

## **White Paper Regarding Strategic Growth of NCAA Division II Membership**

### **History.**

In spring 2010, the NCAA signed a new media agreement for the Association with CBS and Turner Sports, which will be in effect until the 2023-24 academic year. In light of the new media agreement, the NCAA Division II Presidents Council formed the NCAA Division II Long-Range Projections Task Force. The task force was charged with reviewing Division II budget practices and budget projections and offering a long-range budget framework through the end of the media agreement. That long-range budget framework was approved by the NCAA Division II Planning and Finance Committee and Presidents Council in April 2011. The framework accounts for membership growth (both new institutions and new conferences), while maintaining current active member benefits, particularly for the Division II enhancement fund, conference grant program and championship access ratios.

In addition, to provide Division II tools to strategically manage its membership growth, the Presidents Council and Division II chancellors and presidents who attended the 2010 Chancellors and Presidents Summit urged the NCAA Division II Membership Committee to engage in a study of membership matters that would (1) seek to achieve greater understanding of conference discussions regarding membership and possible expansion; (2) consider the ramifications of what happens when expansion does occur; and (3) identify strategic solutions to address these issues.

While the Long-Range Projections Task Force and the Membership Committee were assigned separate charges as they relate to managing the strategic growth of the division, both groups worked jointly to achieve the best possible outcomes.

The task force acknowledged that the division's optimal membership size could be at 24 conferences and 365 institutions, as recommended by the Membership Committee (particularly due to regionalization and championship selection issues). However, the framework could accommodate growth up to a capacity of 26 conferences by the end of the new media agreement (up to 23 conferences by 2013-14; up to 24 conferences by 2016-17; up to 25 conferences by 2019-20; and up to 26 conferences by 2023-24).

Additionally, the joint efforts of the Membership Committee and the Long-Range Projections Task Force, along with feedback from the Division II membership and the previously stated goals of the Presidents Council, led to a package of proposals that were adopted at the 2012 NCAA Convention in Indianapolis.

The proposals addressed the effects of possible membership growth in the division and the importance of finding avenues to encourage long-term stability and the viability of current and new members (institutions and conferences alike). The proposals established minimum numbers for conference membership and required institutions applying for Division II membership to find a home in a Division II conference. Ultimately, the division's goal with adoption of the legislation was not just to grow, but to promote the long-term stability of Division II institutions and conferences.

Another goal of the division's strategic membership growth was ensuring that new members were committed to the Division II philosophy before being able to enjoy all membership privileges.

Lastly, the Division II Conference Commissioners Association also engaged in extensive discussions regarding membership growth and concluded that the best approach to manage growth was by using "controlled excellence" as part of the membership process.

### **Background on Membership Review.**

In October 2013, the NCAA Division II Management Council and Presidents Council engaged in a discussion about the strategic management of membership growth. As part of this discussion, the Councils reviewed a white paper developed in 2010 in conjunction with the work of the Long Range Projections Task Force that provided an assessment of the landscape of intercollegiate athletics membership and recommendations to strategically manage membership growth. To ensure that the division's philosophy from the 2010 white paper continues to remain at the forefront of decisions related to managing strategic membership growth, the Councils requested that the Membership Committee develop a white paper with recommendations that summarized this philosophy and highlighted the role of the Membership Committee and the purpose of the membership process.

### **Recommendations Regarding Strategic Membership Growth, the Role of the Membership Committee and the Purpose of the Membership Process.**

The Membership Committee agreed that it is committed to strategic manageable growth and it endorsed the 2010 white paper supporting the division's goal of long-term stability. As part of its position, the committee highlighted the importance of being selective in its decisions related to membership and the emphasis on a framework that accounts for membership growth (both new institutions and new conferences), while maintaining current active member benefits, including the Division II enhancement fund, conference grant program and championship access ratios. The committee, with the backing of Management Council, also affirmed its role as the gatekeeper for the division related to membership and strategic growth.

The committee believes that Division II continues to be seen as a destination division and that its actions to sponsor legislation to strengthen the requirements associated with the membership process and to clarify the expectations of institutions applying for membership supports the philosophy of the division to accept institutions that distinguish themselves and are prepared for active Division II membership [Attachment]. The committee supported maintaining its policy to evaluate each year's applicant pool on its own merit. It also reaffirmed that the purpose of the three-year membership process is to further develop institutions that are ready for Division II

membership at the time of application. The committee is comfortable holding institutions in the membership process to higher standards than active Division II members to ensure that the quality of the division is maintained and to encourage institutions going through the membership process to raise the level in the division.

