safety, diversity, values, fairness, and equity, and places the highest priority on the overall educational experience of its student-athletes in the conduct of intercollegiate athletics.

Mission Statement: Promoting the student-athlete academic and athletic experience, with a commitment and dedication to the membership through effective inclusion, communication, and engagement.

INTRODUCTION

The Division III Strategic Plan serves many purposes. It begins with the Division III Philosophy Statement to establish the framework from which the division's programs, resource allocations, and regulatory decisions are made. It highlights the Division III Strategic Positioning Platform to clarify the practical impact of the Division III philosophy and summarizes the division's strategic priorities by outlining what must be accomplished in the current budget cycle for the division to be successful.

The plan also serves to highlight the programs and services offered for the division's membership. This list of offerings is arranged in a way that demonstrates the connection of each Division III program to the NCAA Strategic Plan and explains when a program or initiative is funded from Division III dollars or a different Association budget. To bring further transparency to the division's operations, the plan justifies every line of the Division III budget against the philosophy statement or NCAA Constitution. Finally, the plan includes division's budget policies and a note on its history, which tracks the evolution of the division's entire strategic initiatives program.

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DIVISION III PHILOSOPHY STATEMENT

Colleges and universities in Division III place the highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and 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;
- (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;
- (c) Shall not award financial aid to any student on the basis of athletics leadership, ability, participation, or performance;
- (d) Primarily focus on intercollegiate athletics as a four-year, undergraduate experience;
- (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;
- (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;
- (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;
- (k) Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admission process;
- (l) Exercise institutional and/or conference autonomy in the establishment of initial and continuing eligibility standards for student-athletes;

- (m) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body;
- (n) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body.
- (o) Provide equitable athletics opportunities for males and females and give equal emphasis to men's and women's sports;
- (p) Support ethnic and gender diversity for all constituents;
- (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 Positioning Statement

Follow your passions and discover your potential. The college experience is a time of learning and growth. For Division III student-athletes, this happens most importantly in the classroom and through earning an academic degree. The Division III experience provides for participation in a competitive athletics environment. Student-athletes push themselves to achieve excellence and build upon their academic success with new challenges and life skills within an environment that fosters health and wellness. Student-athletes are encouraged to pursue the full spectrum of opportunities available during their time in college. In this way, Division III provides an equitable and inclusive environment for student-athletes to take responsibility for their own paths, follow their passions and discover their potential through a comprehensive educational experience.

Division III Attributes

Proportion: appropriate balance of academics, athletics, and additional collegiate opportunities.

Comprehensive Learning: opportunity for broad-based education and success.

Passion: playing for the love of the game, competition, enjoyment, self-improvement, and our teammates and communities.

Responsibility: development of accountability through personal commitment and choice.

Sportsmanship: fair and respectful conduct toward all participants and supporters.

Citizenship: dedication to developing responsible leaders and global citizens.

Reasons to Believe

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

Competitive athletic programs. Student-athletes participate in an intense, competitive athletics environment. Student-athletes do not receive any monetary incentive (athletics scholarship) to play sports in college and play for a love of the game.

Integrated campus environment. A quarter of all Division III students participate in athletics. These student-athletes are integrated into the campus culture and educational missions of their institutions:

Commitment to inclusive environments. Division III prides itself on creating inclusive, diverse, and equitable environments for its student-athletes.

Academic focus. Student-athletes most often attend a Division III institution because of the excellent academic programs.

Available financial aid. 80% 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. Without the obligation of an athletics scholarship, student-athletes can emphasize academics, athletics, and other opportunities of college life appropriate to the necessary commitment and their own passions.

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 averages 17 sports per institution; more than any other division. It also emphasizes integrating competitive men's and women's sports into higher education so that the educational experience of the student-athlete is paramount.

National championship opportunities. Division III has over 195,000 student-athletes competing annually in 37 different national championships. These competitions provide an opportunity for student-athletes to compete at the highest level and fulfill their athletics potential.

