



Division III
DISCOVER | DEVELOP | DEDICATE



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ADR Institute

January 22-23, 2020
Anaheim, California



Welcome

- Eva Chatterjee-Sutton

Vice President of Student Life,
Dean of Students and ADR,
Washington & Jefferson College

Purpose

- Engage ADR in best practices to oversee athletics.
- Improve relationships on campus and with peer ADRs.
- Enhance ADR effectiveness at campus, conference and national levels.

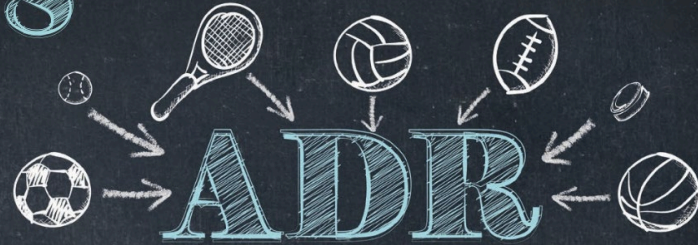
Program Theme



Framing
Expectations
Through Culture

Enhancing the Athletics Direct Report's Role with Athletics

8 Tips to improve effectiveness



1. ADRs should report directly to the president.
2. Ongoing communication.
3. Presidential communication.
4. Engage at the campus level.
5. Engage Faculty Athletics Representatives.
6. Engage at the conference level.
7. Engage at the national level.
8. Shared practices and networking.

REVIEW OBJECTIVES AND AGENDA

Leah Kareti
NCAA Division III Governance Contractor

Objectives

Empower ADRs
with best practices

Create
communications
triad

Increase number
of institutions that
engage the ADR

Increase
involvement in
conference
business

Enhance role at
multiple levels to
support president

Build strong faculty
and staff advocacy
for the DIII model

Increase
awareness of
NCAA resources

Increase self
nominations for
committee service

Increase
opportunities for
ADR networking

Increase ADR
attendance at
NCAA Convention

ADR Institute

Wednesday, January 22

2 p.m.	Opening Session.
3 p.m.	Division III Philosophy.
3:30 p.m.	Break.
3:45 p.m.	The Role of Division III Coaches.
4:30 p.m.	Current Issues in Student-Athlete Well Being.
5:15 p.m.	Reception.
6 p.m.	Honors Celebration.

Thursday, January 23

8 a.m.	Welcome and Networking Activity.
8:15 a.m.	Hiring Athletics Directors.
9 a.m.	ADR Institute Alumni Panel: Exploring the Unique Challenges of Athletics Oversight.
9:45 a.m.	Break.
10 a.m.	Athletics Fundraising.
10:45 a.m.	Risk and Crisis Management in Athletics.
11:30 a.m.	ADR Luncheon: Leveraging Culture for Enrollment Success.

Thursday, January 23

1:15 p.m.	Athletics Budgeting.
2 p.m.	NCAA and Conference 101.
2:30 p.m.	Break.
2:45 p.m.	Compliance Concepts and NCAA Rules for ADRs.
3:30 p.m.	Address final questions, parking lot and reflections.

REVIEW NOTEBOOK CONTENT

Five Minute Interviews

1. What made you apply or want to attend the Institute?
2. What are you most proud of or feel best about as ADR?
3. What is a favorite or funny story as ADR?

Introduce your partner to the table.

Pulse of the Room

Facilitation Notes

1. Reflections.

- Notebook page.
- Reinforce the triad.
- Share your best ideas with cohort.
- Submit your plan for accountability reminders.

2. Parking Lot.

Division III Philosophy

**President Mary-Beth Cooper,
Springfield College**

BREAK

THE ROLE OF DIVISION III COACHES

Meghan McDonogh

Women's Lacrosse Coach

Associate AD/SWA

Catholic University

Scott McGuinness

Director of Athletics

Washington & Jefferson
College

CURRENT ISSUES IN STUDENT-ATHLETE WELL BEING

Lydia Bell

Associate Director of Research

NCAA

**5:15 p.m. ADR Reception
Anaheim Marriott, Gold Key I-II**

**6 p.m. NCAA Honors Celebration
Anaheim Convention Center,
Anaheim Ballroom**

WELCOME BACK!

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Let's Get Real!

- What is your greatest challenge as an ADR?
- Write it on the index card.
- Stand up and pass card around.
- When I say stop, find a partner. Review cards.
- Distribute seven points between the two cards.
- Write the value on the back of the card.
- Repeat the process.

Hiring Athletics Directors: The Good, The Bad, The Complicated

John King

VP for Student Life

Roger Williams University

Meredith Harper Bonham

VP for Student Affairs

Kenyon College

AD Hiring Trends

1. The percentage of ADs transitioning directly from other divisions is increasing.
 - a. From DI: +9% from 2018 to 2019
 - b. From DII: + 6% from 2018 to 2019

2. Top five areas of previous work-related experience:
 - a. Operations/facilities (28.2%).
 - b. Compliance (18.4%).
 - c. Athletics fundraising (17.3%).
 - d. Student-athlete welfare (14.4%).
 - e. Athletics communications (14.4%).

Data compiled by Arizona State University Law and Women Leaders in College Sports using publically available information.

AD Hiring Trends

72%

- ADs with experience coaching at the collegiate level.

58.4%

- ADs that were former student-athletes (53.4% of males and 69.2% of females)

84%

- ADs with graduate degrees is increasing. Up 3% from 2018.

71.2%

- ADs with prior AD experience is decreasing. Down 6% from 2018.

AD Hiring Trends

2019 Data	Current ADs	New Hire
Female	32%	40%
Average Age	51	45

- DI/II ADs appear to serve an average of 8.2 years in the position (2019 study data).
- NCAA data shows that ADs identifying as racial or ethnic minority, moved from 10 to 16% from 2014 to 2019.



Adventures in AD Hiring



What to Consider:

1. Athletics department culture and expectations.
2. College/university culture and expectations - don't forget the faculty!
3. Alumni and community member participation?
4. Candidate backgrounds:
 - a. Different NCAA Division/ NAIA?
 - b. Educational level?
5. Athletics as enrollment driver?
6. Potential minefields??



Table Discussions:

1. Lack of a strong and respected #2 in dept.
2. Presence of a skilled and respected #2 in dept.
3. Dissension in the department pertaining to culture and relationships.
4. Ineffectual leadership leaving, with lack of cohesion/goals/direction.
5. Pressure from President or Advancement to hire a specific alum/parent.
6. Transfer of athletics department to you from a different division.