Additionally, it is recommended that the involvement of the conference office in the membership process be focused on assisting, mentoring and educating institutions that it sponsors. Conference offices are encouraged to provide a letter of support to the committee indicating its endorsement of an institution; however, it is the role of the committee to determine if an institution is prepared to be part of the Division II membership.

The Membership Committee believes that the recommendations and positions that were highlighted will ensure that the division's philosophy on strategic membership growth remains a priority and that it will continue to guide future decisions related to Division II membership.

### **Conclusion.**

In 2010, a framework was developed and a philosophy established to strategically manage membership growth in Division II. The emphasis on strategic growth continues to be a priority for the division and the Membership Committee. The white paper's recommendations and positions affirmed by the Membership Committee in February 2014 and the Management Council and Presidents Council in April 2014 highlight the division's philosophy and will be used as decisions are made related to managing strategic membership growth in the future.

## NCAA Membership Process

Legislation was adopted at the 2014 Convention (NCAA Proposal No. 2014-10), that further defines requirements and the structure of the Division II membership process. Institutions are now required to be in compliance with specific Division II legislation in year one of the process and in full compliance with Division II legislation by year two of the process. This standard aligns better with the requirements of some Division II conferences that are accepting new member institutions and it is consistent with the philosophy of the Membership Committee to accept those institutions that distinguish themselves as premier candidates for Division II.

Additionally, institutions in the membership process are still required to meet the Membership Committee's minimum requirements, which include enhanced criteria to strengthen and clarify membership standards. These minimum requirements must be satisfied on application to the division. This legislation supports manageable strategic growth, clarifies the expectations for the Division II membership process and better prepares institutions for Division II active membership within a three-year provisional period.

**Title:** MEMBERSHIP -- DIVISION II MEMBERSHIP PROCESS -- REQUIREMENTS FOR INSTITUTIONS IN THE DIVISION II MEMBERSHIP PROCESS

**Convention Year:** 2014

**Effective Date:** August 1, 2014, for institutions making application to enter the membership process on February 1, 2015, and thereafter.

**SPOPL Number:** 1

**Official Notice Number:** 2014-10

**Source:** NCAA Division II Presidents Council [Management Council (Membership Committee)].

**Category:** Presidents Council

**Topical Area:** Membership

**Status:** Ready for Convention Vote

**Intent:** To modify legislation regarding the Division II membership process, as follows: (1) Eliminate language regarding the candidacy period so that each year of the three-year process is considered the provisional period; (2) Specify that in year one of the provisional period an institution must demonstrate administration of its athletics program in accordance with NCAA legislation regarding full-time enrollment, good academic standing and sports sponsorship; (3) Specify that in years two and three of the provisional period, an institution must demonstrate administration of its athletics program in accordance with the constitution, bylaws and other legislation of the Association; (4) Specify that in year two of the provisional period an institution must complete the NCAA Compliance Blueprint Review; and (5) Specify that select institutional personnel are required to attend meetings and events throughout the membership process, as specified.

**A. Constitution:** Amend 3.1.1, as follows:

[Roll Call]

3.1.1 Designation of Division by Active and Provisional Members. Each active member institution and ~~provisional member~~ institution in the ~~candidacy and~~ provisional periods **of the membership process** shall be designated as a member for certain legislative and competitive purposes.

[Remainder of 3.1.1 unchanged.]

**B. Constitution:** Amend 3.4.1.2, as follows:

[Roll Call]

3.4.1.2 Composition of Conference. All of the members of the conference shall be active members of this Association. A conference with six or more active NCAA members may accept an institution in the ~~candidacy~~ **provisional** period of the Division II membership process (see Bylaw 20.2.2) into active conference membership.

**C. Constitution:** Amend 3.4.4.3.1, as follows:

[Roll Call]

3.4.4.3.1 Exception for Composition of Conference. A conference with six or more active NCAA member institutions may accept an institution in the ~~candidacy~~ **provisional** period of the Division II membership process (see Bylaw 20.2.2) into active conference membership.

**D. Constitution:** Amend 3.6.1.1, as follows:

[Roll Call]

3.6.1.1 Types of Institutions. Membership in the ~~candidacy and~~ provisional periods is available to four-year colleges and universities and two-year upper-level collegiate institutions, accredited by the appropriate regional accrediting agency (see Constitution 3.2.1.1.1 for the accreditation standard for an institution in the NCAA Canadian pilot program) and duly elected to the membership process under the provisions of Constitution 3.6.3 and Bylaw 20.2.