NOTE: Strategic initiatives are divided between championships and Enrichment Fund initiatives and programs. Most strategic initiatives support the Division III student-athlete experience. The strategic priorities are not listed in priority order; all are of equal value. **Text in red highlights key initiatives during year three of the 2021-24 triennium. Blue indicates progress/completion of the initiative.**

DIVISION III STRATEGIC PRIORITIES FOR 2021-24 BUDGET TRIENNIUM [YEAR 3: 2023-24]

Maintain Fiscal Integrity. All programs and budget priorities shall be managed in a manner that ensures they are fiscally responsible, sustainable and reflect the division's priorities. Further:

- Maintain and annually evaluate the divisional operating budget for the current budget cycle (2023-2024).
 - Continue to monitor the division's current mandated reserve policy and adjust accordingly, including preparation for revenue generated by the Association's 2024-2032 broadcast agreement extension. **Prepare for the new 2024-26 budget biennium and identify budget priorities via financial analysis and membership feedback. Areas of focus include championships enhancements such as bracket, per diem, flights and travel party increases and a new selection criteria database (i.e., NPI), Enrichment Fund enhancements and one-time supplemental spend. ACCOMPLISHED.** The councils reviewed and approved final budget recommendations during their summer meetings.
1. **Provide Quality Division III Championships. FY24 budget equals \$29.9 million.** The Division III experience provides for participation in a competitive athletics environment, and Division III is committed to conducting quality championships with fair selection processes and appropriate access. Strategic priorities support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by supporting institutions as they provide all teams with adequate facilities, competent coaching and appropriate competitive opportunities. (Division III Philosophy Statement – section r). The Division III Championships Committee is responsible for continual assessment of policies and NCAA legislation related to the championships program including the appropriateness of bracket sizes, regional alignment and select criteria processes. Championship funding enhancements will start at the sport committee level with recommendations to the Championships Committee, endorsement to the Strategic Planning and Finance Committee and ultimate approval by the councils.
 2. **Provide Division III Conference Office Support. FY23 budget equals \$4.3 million.** These funds support the Strategic Initiatives Conference Grant Program and annual commissioner meetings with NCAA staff.
 - The Strategic Initiatives Conference Grant Program is divided into five tiers.
 - Tier One: Professional Development and Student-Athlete Advisory Committee support. All institutions may annually access conference grant dollars to support campus and conference SAAC meetings, programs and initiatives as well as professional opportunities for key constituent groups (e.g., senior woman administrators, BIPOC staff and

- administrators, sports information directors, athletic trainers). Funding also is available to offset conference office travel. All conferences will optimally use the full allocation of funds each year.
- Tier Two: Student-Athlete Well Being Initiatives. Funds are available for a wide-variety of student-athlete well-being initiatives with an emphasis on programming related to diversity, equity and inclusion, academic experiences, identity and integration and sportsmanship initiatives.
- Tier Three: Technology and Officiating Improvement. Funding is available for conference offices to improve technology and support of officiating improvements.
- Tier Four: Funding is available to support the division's strategic priority of diversity, equity and inclusion at the conference and/or institutional level.
- Tier Five: Third-Party Review. Provide assistance for conference offices to provide documentation of a third-party external review of grant fund usage to the national office annually.
- Continue to monitor divisional challenges with officiating, including the quality and pipeline of officials. Maintain funding, via the conference grant program, to enhance officiating and evaluate additional funding opportunities. **ON-GOING.** Approved a one-time grant to the Division III commissioners to develop officiating resources (2024-2026). The Association is devoting resources to better understand the officiating crisis (e.g., new NCAA director, analysis by division, sport and geography to pinpoint issues, launch of RefQuest Plus).
- All conferences will be represented annually; commissioners will be provided with the opportunity to discuss governance issues and Division III hot topics. Additional funding is provided through Tier One of the Strategic Initiatives Conference Grant Program to supplement a portion the conference's travel costs.