Discussion/Report Out

Final Thoughts

Alumni Panel: Exploring the Unique Challenges of Athletics Oversight

Elliott
Strickland

VP of Student
Affairs

Pennsylvania
College of
Technology

Cedric
Howard

VP for
Enrollment
and Student
Services

State
University of
New York at
Fredonia

Elizabeth True

VP for Stu.
Affairs and
Enrollment
Management

Maine
Maritime
Academy

Meredith
Harper
Bonham

VP for
Student
Affairs

Kenyon
College

Moderator: Eva
Chatterjee-
Sutton

Vice President
of Student
Life & Dean of
Students

Washington
And Jefferson
College



Athletics Fundraising

Natalie
Winklefoos

Delta Lodge Director
of Athletics and
Physical Education

Oberlin College

Jason Kroll

Vice President and
Chief Strategy
Officer

New Jersey City
University

Shawn Tucker

Associate Vice
President and
Director of Athletics

New Jersey City
University

Introductions

- Natalie Winkelfoos
- Shawn Tucker
- Jason Kroll

Shawn Tucker

- 4-year starter, captain and student-athlete, Rutgers University (DI)
- Program Coordinator, YES Center (Newark, NJ)
- Assistant Athletic Administrator, Rutgers University (DI)
 - Rutgers Leadership Academy
 - Nationally recognized (2012)
 - Implementation Team, NCAA LAW
- Associate Athletic Director, Rutgers University (DI)
 - Rutgers University Foundation
 - Major Gift Officer
 - Launch RLA Advisory Board
- AVP & Director of Athletics and Recreation, New Jersey City University (DIII)
 - Athletics Excellence Fund
 - New Jersey City University Foundation (DIII)
 - P3

Jason Kroll

- 30 years higher education experience in administration, athletics, fundraising, and marketing
- Student-athlete, Drew University (DIII)
- Baseball Coach, Drew University (DIII)
- Senior Athletic Administrator, Rutgers University (DI)
- Athletic Fundraising Leadership/Chief Development Officer
 - Drew University (DIII)
 - National Football Foundation & College Football Hall of Fame (national non-profit)
 - Rutgers University (DI)
- University Fundraising Leadership/Chief Development Officer
 - Rutgers University Foundation (DI)
 - Monmouth University (DI)
 - New Jersey City University Foundation (DIII)

Fundraising Overview

Good fundraising looks the same
at ALL institutions regardless of
size, location, mission, athletics
division, etc.



Core Practice Stories

- How a football game helped fund research to cure spinal cord injuries. – Jason Kroll
- How an institutional commitment to student-athlete development engaged alumni and friends as major gift donors. – Shawn Tucker

Core Practices for ADR's

- Internally Focused
 - Help identify, cultivate, and steward relationships across campus
 - Educate and Involve
- Forge a bond between Athletics and University Advancement
 - Success begets success
- Promote professional respect
 - Celebrate victories/Enlist when challenges arise
- Foster trust
 - Communicate openly, proactively, and collaboratively

Core Practices for ADR's

- External
 - Cultivate and promote university-wide ambassadorship
 - Maximize the visibility and relationships of Athletic staff and coaches
- Promote Athletic events as turnkey engagement events
 - Cultivate, steward, and build institutional pride with donors and prospects at all stages in life
- Maintain donor-centric integrity at all times
 - Marry donor interest with institutional priorities for long-term success
- Emphasize the big picture – not the wins and losses
 - Make student-athlete development the cornerstone

COMMUNITY SERVICE



RLA MOWING SERVICE
NEW BRUNSWICK, NJ | 7/26/16

READ ACROSS AMERICA
MILLTOWN, NJ | 3/2/16

EMBRACE KIDS MEAL SERVE
NEW BRUNSWICK, NJ | 10/24/15

EVENTS & PROGRAMS



VIDEO MOCK INTERVIEW WEEK
PISCATAWAY, NJ | 7/15/15



ROAD TO THE NFL SERIES
SPEAKER: BART SCOTT
HALE CENTER | 7/7/15



FINANCIAL MANAGEMENT
RAC | 2/2/16





Name: _____



7 Years

of Developing
Preparing &
Transforming the
lives of over
1,000 students

\$750,000

our annual funding
goal to fully
support the
Rutgers Leadership
Academy

Support

by making a
financial pledge that
will impact 600+
current students &
over 10,000 alumni





RISING KNIGHT INSTITUTE

Mission Statement

The Rising Knight Institute is bound by five essential pillars of success: academics, personal enrichment, leadership, community outreach and career preparation. We support the holistic growth of each student-athlete's intellectual development, academic excellence, social responsibility and self-empowerment. Our goal is to build character, stimulate motivation and foster strong community relations, while preparing student-athletes to succeed as leader.

Academics

On Site Tutoring
Study Hall
Degree Progress Training
Academic Advisement

Personal Enrichment

Title IX Training
Financial Literacy Workshops
Social Media Training
Mind, Body and Spirit Workshops

RKI'S FIVE PILLARS

Leadership

SAAC Development Day
Annual Welcome Back Rally
Team Building Seminars
Leadership Symposium

Community Outreach

National Girls and Women in Sports
Day
Cans Across the Conference
JC Families Volunteer Partnership
Embrace Kids Foundation
Make-A-Wish Foundation

Career Preparation

Resume
Interview Preparation
Professional Headshots
Self-Branding Seminar
Dress4Success

FUNDRAISING: My Favorite F-Word

Natalie Winkelfoos
*Associate VP for Athletics Advancement
Delta Lodge Director of Athletics & Physical Education
Oberlin College*

Today's Takeaway



- Gain insights to create, enhance and sustain a successful athletics fundraising efforts on your campus and **be the best darn ADR you can be!**

Shift in Responsibilities/Focus



- Then...
 - Coach to AD with internal operations skills
- Now...
 - professional administrators with fundraising experience and other successful external operations skills...fundraisers and relationship builders...revenue generators...recruiters...mental health guru...do all the things!