**E. Constitution:** Amend 3.6.2.1, as follows:

[Roll Call]

3.6.2.1 Publications and Convention Representation. Member institutions in the ~~candidacy and~~ provisional periods shall receive all publications and mailings received by active members of the Association, shall be entitled to be represented by one nonvoting delegate at any Convention of the Association and shall have such other privileges as may be accorded by the bylaws of the Association. A copy of NCAA Champion magazine shall be sent to each member of the NCAA.

**F. Constitution:** Amend 3.6.3, as follows:

[Roll Call]

3.6.3 Procedures for Election to the ~~Candidacy and~~ Provisional Periods of the Membership Process.

[Remainder of 3.6.3 unchanged.]

**G. Constitution:** Amend 3.6.4, as follows:

[Roll Call]

3.6.4 Conditions and Obligations of Membership. The conditions and obligations applicable to member institutions in the ~~candidacy and~~ provisional periods of the membership process are set forth in Bylaw 20.2.

**H. Bylaws:** Amend 20.01.3, as follows:

[Roll Call]

20.01.3 Division II Membership Classification. Each active and provisional member institution ~~in the candidacy and provisional periods~~ and each member conference is designated as a member for certain legislative and competitive purposes. Multidivision classification is permitted under specified circumstances (see Bylaw 20.3).

**I. Bylaws:** Amend 20.01.4, as follows:

[Roll Call]

20.01.4 Division II Membership Process. Institutions seeking to become active members of Division II in all sports must successfully complete the requirements of the Division II membership process. The membership process ~~is~~ **requires** a minimum of three **provisional** years, ~~which includes a minimum of two years in the candidacy period and one year in the provisional period. This process and~~ is monitored by the Membership Committee.

**J. Bylaws:** Amend 20.02.5, as follows:

[Roll Call]

20.02.5 Provisional Membership. A provisional member institution ~~in the candidacy and provisional periods~~ is a four-year college or university or a two-year upper-level collegiate institution accredited by the appropriate regional accrediting agency (see Constitution 3.2.1.1.1 for the accreditation standard for an institution in the NCAA Canadian pilot program) and that has applied for active membership in the Association. The institution shall be elected to provisional membership under the provisions of this article and Constitution 3.6.3. Provisional membership is a prerequisite for active membership and shall last for a minimum of three years ~~(candidacy period is a minimum of two years;~~

~~provisional period is a minimum of one year).~~ **During year one of the membership process, an institution shall administer its athletics programs in accordance with NCAA legislation regarding full-time enrollment, good academic standing and sports sponsorship.** During **years two and three of** the provisional period, an institution shall administer its athletics programs in accordance with the constitution, bylaws and other legislation of the Association. Provisional members shall receive all publications and mailings received by active members in addition to other privileges designated in the constitution and bylaws of the Association. For specific requirements, see Bylaw 20.2.

**K. Bylaws:** Amend 20.2.1, as follows:

[Roll Call]

20.2.1 Eligibility for Membership in Division II.

20.2.1.1 Types of Institutions. Membership in the ~~candidacy and~~ provisional periods is available to four-year colleges and universities and two-year upper-level collegiate institutions, accredited by the appropriate regional accrediting agency (see Constitution 3.2.1.1.1 for the accreditation standard for an institution in the NCAA Canadian pilot program) and duly elected to **the** membership process under the provisions of Constitution 3.6.3 and Bylaw 20.2.

[20.2.1.2 unchanged.]

20.2.1.3 Conditions and Obligations of Membership in the Provisional Period of the Membership Process. **During year one of the membership process, an institution shall administer its athletics programs in accordance with NCAA legislation regarding full-time enrollment, good academic standing and sports sponsorship.** An institution in the **second and third years of the** provisional period of the membership process shall administer its athletics program in accordance with the constitution, bylaws and other legislation of the Association.

**L. Bylaws:** Amend 20.2.2, as follows:

[Roll Call]

20.2.2 Membership Process. Institutions seeking to become active members of Division II in all sports must successfully complete all requirements of the Division II membership process, as specified in Bylaw 20.2.

[20.2.2.1 through 20.2.2.2 unchanged.]

20.2.2.3 ~~Candidacy~~ **Provisional** Period. Once an institution receives notice that it has been accepted to begin the Division II membership process, the institution shall enter the ~~candidacy~~ **provisional** period **of the membership process** on September 1, the beginning of practice in any sport for the fall term or the first day of classes for that fall term, whichever occurs first, following the acceptance of the application. The

~~candidacy~~ **provisional** period shall be a minimum of ~~two~~ **three** years. At the completion of the ~~two~~ **three**-year period, the institution shall receive a determination of its readiness to proceed to ~~the provisional period~~ **active membership**.