3. Effectively Advance Diversity, Equity, and Inclusion. FY24 budget equals \$2.4 million.

- Create partnerships and review the objectives and establish meaningful goals for the division's programs supporting equity and inclusion. Partner with Division III conferences and institutions to support innovative programs that promote inclusion.
 - Continue professional development and networking opportunities for women and Black, Indigenous, People of Color (BIPOC) (e.g., SWA Program, Institute for Administrative Advancement, Student Immersion Program).
 - Continue to fund the Division III diversity grants – ethnic minority and women, strategic alliance matching and coaching enhancement.
 - Support the office of inclusion in promoting resources for the newly established athletics diversity and inclusion designee.
 - Support the LGBTQ Working Group by maintaining the LGBTQ OneTeam program that provides education to the membership on ways to create a safe and inclusive environment for LGBTQ individuals and allies. Maintain the annual LGBTQ of the Year awards. Continue to promote the LGBTQ non-discrimination policy guide.

- Support the Diversity and Inclusion Working Group in the creation of a train the trainer program to support institutions in the recruitment and retention of students who identify as BIPOC. **ACCOMPLISHED.** Successfully partnered with Return on Inclusion to create and distribute the Division III Inclusive Leaders Program that advances the recruitment and retention of student-athletes of color. The NCAA held two facilitator trainings and currently 50 individuals are proving the two-hour program to Division III institutions and conference offices.
- Establish strategies to increase and diversify the pool of candidates for Division III committee service and membership job searches.
 - Maintain the division's database of all women and BIPOC that have participated in an NCAA program. Continue to distribute and promote Continue to send out a quarterly Diversity and Inclusion newsletter.
 - Maintain the Diversity and Inclusion Working Group to evaluate the current diversity and inclusion landscape.
- Monitor NCAA emerging sports (e.g., women's wrestling, esports, Stunt, acrobatics and tumbling).
 - Monitor with the office of inclusion and the membership new emerging sports for women (e.g., bowling and women's wrestling) and specifically, vote on Stunt at the 2024 Convention. **ACCOMPLISHED.** The membership approved the recommendation to add Stunt to the NCAA emerging sport for women, and the Management Council approved sponsorship of 2025 Convention legislation to have women's wrestling become a national collegiate championship.
- Review the recommendations from the NCAA's gender equity report – Phase II and continue to ensure a gender equitable experience for all student-athletes. **ON-GOING.** Periodically, the Championships Committee and councils receive updates regarding the on-going gender equity review of Division III championships.

4. **Ensure Student-Athlete Support. FY23 budget equals \$699K.**

- Maintain the promotion and use of the Injury Surveillance Program, SSI's data collection system, by the Division III membership.
- Continue to sponsor a regular and representative academic reporting program to compare the academic success of student-athletes and the general student body. Continue to emphasize the academic success of Division III student-athletes as compared to other students. Focus on solutions and best practices to address graduation rates of teams and demographic groups that are lower than their counterparts who do not participate in intercollegiate athletics. Maintain the annual student-athlete graduation rate submission.
- Maintain and enhance the partnership with the College Sports Communicators (formerly CoSIDA) by providing professional development funding and opportunities (e.g., Division III Day at the CSC Convention and CSC Student Program), overseeing a recognition system awarded three times per year, and providing funds to support the Division III-specific Academic All-America program.

- Amplify the student-athlete voice. Collaborate with Division III SAAC to provide opportunities for effective student-athlete engagement and leadership.
- Student-athlete leadership forums and campus-based leadership programming. Fund student-athletes to attend the annual NCAA Student-Athlete Leadership Forum. The Forum is an opportunity for college athletes, coaches and administrators to collectively learn about themselves and grow as the next generation of leaders. Fund DISC assessments that are an important resource that institutions and conference offices use to help student-athletes, coaches and administrators learn more about their behavioral styles and how their individual styles come together in a team environment.
- Continue discussions with the Sport Science Institute regarding the potential transition of 360 Proof, a web-based, evidence-informed, and free alcohol and other drug resource to SSI. 360 Proof is currently for Division III and NASPA small college institutions, and SSI oversight would allow Association-wide access. **NOT ACCOMPLISHED.** While Division III has sunsetted 360 Proof, SSI has not assumed oversight.
- Support Gameday the DIII Way, the Division III sportsmanship and game environment initiative. Promote existing tools and resources (e.g., facilitator training and on-line educational modules). Promote that championship handbooks include Gameday language and encourage all Regional Advisory Committee (RAC) members receive the training.
- Monitor and promote institutional commitment to BOG pledge on sexual assault violence prevention education and annual requirements.
- Provide funding for national Student-Athlete Advisory Committee associate members to attend an in-person national SAAC meeting at the NCAA Convention and during the summer.
- Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.