OPPORTUNITIES OF SUPPORT

Categories of Fundraising

- Annual Budget
 - needs and wants
- Specialty Needs
 - foreign trips
 - training equipment
 - curriculum enhancements
- Capital Items
 - facility enhancements
 - bricks & mortar
- Endowments
 - positions
 - salaries
 - facility maintenance
 - travel budgets (spring break)
 - recognition banquet



*"THE MOST POWERFUL PERSON IN THE WORLD IS THE
STORYTELLER... THE STORYTELLER SETS THE VISION, VALUES, &
AGENDA OF AN ENTIRE GENERATION THAT IS TO COME."*

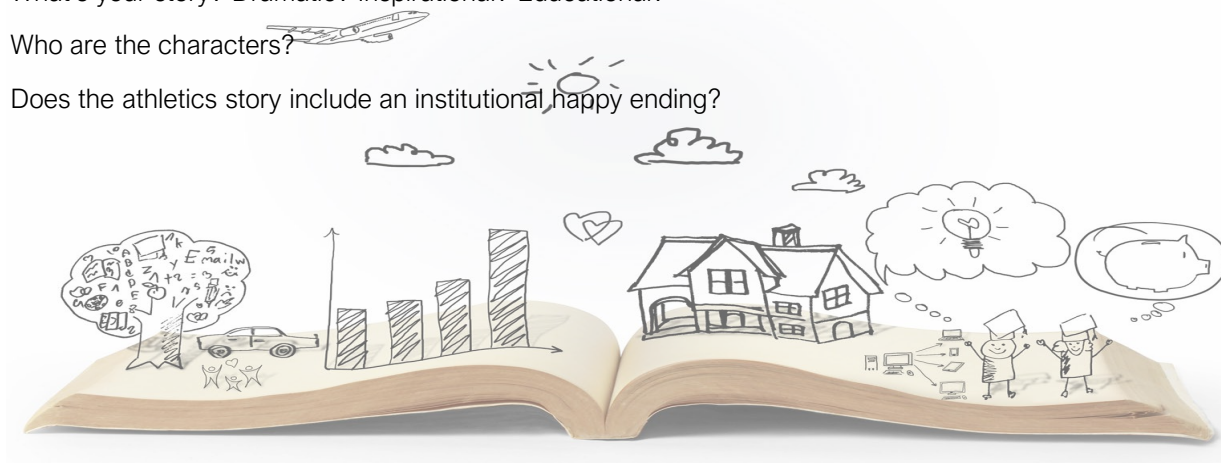
STEVE JOBS

AS RECOUNTED BY TOMAS HIGBEY, JOURNALIST



Have a story. Become a storyteller. Tell a story.

- Storytelling opens the door to successful fundraising
- You cannot build meaningful relationships without telling a story
- Connect characters (alumni with athletics, campus partners to each other)
- The donors' stories will help you shape the conversation
- LISTEN to their story before you tell yours
- Stories, not stats, will motivate people in ways stats never will
- What's your story? Dramatic? Inspirational? Educational?
- Who are the characters?
- Does the athletics story include an institutional happy ending?



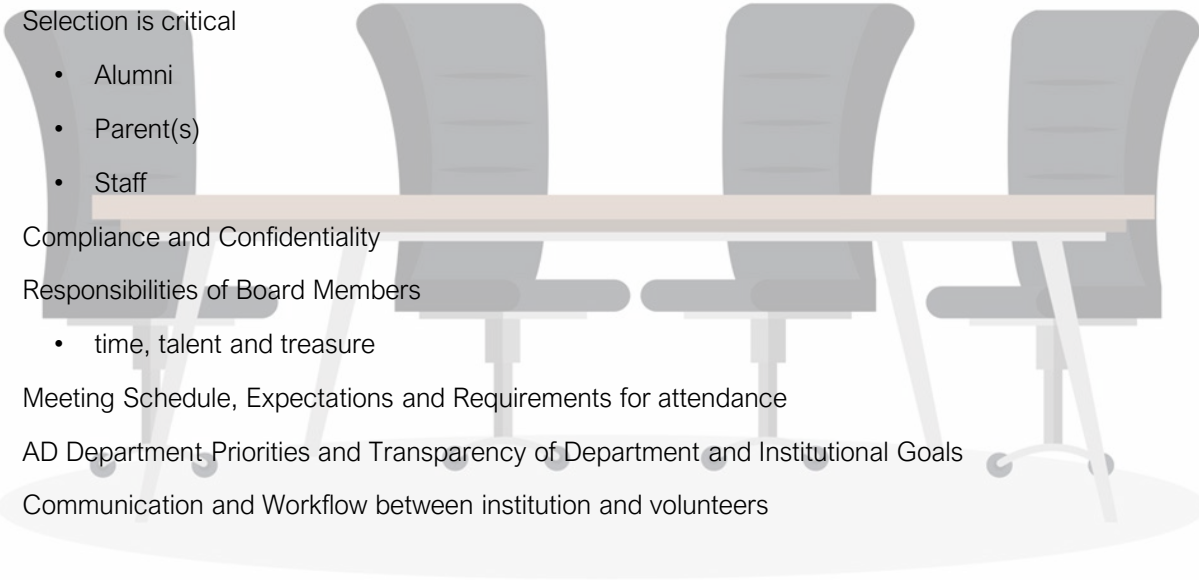
(Some of) The Main Characters

- On-Campus Team
 - President
 - VP of Development
 - Creg (athletics), Will (major gifts), Lisa (annual fund), Kyle (alumni)
- Heisman Club Board
 - Selection of Board members is HUGE!
- Parents
 - Find the fair-minded folks and create parental "buffers"
 - Success Story: Single sport support, Equity, Trustee, Educator
 - Opposite of Success Story: Donor, Advancement Staff, President, Transfer
- Corporations
 - University Hospitals
- Foundations
 - Knowlton Foundation



Board Management

- Selection is critical
 - Alumni
 - Parent(s)
 - Staff
- Compliance and Confidentiality
- Responsibilities of Board Members
 - time, talent and treasure
- Meeting Schedule, Expectations and Requirements for attendance
- AD Department Priorities and Transparency of Department and Institutional Goals
- Communication and Workflow between institution and volunteers



Be a Storyteller and a Relationship Builder

- Fundraising can and will be successful if relationships with your...
 - Direct report and AD
 - AD and coaching staff
 - Athletics and Institutional development office
 - Campus community



Building the Relationship with Development Office

- Share priorities
 - department and sport specific
- Be a visible teammate
 - attend their meetings, invite them to yours
 - provide quick facts/brag sheet for traveling officers
 - co-host local/regional/national events
- Learn their language and know the rules
- Teach them your language
- Establish liaison(s)
- Dress them as a member of your team (not just polos...don't be boring)
- Celebrate together and share gratitude (don't be territorial...be an institutionalist!)