20.2.2.3.1 Assessment Program —~~Candidacy Period~~. Institutions are required to ~~complete~~ **satisfy** the following ~~activities~~ **requirements** during the ~~candidacy~~ **provisional** period:

(a) Year One:

(1) ~~A visit paid by the institution to an active member institution's campus, as selected by the Membership Committee~~ **Demonstrated administration of its athletics program in accordance with NCAA legislation regarding full-time enrollment, good academic standing and sports sponsorship;**

(2) A comprehensive self-study and evaluation of its intercollegiate athletics program using the Division II Institutional Self-Study Guide (ISSG);

(3) Demonstrated involvement and commitment of the president or chancellor at the institution, as determined by the Membership Committee;

(4) An on-campus assessment conducted by an outside group selected by the Membership Committee. **NCAA staff and a representative of the Membership Committee will also participate** to review the readiness of the institution to become an active member, as measured against a Division II active member's athletics program; ~~and~~

(5) An annual report submitted by June 1, which shall include ~~the following: a completed Institutional Self-Study Guide (ISSG); and~~ an updated athletics department strategic plan. See the Membership Committee's policies and procedures manual for more clarification regarding the content of an annual report; ~~;~~

**(6) A visit paid by the institution to an active member institution's campus, as selected by the Membership Committee;**

**(7) Attendance at an orientation session conducted by the national office staff related to basic Division II operating rules and membership requirements. Institutional representatives required to attend are the chancellor or president, the director of athletics, the senior woman administrator, the faculty athletics representative, a compliance administrator and any additional individual to whom athletics reports;**

**(8) Attendance at the NCAA Division II Convention Business and Membership Committee Sessions. Institutional representatives required to attend are the chancellor or president, the director of athletics, the senior woman administrator, the faculty athletics representative and a compliance administrator; and**

**(9) Attendance at the Regional Rules Seminar conducted by the NCAA. Institutional representatives required to attend are the director of athletics, the senior woman administrator, the faculty athletics representative, a compliance administrator and a liaison from financial aid and the registrar's office.**

(b) Year Two:

(1) ~~An on-campus assessment conducted by the Membership Committee to review progress~~ **Demonstrated administration of its athletics program in accordance with the constitution, bylaws and other legislation of the Association;**

(2) Demonstrated involvement and commitment of the president or chancellor at the institution in the membership process, as determined by the Membership Committee;  
*and*

(3) **An on-campus assessment conducted by an outside group selected by the Membership Committee. The assessment shall include completion of the NCAA Compliance Blueprint Review;**

(4) An annual report submitted by June 1, which shall include ~~the following: a completed Institutional Self Study Guide (ISSG); and,~~ an updated athletics department strategic plan. See the Membership Committee's policies and procedures manual for more clarification regarding the content of an annual report-;

**(5) Attendance at the NCAA Division II Convention Business and Membership Committee Sessions. Institutional representatives required to attend are the chancellor or president, the director of athletics, the senior woman administrator, the faculty athletics representative and a compliance administrator; and**

**(6) Attendance at the Regional Rules Seminar conducted by the NCAA. Institutional representatives required to attend are the director of athletics, the senior woman administrator, the faculty athletics representative, a compliance administrator and a liaison from financial aid and the registrar's office.**

**(c) Year Three:**

**(1) Demonstrated administration of its athletics program in accordance with the constitution, bylaws and other legislation of the Association;**

**(2) Demonstrated involvement and commitment of the president or chancellor at the institution, as determined by the Membership Committee;**

**(3) An on-campus assessment conducted by an outside group selected by the Membership Committee to review the readiness of the institution to become an active member;**

**(4) An annual report submitted by June 1, which shall include an updated athletics department strategic plan. See the Membership Committee's policies and**

**procedures manual for more clarification regarding the content of an annual report;**

**(5) Attendance at the NCAA Division II Convention business and Membership Committee sessions. Institutional representatives required to attend are the chancellor or president, the director of athletics, the senior woman administrator, the faculty athletics representative and a compliance administrator; and**

**(6) Attendance at the Regional Rules Seminar conducted by the NCAA. Institutional representatives required to attend are the director of athletics, the senior woman administrator, the faculty athletics representative, a compliance administrator and a liaison from financial aid and the registrar's office.**