5. **Maintain the Value of Division III Athletics. FY23 budget equals \$375K.** The division continues to serve as a conscious alternative to the sport-specialization youth culture, and as an accessible and fulfilling educational and athletics destination. It also emphasizes a fuller, more integrated academic experience in all divisional endeavors. This includes communicating the Division III philosophy, attributes, and strategic positioning platform to high school prospective student-athletes, parents and high school admissions counselors, and collaborating with the NCAA Eligibility Center.

- Emphasize, promote, and steward the Division III brand, identity, and unique philosophy as articulated in the division's Strategic Positioning Platform. Support conferences and institutions to better tell the Division III story to a variety of internal and external target audiences with the following identity activation initiatives: Division III week, national and customizable videos. Maintain a recognition award for athletics communication directors to recognize outstanding work that tells the Division III story. Celebrate the division's 50th anniversary with the amplification of our legacy.

ACCOMPLISHED. Throughout the year, the division celebrated the 50th anniversary with banners, videos, podcasts, amplification at championships and during Division III Week.

- Communicate the distinct Division III philosophy as articulated in the Philosophy Statement and supported by the Strategic Positioning Platform. **Provide a 2024 legislative proposal to revise the division's Philosophy Statement to better align with today's student-athlete experience and provide legislative guidance for the foreseeable future. ACCOMPLISHED.** After the addition of two amendments related to the undergraduate experience and financial aid, the membership approved the legislation with more than 90% of the vote.
- Support integration activities that bring together key institutional and/or conference partners to discuss ways each institution (and the conference as a group) might best support the integration of athletics within the campus environment, consistent with the division's unique philosophy, identity and strategic positioning platform.
- Emphasize the values of Division III to effectively manage its membership growth. Maintain a cross-divisional governance staff and Membership Committee liaison group to monitor divisional membership issues.
- **Maintain a Financial and Risk Management Working Group to periodically review the division's financial standing within the current landscape of intercollegiate athletics and examine threats, risks, and opportunities to enhance the division. ACCOMPLISHED.** The working group oversaw the engagement with Deloitte, who conducted an analysis of the division's finances. The final executive summary highlighted opportunities identified threats and provided a roadmap for implementation.
- **Monitor the new process for Division III playing rules. Ensure communication between playing and sport rule committees and inform the membership of key rule changes to encourage feedback. ON-GOING.** Staff continues to collaborate on the membership and highlights potential rule changes with a financial or philosophical impact (e.g., participation) and at the direction of Management Council, staff is conducting a review of the federated rules process.
- **Support an Athletic Trainer Working Group to identify the factors impacting Division III's efforts to hire and retain athletic trainers and to create recommendations to help institutions address those identified factors. ON-GOING.** The working group engaged the membership with a survey and roundtable discussion at the NCAA Convention. It will provide recommendations to the councils during their summer meetings and anticipates releasing to the membership by August 2024.
- Continue the strategic partnership with Special Olympics. Maintain the Monthly Spotlight Poll and activity reporting program to better tell the partnership's story from a division-wide perspective.
- Continue to create specific programming for delegates attending the annual Convention (e.g., educational sessions, Issues Forum, and technology to support all sessions) to help better engage and educate the membership. Properly engage and educate the membership on legislative proposals.