Branding as Part of Your Story



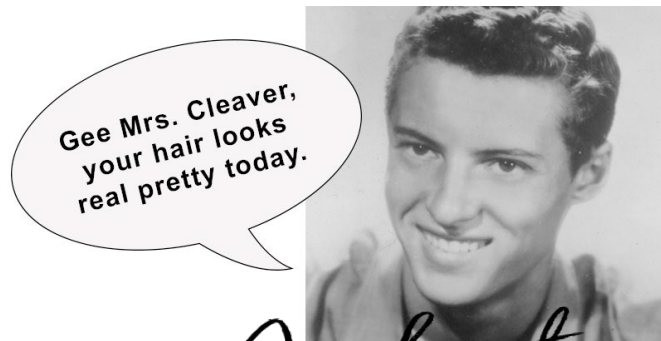
Coaches and Their Role

- Annual sit-down with head coaches to hear their stories of wants and needs
- Establish priorities (programmatic and department)
 - Title IX: Equity (should) always matter
- Empower them to be 'explorers'
 - Test the story
 - Provide info about family habits (where do they vacation? what players aren't selling raffle tickets? who has a car on campus? spring break destinations? how often do they attend games? other passions?)
- Communicate expectations, roles and process
 - Do coaches make asks?
 - Check in hand...now what?



Importance of Stewardship

- “Donors aren’t one-night stands.”
- Athletics has opportunity to steward a gift like no other – share and show gratitude
- Saying *Thank you*...
 - phone calls, handwritten notes, video, social media (coach, student, AD, President)
 - swag (don’t be boring)
 - recognition at events (if that’s comfortable for them)
 - sideline/locker room experience
 - guest coach
 - donor profile
 - meal with team and/or coaching staff
 - ask them



Be Authentic



Risk and Crisis Management in Athletics

Julie Soriero

Director of Athletics, Physical
Education and Recreation
Emeritus

Massachusetts Institute of
Technology

Jeff Martinez

Director of Athletics and Physical
Education

University of Redlands

ACTIVE SHOOTER – FEBRUARY



BOSTON MARATHON BOMBING



OFFICER SEAN COLLIER



CARDIAC ARREST ON THE COURT

- 21 year old senior student-athlete with no history of prior conditions
- EAP activated immediately
- Student-athlete was revived with CPR/AED
- Game goes on...



TABLE TOPIC DISCUSSION

- Please share an incident that has occurred on your campus that was directly related to athletics and the one most valuable lesson learned

CRISIS/EMERGENCY STAGES

- In the moment!
- Next steps
- Post crisis
- Larger picture long term



CRITICAL ASSESSMENTS



Assess:

- What I know
- What I don't know
- What I need to find out

Identify the key decision-makers:

- Clear the room for conversations, decisions, next steps and identify areas of responsibility
- Point of Contact

Determine appropriate communications and be clear and informative:

- Athletics website, rec. website, home page
- Communication strategy – internal and external responsibilities

IMPORTANT CONSIDERATIONS

- Identify key partners.
- Know relevant systems .
- Clarify and communicate terms.
- Identify and address potential challenges.

2019 - 2020 MIT ATHLETICS EMERGENCY CARD

TRANSPORTATION VENDORS

NAME	OFFICE	EXT	CELL	OFFICE
PETER PAN BUS OPERATIONS CENTER:	800-237-8747	x1225		
PETER PAN DISPATCH:	617-887-2200	x1928		
MKEE ORSENEN:	800-243-9560	x1124		
BOB FELDBERG:	617-887-2200	x1922		

REGULAR BUSINESS HOURS: 8:00 AM - 4:30 PM MON-FRI
[24/7 DISPATCH: 4:30 PM - 8:00 AM MON-FRI AND SAT & SUN]

MIT SHUTTLE

NAME	CELL	OFFICE
LUKE MUKONONBERA:	617-388-9789	617-252-1682
DEAN CARTHY	617-549-8951	617-252-1526
SAFERIDE+		617-253-2997

REGULAR BUSINESS HOURS: 6:00 PM - 2:30 AM
[THU - SAT HOURS: 6:00 PM - 2:30 AM]

TRAVEL COLLABORATIVE

NAME	CELL	OFFICE
ROBERT McCOY:	207-710-1305	207-805-3325
MICHELLE HERNANDEZ:		207-805-3333
NEAL TIMONEY:		207-805-3329

REGULAR BUSINESS HOURS: 8:00 AM - 6:00 PM MON - FRI
[AFTER HOURS: 6:00 PM - 8:00 AM MON - FRI AND SAT & SUN]

BUDGET VAN RENTAL

NAME	CELL	OFFICE
MAIN DESK:		617-577-7606
TONY CERUOLO:	617-947-4747	617-577-7606

MAIN DESK HOURS OF OPERATION:

DAY	OPEN	OFFICE
MONDAY-FRIDAY:	7:00 AM	6:00 PM
SATURDAY:	8:00 AM	4:00 PM
SUNDAY:	8:00 AM	3:00 PM

[AFTER HOURS: CALL T. CERUOLO CELL PHONE]

CONTACTS QR CODE

FOR DETAILED EMERGENCY CONTACT INFORMATION SCAN THE QR CODE BELOW



2019 - 2020 MIT ATHLETICS EMERGENCY CARD

ON SCENE CRISIS MANAGEMENT

1. PROTECT: INJURED/TEAM/FAMILY
2. COLLECT: PERTINENT INFO TO SITUATION
3. COMMUNICATE: TO DIRECT REPORT & MIT OFFICIAL

VEHICLE ACCIDENT PROTOCOL

1. EXCHANGE CONTACT & INSURANCE INFO
2. TELL OTHER PARTY TO CONTACT MIT INSURANCE: SARAH BROWN: 617-324-5031; se_brown@mit.edu
3. IMMEDIATELY CONTACT YOUR DIRECT REPORT

MIT INSURANCE INFORMATION

INSURED: MIT
CARRIER: SAFETY NATIONAL
POLICY #: CAS4051872
EXPIRES: 11/1/2019

FOR DISABLED VEHICLE

CONTACT ATHLETICS BUSINESS OFFICE & RENTAL VENDOR IF RENTAL VEHICLE BREAKS DOWN

CRISIS MANAGEMENT CONTACTS

NAME	CELL	OFFICE
BARR BOUCHE:	617-599-9458	617-253-2438
PATRICK HAUMESSER:	714-308-5416	617-452-2934
KATIE HOPPE:	508-733-6233	617-253-5253
JULIE SORIERO:	719-492-0550	617-253-4499
DEAN ON CALL:	N/A	617-253-1212