**(d) Additional Requirements for Active Membership. An institution must satisfy the following requirements at least once during the three year membership process:**

**(1) Attendance at the NCAA Inclusion Forum. Institutional representatives required to attend are the senior woman administrator and a senior level administrator outside of athletics;**

**(2) Attendance by the faculty athletics representative at the Faculty Athletics Representative Association National Convention; and**

**(3) Attendance by the senior woman administrator at a professional development event (e.g., NACWAA Convention, Administrative Enhancement Institute, NACDA Convention).**

*20.2.2.4 Provisional Period. After successful completion of the candidacy period, an institution will be invited to enter the provisional period of the membership process. During the provisional period, an institution's readiness to become an active member institution will continue to be evaluated. The length of the provisional period will vary depending on an institution's readiness to become an active member institution; however, in no event shall the provisional period be less than one year.*

20.2.2.4.1 Provisional Period **-- Year Three** Fee. A nonrefundable fee will be assessed if an institution is invited to **year three of** provisional membership. The amount of the fee will be determined annually by the Membership Committee, based on a continual analysis of expenses associated with the new member process. Additionally, a check in the appropriate amount for annual dues (see the current annual dues for active members per Constitution 3.7.3) also shall accompany the notice.

[20.2.2.4.2 through 20.2.2.4.3 renumbered as 20.2.2.5 through 20.2.2.6, unchanged.]

*20.2.2.4.4 Assessment Program — Provisional Period. Institutions are required to complete the following educational activities during the provisional period:*

~~(a) Demonstrated administration of its athletics program in accordance with the constitution, bylaws and other legislation of the Association;~~

~~(b) Demonstrated involvement and commitment of the president or chancellor at the institution, as determined by the Membership Committee;~~

~~(c) An on-campus assessment conducted by an outside group selected by the Membership Committee to review the readiness of the institution to become an active member through the use of a compliance blueprint review and progress since the candidacy period assessment; and~~

~~(d) An annual report submitted by June 1, which shall include an update on the Institutional Self Study Guide (ISSG) action items identified by the institution.~~

**M. Bylaws:** Amend 20.2.3, as follows:

[Roll Call]

20.2.3 Determination of Standing in the Membership Process.

20.2.3.1 Membership Committee Jurisdiction. Decisions made by the Membership Committee in regard to an institution's standing as a *provisional* member in the ~~candidacy~~ *or* provisional period of the membership process are final.

20.2.3.1.1 Failure to Meet Membership Requirements. An institution in the membership process failing to meet and maintain the conditions set forth in Bylaw 20.2 and its subsections may be required to complete an additional year of ~~either the candidacy period or~~ the provisional period (~~but not both~~) or have its membership terminated, by a two-thirds vote of the Membership Committee members present and voting. A notice of intention to terminate membership, stating the grounds on which such an action will be based, shall be given in writing to the president or chancellor of the institution in the membership process.

[20.2.3.1.2 unchanged.]

20.2.3.1.2.1 Authority of Management Council. The Management Council shall hear and act on an institution's or conference's appeal of a decision made by the Membership Committee in regard to an institution's **or conference's** standing as a provisional member ~~in the candidacy or provisional period~~.

20.2.3.2 Termination and Cessation of Rights and Privileges. All rights and privileges of an institution in the membership process shall cease on any termination of membership in the ~~candidacy or~~ provisional periods. Any institution in the membership process whose membership is terminated may reapply to enter the membership process after a period of one year.

[Remainder of 20.2.3 unchanged.]

**Rationale:** The Membership Committee has been reviewing the current Division II membership process since November 2012 and has identified the need to further define the requirements and structure of the process. Requiring institutions to be in compliance with specific Division II legislation in year one of the process and full compliance with Division II legislation by year two of the process aligns better with the current requirements of some Division II conferences that are accepting new institutions. It is also consistent with the Membership Committee's philosophy of accepting those institutions that distinguish themselves as premiere candidates for Division II. Additionally, it is important to provide clearer expectations for institutions in the process by further defining the requirements associated with each year of the process. Lastly, all years in the new process will be referred to as the Division II provisional period and the concept of candidacy status will be eliminated to decrease confusion associated with the different years of the process.

**Review History:**

*July 10, 2013:* Recommends Approval - Membership Committee

*July 23, 2013:* Approved in Concept - Management Council

*August 8, 2013:* Approved in Concept - Presidents Council

*August 28, 2013:* Approved in Legislative Format - Administrative Committee