6. Provide Professional Development for Division III Constituents. FY23 budget equals \$316K.

- In partnership with the NCAA Executive Staff and divisional Association-wide governance staffs, enhance Division III specific presidential programming to educate and engage all Division III chancellors and presidents. Continue to selectively forward issues of presidential importance to the division's presidents and chancellors.
- Maintain in-person, full-day orientation programs for new athletics directors and commissioners to assist these individuals in understanding and promoting the division.
- Strengthen the advocacy of Division III faculty for the values of the athletics experience by offering annual professional development training and networking opportunities to FARs. Maintain the Faculty Advisory Group to provide quarterly updates to the Division III Management Council.
- Partnership with National Association of Division III Athletics Administrators. The governance structure will provide financial support to NADIII AA for its professional development offerings.
- The division will fund professional development opportunities for female athletics administrators in a manner most accommodating to applicant individuals (e.g., Women Leaders in College Sports Institutes, SWA Program).
- Continue to maintain and enhance Division III University – an on-line learning management system. **Create and add new division-specific educational modules. ACCOMPLISHED.** Staff released six new modules in Aug. 2023 and anticipates the release of four new modules by Aug. 2024.
- Division III Day. Support a day-long professional development program for the division's athletics communication and sports information directors in conjunction with the annual College Sports Communicators (CSC) Convention.
- Provide funding for the DIICA and NADIII AA executive leadership groups to come to Indianapolis in Aug./Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year. **Emphasize communication, shared accountability, and collaboration in leading the division. ACCOMPLISHED.** In collaboration with these leadership groups, communication and engagement is more intentional and transparent.

7. Enhance Formal Accountability of the Governance Structure and National Office Support. FY23 budget equals \$73K.

- Continue to distribute the annual performance scorecard to committee members for regular accountability of key Division III programs and committee staff liaisons. **Highlight the value of committee service through improved education efforts and upgrading the nomination process technology. ACCOMPLISHED.** Staff distributed the scorecard, and the Nominating Committee liaison was able to overhaul and modernize the committee nomination process.

- Monitor, and address as needed, the enrollment and related financial challenges within higher education, and the related challenges affecting the Division III membership. Monitor the impact on conference office stability. **ON-GOING.** Reduced budgets, declining enrollments, reduced public confidence in higher education, and legal threats to college sports continue to negatively impact institutions. An Association-wide effort to engage federal legislators has been effective in providing education about key issues facing college athletics.
- Continue to make membership communication a priority. Provide clear, concise, and consistent communication. Strengthen relationships with the leadership of the DIIICA and NADIIIAA. Provide effective transparency and opportunities for input in the work of governing bodies. **Conduct a comprehensive review of communication initiatives and platforms to better identify and reach target audiences as well as streamline and improve efficiencies.** **ON-GOING.** Regular scheduled meetings with membership leadership groups coupled with a bi-weekly communication have helped with improving communication. In 2024-25, will conduct a comprehensive review of communication initiatives and platforms.
- Address relevant issues identified through the Association's Business Review.

8. **Support Association-wide initiatives.**

- Support the Association in its efforts to engage Congress to introduce federal legislation to address threats (e.g., Name, Image and Likeness, revenue sharing, select litigation). **ON-GOING.** Division III presidents, athletics directors, commissioners and student-athletes are engaging federal legislators, and it is making a difference in changing opinions.
- **Implement recommendations from the NCAA State of Business Review.** **ON-GOING.** Educated the membership regarding the new post-eligibility insurance program, effective Aug. 1. Supporting the Association's fan database initiative, purchasing collective strategy to reduce membership costs, sports wagering education initiatives, updated mental health best practices and benefited from the new broadcast agreement with ESPN.
- Continue to partner with the Sport Science Institute regarding priority health and safety issues, including mental and physical health. Provide Division III representatives for on-going summits. Provide timely and consistent communication to the membership regarding new SSI interassociation guidelines and best practices.
- **Collaborate with the Office of Inclusion to update "The Diverse Workforce", a resource to assist institutions and conference offices to diversify its athletics searches.** **NOT ACCOMPLISHED.** Continue to collaborate with the Office of Inclusion and make a priority for 2024-25.