[CAMPUS POLICE WILL FORWARD TO DEAN ON CALL]

SPORTS MEDICINE

NAME	CELL	OFFICE
TOM CRONAN:	617-908-2149	617-253-4098

SPORTS INFORMATION

NAME	CELL	OFFICE
KEN JOHNSON:	914-924-2120	617-258-5265

DURING/POST EVENT ACTION

- **Varsity contests:**
 - Schools coming to campus/teams leaving campus.
- **What the safe, appropriate and respectful decisions should be:**
 - Consideration of safety relevant to situation.
 - Needs of campus community.
 - Needs of students –normalcy and support.
- Think beyond the specific emergency event – Memorial service and NCAA Men's Volleyball Championships.
- Demand on facility and staff.
- Changing of competition/practice sites.
- **Timing – teams leaving service .**
- **Facility closing.**



TABLE TOPIC DISCUSSION

- **Who are your key partners?**
- **What are your important considerations in initiating your outreach?**

LESSONS LEARNED

- **Have a communication protocol**
 - 24/7 system and backup
- **Be consistent, thoughtful and firm with your decision – everyone needs that**
- **Debrief**
- **Practice and drill**



CREATING THE CRISIS, EMERGENCY ACTION PLAN (EAP)

- Who is responsible for creating the EAP?
- Review and revisions of the EAP.
- The Role of the ADR, the AD and others in your EAP.



KEYS TO A COMPREHENSIVE EMERGENCY ACTION PLAN (EAP)



- EAP will “provide directions” but is not the exact final road map.
- EAP must be flexible – “adjust on the fly.”
- A comprehensive, rehearsed plan ensures “adjustments” have little impact on final outcome.
- A written EAP, will become your minimum standard of care.
- Debrief and post EAP use is a must in all instances.

EMERGENCY ACTION PLAN (EAP) COMPONENTS

- Format of EAP.
- Key personnel.
- Communications and signage.
- Venues.
- Training.
- Equipment.
- Assessment and review.



RISK MANAGEMENT

- **How is Risk Management discussed and practiced in your department, division, etc.?**

QUESTIONS?

Thank you!

Julie Soriero – jsoriero@mit.edu

Jeff Martinez – jeff_martinez@redlands.edu

ADR Convention Luncheon: Leveraging Culture for Enrollment Success

Anaheim Marriott, Grand Ballroom A-B
11:30 a.m. to 1 p.m.

Athletics Budgeting

The Athletics Budget is a Unicorn

Stevie Baker-Watson

Associate VP for Campus Wellness

Theodore Katula Director of Athletics and Recreational Sports

DePauw University

Polling Question

Systems to Hold Us Accountable

- How did we spend our money in the past? *4 year rolling average*
- How do we want to spend our money in the future? *Guiding Financial Philosophies*
- Who and where will we compete? *Coach Worksheet*
- How are we spending our money now? *Zero Based Budget Tool*
- Where can we consolidate resources? *Values Matrix*

Four Year Rolling Average

	A	B	C	D	E	F	G	H	I	J
		3 YR. AVERAGE	2012-2013 BUDGET	2012-2013 ACTUAL	2013-2014 BUDGET	2014-2015 WORKSHEET	2014-2015 REQ	2014-2015 REQ ADJ	Comments	2013-2014 comments
1										
2	TOTAL	\$ 1,204,020.00	\$ 990,694.00	\$ 1,308,265.00	\$ 1,076,615.00	\$ 1,331,842.00	\$ 1,266,000.00	\$ 1,263,000.00		
3	Athletic Director	\$ 200,000.00	\$ 167,968.00	\$ 258,091.00	\$ 174,905.00	\$ 202,953.00	\$ 200,000.00	\$ 200,000.00	Increase due to increase in fall break meals (\$10K to \$15K), conference dues and telephone charges.	
4	Athletic Director/NCAC							\$ 55,000.00	To be used to offset costs of participating in the NCAC conference tournaments.	
5	Athletic Training (Sports Me	\$ 19,407.00	\$ 20,000.00	\$ 23,432.00	\$ 20,000.00	\$ 39,415.00	\$ 30,000.00	\$ 30,000.00	Approximately 20% increase in products that contain petroleum. Beginning FY 2012, has been receiving \$3,000 allocation from LAX gift to cover increased costs due to new LAX teams.	
6	Baseball	\$ 50,545.00	\$ 51,450.00	\$ 58,174.00	\$ 51,540.00	\$ 89,229.00	\$ 60,000.00	\$ 55,000.00	Had been utilizing \$31/\$5/\$7 for meals; 2012-2013 budget did not include travel to NCAC tournament. Does play a limited JV schedule.	
7	Men's Basketball	\$ 63,312.00	\$ 63,000.00	\$ 58,344.00	\$ 63,000.00	\$ 72,016.00	\$ 68,000.00	\$ 65,000.00	Spent approx. \$10K recruiting. Provides \$6/meal on the road. Has to pay for meals during fall break and winter break. 2012-2013 budget did not include travel to NCAC tournament.	
8	Women's Basketball	\$ 73,812.00	\$ 63,000.00	\$ 78,199.00	\$ 63,000.00	\$ 70,789.00	\$ 68,000.00	\$ 65,000.00	Uniforms are 5-7 years old. Must travel more to play adequate competition. Has to pay for meals during fall break and winter break. 2012-2013 budget did not include travel to NCAC tournament.	
9	Men's Cross Country	\$ 15,885.00	\$ 15,825.00	\$ 15,610.00	\$ 15,825.00	\$ 20,130.00	\$ 17,000.00	\$ 17,000.00	Increase for recruiting	
10	Women's Cross Country	\$ 17,816.00	\$ 15,825.00	\$ 17,090.00	\$ 15,825.00	\$ 20,130.00	\$ 17,000.00	\$ 17,000.00	Increase for recruiting	
11	Field Hockey	\$ 48,285.00	\$ 38,650.00	\$ 49,508.00	\$ 38,650.00	\$ 49,811.00	\$ 52,000.00	\$ 48,000.00	2012-2013 budget did not include travel to NCAC tournament. Needs to travel nationally because closest schools are conference opponents. Increase in recruiting.	
12	Football	\$ 181,181.00	\$ 160,340.00	\$ 170,046.00	\$ 160,340.00	\$ 151,842.00	\$ 160,000.00	\$ 160,000.00	3 year average includes unusual and unauthorized spending during FY 2012 (approximately \$50,000)	
13	Men's Golf	\$ 20,946.00	\$ 18,715.00	\$ 21,205.00	\$ 18,715.00	\$ 37,412.00	\$ 30,000.00	\$ 30,000.00	Travel low for 13-14 since DePauw and Wabash are hosting NCAC tournament.	
14	Women's Golf	\$ 19,535.00	\$ 18,715.00	\$ 24,378.00	\$ 18,715.00	\$ 36,164.00	\$ 30,000.00	\$ 30,000.00	Travel low for 13-14 since DePauw and Wabash are hosting NCAC tournament.	