Appendix A

Division III Budget Justification

Projected NCAA Division III 2023-24 Budget Breakdown		Division III Philosophy Statement and Constitutional Principles Justifying Funded Programs	
Revenue:		<i>Division III Institutions....</i>	
Division III 3.18% Revenue	\$36,940,183		
Allocation (ESTIMATE)			
Additional Revenue	42,250		
Membership Dues	526,350		
Championships Expenses:			
Total Championships Expense	\$ 32,625,045	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. (Division III Philosophy Statement – section r)	
Conference Office Expenses:			
Strategic Initiatives Conference Grant Program	\$4,250,703	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; (Bylaw 20.11-(b))	
Conference Commissioners/SID Meeting	\$40,000	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. (Bylaw 20.11)	
Diversity, Equity and Inclusion Expenses:			
Women & Minority Intern Program	\$1,600,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))	
Strategic Alliance Matching Grant	\$708,600	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))	
Diversity. Equity and Inclusion Programs	\$250,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(l))	
Coaching Enhancement Grant	\$100,000	New grant program for female and ethnic minority asst. coaches. The two-year matching grant provides \$7,500 in salary and benefits and \$1,500 annually in professional development. Partner with Leadership Development.	
LGBTQ Programming	\$30,000	Funding for the annual LGBTQ of the Year recognition and OneTeam Program. Partner with office of inclusion.	
Student-Athlete Support Expenses:			
Student-Athlete Leadership Forum	\$400,000	Seek to establish and maintain an environment in which 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. (Bylaw 20.11)	
Gameday Sportsmanship Initiative	\$100,000	Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators; (Bylaw 20.11-(e))	
Convention Programming including specific student-athlete programs	\$80,000	Continue to create specific programming for student-athletes attending the annual Convention to help better engage and educate on the Division III philosophy.	
Campus Based Student-Athlete Leadership Programming	\$40,000	The purpose is to provide behavioral assessments to student-athletes, coaches and administrators. The assessment aids participants with understanding their individual behavioral styles and preferences, a common language when addressing these topics and methods to better relate to others. It also provides additional strategies to build more effective relationships on teams and in the workplace.	
SAAC Associate Members	\$45,000	Provide funds to pay expenses for conference partner liaison to attend NCAA Convention and the July national SAAC meeting.	
Division III Academic All-America (CoSIDA)	\$44,000	Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic program (preamble to philosophy statement).	
360 Proof	\$20,000	Intercollegiate athletics programs shall be conducted in a manner designed to protect and enhance the physical and educational well-being of student-athletes.	

Projected NCAA Division III 2023-24 Budget Breakdown		
Expenses, continued:		
Value of Division III Expenses:		
Branding and Identity Initiatives	\$300,000	These initiatives provide branding and promotion support in the form of PSA videos, championships webcasting enhancements and resources.
Special Olympics Partnership	\$35,000	Institutions seek to establish and maintain an environment in which student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience (preamble to philosophy statement).
Professional Development Expenses:		
FAR Fellows Institute/Orientation	\$75,000	Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience (preamble to philosophy statement)
NADIII AA Partnership	\$75,000	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. (Bylaw 20.11)
New Athletics Director Orientation	\$70,000	Create in-person, orientation programs for new athletics directors to assist with the knowledge, resources and philosophy of the division.
Women Leaders Enhancement Grant	\$30,000	Support ethnic and gender diversity for all constituents; (Bylaw 20.11-(p))
Division III University	\$20,000	Funding to create new modules for Division III University.
New Commissioner Orientation	\$15,000	Create in-person, orientation programs for new commissioners to assist with the knowledge, resources and philosophy of the division.
CoSIDA DIII Day	\$12,000	This initiative supports sports information directors to receive professional development.
NADIII AA and D3CA leadership meeting	\$10,000	The executive leadership groups from NADIII AA and D3CA come to Indianapolis in Aug./Sept. to discuss current hot topics in Division III and plan communication strategies for the upcoming year.
Misc. Division III Initiatives	\$9,328	This includes contracting costs, as well as money earmarked to support future initiatives.
Conference Rules Seminar	Association-wide	The Association shall assist the institution in its efforts to achieve full compliance with all rules and regulations and shall afford the institution, its staff and student-athletes fair procedures in the consideration of an identified or alleged failure in compliance.
Division III National Office Expenses:		
Division III Cancellation Insurance	\$61,000	Intercollegiate athletics programs shall be administered in keeping with prudent management and fiscal practices to assure the financial stability necessary for providing student-athletes with adequate opportunities for athletics competition as an integral part of a quality educational experience.
NCAA staff professional development	\$7,000	Allows annual professional development for NCAA Division III staff.
Working Groups	\$5,000	This initiative exists to provide opportunities for working groups/task forces in the future.
Total Division III Expenses	\$37,564,436	

* The \$5 million event cancellation insurance protects the budget in case of a catastrophic event that would reduce or eliminate, for one year, the division's share of media rights revenue.