Guiding Financial Philosophies for Coaches

Roster Management

Scheduling
Opponents

Uniforms/Participant
Costs

Personal Protective
Equipment and Sport
Tools

Extended Travel

Awards

Officials

General Costs Related
to Home Competition

Coach Worksheet

E7				3/21/2015							
	A	B	C	D	E	F	G	H	I	J	K
1	Softball				If away...			If home...			
2	Date (mm/dd/yy)	Location (H or A)	Opponent (full name)	Time of Contest	expected departure	expected return	# travel party	Cost of officials	B	L	D
3	02/21 & 02/22/15	A	At Washington University- St. Louis; Opponents TBD- 4 game tournament	TBD	02/20/15	02/22/15	30		2	2	3
4	03/07 & 03/08/15	A	At Emory University; Opponents TBD- 4 game tournament	TBD	03/06/15	03/08/15	30		2	3	3
5	03/14/15	H	Trine University	1:00pm; 3:00pm				\$310			
6	03/22/15	A	Salisbury University	1:00pm; 3:00pm	03/21/15	03/28/15	30		7	7	7
7	03/24/15	A	Christopher Newport University	2:00pm; 4:00pm	03/21/15	03/28/15	30				
8	03/26/15	A	Lynchburg College	TBD	03/21/15	03/28/15	30				
9	03/28/15	A	Kenyon College	1:00pm; 3:00pm	03/27/15	03/28/15	30		1	1	2
10	03/31/15	H	Denison University	3:30pm; 5:30pm				\$310			
11	04/04/15	A	Hiram College	1:00pm; 3:00pm	04/03/15	04/04/15	30		1	2	2
12	04/08/15	A	Ohio Wesleyan University	3:30pm; 5:30pm	04/08/15	04/08/15	30		1	1	1
13	04/11/15	H	Oberlin College	1:00pm; 3:00pm				\$310			
14	04/18/15	H	Allegheny College	1:00pm; 3:00pm				\$310			
15	04/22/15	A	Wittenberg University	3:30pm; 5:30pm	04/22/15	04/22/15	30		1	1	1
16	04/25/15	H	College of Wooster	1:00pm; 3:00pm				\$310			
17											
18									15	17	19

Zero Based Budget Worksheet

	A	B	C	D	E
1	145051000	SOFTBALL			
2			2014-2015		
3			Requested		
4	.4490	Misc Revenue	\$-		
5	.6350	Admin/Office Expense	\$ 50.00		
6	.6357	Equipment, Ath	\$ 1,929.00		
7	.6366	Uniforms	\$ 2,472.00		
8	.6450	Travel, Employee	\$ 2,135.00		
9	.6454	Recruiting	\$ 6,250.00		
10	.6455	Housing/Hotels	\$ 12,000.00		
11	.6456	Meals	\$ 15,210.00		
12	.6458	Transportation	\$ 15,350.00		
13	.6600	Equipment Rent/Lease	\$ -		
14	.6654	Maint/Repair Equipment	\$ 100.00		
15	.6670	Permanent Equipment	\$ -		
16	.6902	Outside Services	\$ -		
17	.6950	Printing	\$ 50.00		
18	.6951	Copier	\$ 250.00		
19	.7001	Books/Subscript	\$ -		
20	.7050	Memberships	\$ 180.00		
21	.7100	Postage	\$ 75.00		
22	.7910	Recognition/Appreciation	\$ -		
23	.7913	Officials	\$ 2,170.00		
24	.7923	Participant Costs	\$ -		
25					
26		TOTAL	\$ 58,221.00		
27					

Zero Based Budget Worksheet, detail

Microsoft Excel - Softball 2014-2015

	A	B	C
1	.6540	Travel, Employee	
2			
3		Item	Cost
4			
5		Flight for NFCA Conference- Head Coach	\$ 350.00
6		Flight for NFCA Conference- Asst Coach	\$ 350.00
7		Hotel for 2 Coaches for 4 nights at NFCA Conference	\$ 520.00
8		Baggage fee for 2 Coaches for 2 flights	\$ 100.00
9		Taxi Fare to and from Airport	\$ 40.00
10		Rental Car for NFCA Conference	\$ 180.00
11		NFCA Conference Cost- Head Coach	\$ 400.00
12		NSCA Conference Cost- Asst Coach	\$ 325.00
13		NSCA Conference Cost- Prof Member	\$ 220.00
14			\$ 2,135.00
15			

	Cost	Competitive Program	SA Experience	Job Satisfaction	Overall Brand	Health and Safety	Diversity and Inclusion
		Impact	Impact	Impact	Impact		
Do not pay for meals for off-campus recruiting unless there is an overnight stay involved.	\$ (10,000.00)	Low	Low	Medium/High	Low		
Decrease off-campus recruiting	\$ (50,000.00)	High	Low	Medium/High	High		
Eliminate GA positions	\$ (150,000.00)	High	High	High	High		
Eliminate paid assistant positions	\$ (50,000.00)	High	High	High	High		
No expenses for volunteer coaches	\$ (6,000.00)	Low	Low	Medium	Low/Medium		
No midweek overnights for competition	\$ (4,000.00)	Low	Low	Low/Medium	Low		

What It Looks Like Today ...

Bench Marking

	Total Budget:	Total Salaries:	Not Allocated by sport/gender:	Recruiting Expenses:	Sport Operating Expenses:
Allegheny College	\$3,454,657	\$1,192,737	\$769,804	\$113,032	\$954,789
Denison University	\$5,557,935	\$1,538,447	\$1,672,787	\$118,418	\$1,140,252
DePauw University	\$4,697,796	\$1,610,915	\$1,064,634	\$58,176	\$991,693
Hiram College	\$2,266,811	\$836,672	\$364,644	\$97,739	\$664,266
Kenyon College	\$5,754,019	\$1,379,102	\$1,259,603	\$147,552	\$484,823
Oberlin College	\$3,748,282	\$1,077,491	\$1,667,795	\$41,273	\$674,641
Ohio Wesleyan University	\$4,681,508	\$954,957	\$630,371	\$76,302	\$815,645
The College of Wooster	\$4,385,053	\$1,221,282	\$759,782	\$42,975	\$645,500
Wittenberg University	\$3,837,869	\$1,269,784	\$708,598	\$40,237	\$807,336

Keys To Success

- Budget management must be a priority – develop a monitoring system that is pro-active and not reactive.
- Athletics roster management is being frequently used to support the University's enrollment management.
- Engage your staff, and be transparent, as much as possible.
- Be creative and share resources.
- Ask for help.

THANK YOU!

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NCAA and Conference Office 101

Louise McCleary

Managing Director of
Division III

NCAA

Brad Bankston

Commissioner

Old Dominion Athletic
Conference

BREAK

COMPLIANCE CONCEPTS AND NCAA RULES FOR ADRS

Tiffany Alford

Assistant Director of Academic and
Membership Affairs

NCAA

Agenda

- Compliance and communication.
- Division III rules.
- Activity.

Institutional Control

- **Bylaw 6.01.1 Institutional Control.** The control and responsibility for the conduct of intercollegiate athletics shall be exercised by the institution itself and by the conference(s), if any, of which it is a member. Administrative control or faculty control, or a combination of the two, shall constitute institutional control.
- **Bylaw 6.1.1 President or Chancellor.** A member institution's president or chancellor has ultimate responsibility and final authority for the conduct of the intercollegiate athletics program and the actions of any board in control of that program.
- **Bylaw 6.2.1 Normal Budgeting Procedures.** The institution's annual budget for its intercollegiate athletics programs shall be controlled by the institution and subject to its normal budgeting procedures.

Department of Athletics

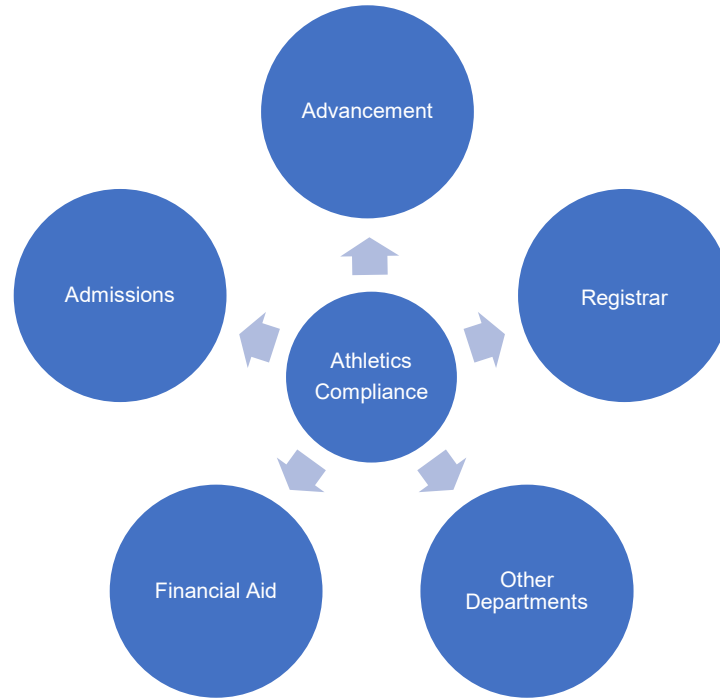
Does everyone across campus know your:

- Director of Athletics?
- Faculty Athletics Representative?
- Senior Woman Administrator?
- Compliance Administrator?

Who Is Responsible for NCAA Compliance?

- Advancement.
- Admissions.
- Financial Aid.
- Registrar.
- Student Activities.
- Communications.
- Academic Departments.
- Boosters.
- Chancellor/President.
- Board of Trustees.
- Other.

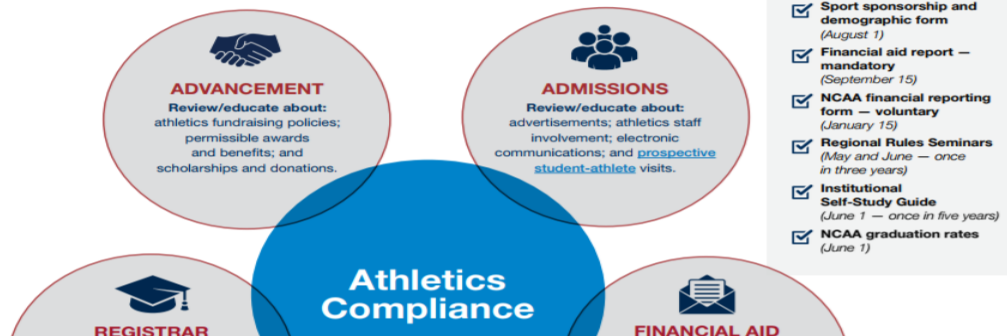
Communication Across All Campus Constituencies



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.



ncaa.org/sites/default/files/DIIIComp_Staying_Compliant_with_DivisionIII_Rules_20170919.pdf?division=d3



MOST FREQUENTLY VIOLATED RULES

DIVISION III INFRACTIONS PROCESS

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

17.1.5 – Out-of-season athletically related activities

14.1.8.1 – Full-time enrollment

16.8.1.2 – Expenses provided during competition while representing the institution

13.02.11 – Electronic transmissions to prospective student-athletes

14.1.3.1 – Failure to complete the Student-Athlete Statement

ncaa.org/sites/default/files/enforcementhandouts_DIII_RulesViolated.pdf

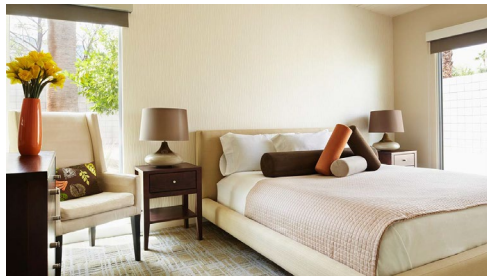


Question?