** Intentionally overspending the operating budget by approximately \$2.2 million to reduce the excess above and beyond the mandated reserve.

*** Spending an additional \$2.1 million in supplemental spend (local ground transportation and no first round conference opponent) to reduce the excess above and beyond the mandated reserve.

Appendix B

History of the Division III Strategic Plan and Budget Policies

History

The original Division III strategic plan was unveiled in 1998 as the division embarked on its new federated structure. The Division III Management Council Strategic Planning Subcommittee developed the framework for the plan with broad participation of the Presidents Council, Division III and Association-wide committee structure, and the Division III membership. The 2004 version of the Division III Strategic Plan was developed by a joint subcommittee of the Management and Presidents Councils consistent with the Association-wide Strategic Plan adopted by the NCAA Executive Committee in April 2004. The 2004 plan contained many of the existing initiatives and priorities to ensure that the programs and results remain consistent with Division III objectives. However, significant changes occurred as the 2005 and 2006 plans linked the relationship to the Division III philosophy with each Association-wide goal and outlined a series of outcome measures for each goal. Another significant change occurred in 2006-07 as the Division III Strategic Initiatives Grant Program resources were funneled directly to Division III Conferences and the Association of Independents. With this change, many strategic initiatives previously administered at the NCAA national office moved to the local control of conferences and institutions. The localized program encourages collaboration and involvement of all Division III constituent group representatives in the planning, decision-making and accountability of programming and funding to achieve the goals established in the Division's Strategic Plan. Presidential oversight and accountability with the process and budget allocations, consistent with the legislated leadership role of presidents within conference governance, is paramount.

In 2008-09, the strategic plan underwent a format change to create a forward-looking document that highlights the goals and expectations of a budget biennium. Much of the reporting done in previous plans was moved into a Division III Annual Report, and standard committee operations are now reflected in each committee's policy and procedure guide (available on each committee's home page on ncaa.org). The plan clearly articulates the division's funding priorities, and explains when an initiative is funded by Division III, and when it is funded by a broader Association-wide budget. The plan also includes an appendix to show the philosophical or constitutional justification for all programs funded with Division III dollars.

In 2009-10, the plan was updated to highlight the division's near-term strategic priorities. Most 2009-10 priorities resulted from a series of presidentially authored white papers on membership growth published in September 2008. For 2010-12, the plan was updated based on the Division's release of a Strategic Positioning Platform, and clearly defined the near- and medium-term goals the division needed to accomplish to be successful in embodying the platform.

For 2012-15, the plan was updated to reflect the Association's move to a three-year budget cycle.

After the 2012-15 budget cycle, the plan returned to a two-year budget cycle and emphasizes budget accountability and management.

With the start of the budget cycle in 2021, the Councils approved a one-time, three-year budget cycle (2021-24) to align with the current CBS/Turner broadcast agreement that ends in 2023-24. In FY25, the division will return to its two-year budget cycle as well as adjust its mandated reserve policy from 50% of the annual revenue to a flat 15 million annually in addition to a five million event cancellation insurance policy.

In 2022, the Strategic Planning and Finance Committee recommended a new format for the strategic plan that better reflects the division's commitment to the student-athlete experience.

Division III Budget Policies

The Division will maintain the following budget policies. SPFC must recommend, with final approval from the Management and Presidents Councils, to change the policies.

- The division will have a two-year budget cycle unless a specific request by SPFC to alter.
- The budget will reflect the annual spend on championships and the Enrichment Fund with a priority on enhancing the student-athlete experience (approximately 80% of the budget annually will fund the division's 28 national championships).
- Only consider new budget enhancements in the last year of a current budget cycle unless SPFC determines there is extenuating circumstances.
- Annual mandated reserve that is 50% of the annual revenue through FY24. In FY25, the mandated reserve will be a flat \$15 million.
- Annually evaluate the need to purchase \$5 million in event cancellation insurance.