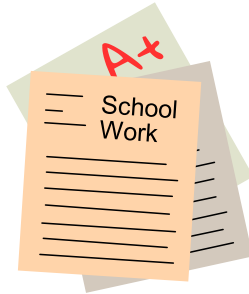
Is a violation of NCAA legislation a good or a bad thing?

OVERVIEW OF SELECT NCAA LEGISLATION

Preferential Treatment



Offers and Inducements



Extra Benefits



PSA or SA (Relatives or Friends)



- Benefit?
- Who?

Recruiting and Publicity

- Prospective student-athlete visits.
- Publicity & electronic communications.
- Advertisements.
- Use of institutional facilities.

Recruiting - Visits

Unofficial visit = Unlimited.

Official Visit = One.

- One financed visit per institution.
- First opportunity to visit – January 1 of the junior year in high school.
- Visit shall not exceed 48 hours.
- Meals, lodging, transportation, entertainment and complimentary admissions.

Division III Bylaws 13.6 and 13.7

Recruiting – Electronic Communication

- Recruiting legislation applies to athletics-based recruiting and does not limit an institution's admissions office from the recruitment of prospective students generally.
- Admissions office (and other departments outside athletics) may publicize a prospective student-athlete's visit to the institution's campus in the same manner done for prospective students generally.
- Staff member outside athletics may publicly initiate or respond to social media correspondence as long as the staff member acts in the same manner for prospective students generally and does not act at the direction of or on behalf of athletics.

Division III Bylaw 13.01.1 and Official Interpretation [Reference: 4/23/15, Item No. a]

Admissions - Advertisements

Recruiting advertisements.

- Location.
- Event with prospective student-athletes?
- Location specific to prospective student-athletes?

Nonathletic institutional advertisements.

- Who do the funds benefit?
- Is athletics involved?
- Does advertisement contain athletics information?

Recruiting - Transfers

- Four-year college prospective student-athletes – athletics needs permission to contact.
- Eligibility.
 - Academic year of residence.
 - Transfer exceptions.

Division III Bylaws 13.1.1.2 and 14.5

Financial Aid

- Institutional scholarships and grants.
- Financial aid from outside sources.
- Athletics staff involvement policies.

Financial Aid (cont.)

When was the last time your institution performed a scholarship and grant audit?

Financial Aid (cont.)

- Are your student-athletes receiving financial aid based on their athletics participation?
- Are your financial aid procedures the same for all students?
- Is financial aid from outside sources reported to your institution's financial aid office?

Financial Aid – Outside Sources

Student-athletes are permitted to receive financial aid from outside sources that consider athletics, provided:

- The award is made on only one occasion (but may be disbursed over multiple years);
- The donor of the aid shall not limit the recipient's choice of institutions to a specific institution; and
- The donor of the award is not connected to the recipient's institution.

Financial Aid - Athletics Staff Involvement

- Athletics staff shall not arrange or modify the financial aid package.
- Prohibited from serving on member institution's financial aid committee.
- Prohibited from being involved in any manner in the review of the institutional financial assistance to be awarded to a student-athlete.

Division III Bylaw 15.4.5 and Official Interpretation [Reference: 1/7/13, Item No. 2-a]



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?

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)]

ncaa.org/sites/default/files/Consistent%20FA%20Package%20Resource.pdf

Cross The Line Activity

Permissible

OR

Not Permissible



Situation 1

- A current student-athlete received an institutional special interest scholarship for community engagement.
- The scholarship is for \$5,000.
- The criteria for the scholarship requires above a 3.0 GPA and a demonstration of a commitment to community service.
- Athletics is not considered in this scholarship.

Situation 2

- A PSA made two unofficial visits to your campus during their junior year of high school.
- Your athletics department staff would now like to pay for an official visit during the fall of the PSA's senior year.

Situation 3

- An institution hosted a speaker series.
- One of the speakers happened to be a professional basketball player.
- The speaker series was open to the student body for free.
- Multiple basketball student-athletes attended and listened to the professional basketball player.

Situation 4

- An incoming PSA received an outside scholarship for exceptional leadership in sport.
- The scholarship is for \$2,000 per year for a total of \$8,000 over four years.
- The criteria for the scholarship includes a 3.0 GPA and a demonstration of exceptional leadership in the sports of basketball, lacrosse or track and field.

Situation 5

The assistant athletic director/head baseball coach is a member of the institution's financial aid committee, which is involved in the review of the institutional financial assistance to be awarded to a student-athletes.

Situation 6

A student-athlete received a discounted lunch at a local restaurant because they are a student-athlete.



Name, Image and Likeness

NIL is TBD.

- NCAA Board of Governors gave the three divisions a set of principles and guidelines.
- DIII has formed an oversight group that will help manage the process. Recommendations will be developed through the governance structure.
- Additional information available at www.ncaa.org/NIL
- NIL will also be discussed at Friday's Division III Issues Forum.
- Stay tuned!

Reminders

- Communicate with athletics department.
- Review/audit institutional policies and procedures.
- Support athletics by helping the athletics compliance culture and atmosphere of athletics compliance.
- Recognize you have a role and encourage others to ask questions.

Resources

- Division III manual (ncaapublications.com).
- Division III resources (ncaa.org/compliance?division=d3).
- Legislative services database (LSDBi).
- Requests/Self-Reports Online (RSRO).
- Athletics and conference staff.

QUESTIONS?

PARKING LOT AND FINAL QUESTIONS

Objectives

Empower ADRs
with best practices

Create
communications
triad

Increase number
of institutions that
engage the ADR

Increase
involvement in
conference
business

Enhance role at
multiple levels to
support president

Build strong faculty
and staff advocacy
for the DIII model

Increase
awareness of
NCAA resources

Increase self
nominations for
committee service

Increase
opportunities for
ADR networking

Increase ADR
attendance at
NCAA Convention

ADR Institute

Reflections

- Top take home ideas, page 13
- Action plan, page 14

Thanks!

Planning
Team

Speakers

Staff

Participants

Where to next?

Please turn in evaluations.

4:30 p.m.

- Plenary Session: State of College Sports, Anaheim Convention Center, Anaheim Ballroom

Friday - 8 a.m.

- Division III Issues Forum, Anaheim Marriott, Marquis Ballroom

Saturday - 8 a.m.

- Division III Business Session, Anaheim Marriott, Marquis Ballroom