

**PRESIDENTIAL TASK FORCE ON THE FUTURE OF DIVISION I INTERCOLLEGIATE ATHLETICS –  
Assignment of responsibilities**

*(The most recent progress update is bolded.)*

*(Note: As the Oversight and Monitoring Group develops strategies for review of the Task Force recommendations; this document will be subject to change.)*

Academic Values	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>a. Intercollegiate athletics must be fully integrated into the academic mission of universities and colleges. Academics must come first, and the success of student-athletes, both on and off the field, must be the defining characteristic of college sports.</p>	<p>Board review and possible sponsorship of legislation to modify the Division I Philosophy Statement set forth in the NCAA Manual.</p>	<p><b>The OMG recommended the development of an instrument that presidents could use to reflect on issues pertaining to integration.</b></p> <p><b>The OMG recommended more collaboration with other higher education associations to provide for more discussion about integration.</b></p> <p><b>The OMG also recommended that conferences discuss issues pertaining to integration with their membership.</b></p>	<p>NCAA staff to contact higher education associations – Staff liaisons assigned to the values area of the PTF.</p> <p>Send to conferences to highlight for membership.</p> <p>Develop a template to help presidents conduct a “self examination.”</p>
<p>b. Faculty members must participate in the guidance of intercollegiate athletics and help ensure the integrity of the student-athlete academic experience. Faculty members must also be as fully engaged in providing advice on planning and financial issues in athletics as in other parts of the campus and that advice should be weighed carefully by the athletics leadership and the president. Given this responsibility faculty members must make the effort to understand the intercollegiate athletics enterprise.</p>	<p>Refer for reactions to FARA, Division I-A Faculty Rep Assn and COIA.</p>	<p>COIA proposals being reviewed by national office staff, with appropriate referrals in governance structure.</p> <p><b>The OMG recommended seeking to enhance the relationships with faculty groups such as COIA, FARA and the Division I-A FARs’ Association.</b></p> <p><b>CAC determined the issue would be addressed through consideration of the legislative proposals sponsored by COIA via the self study instrument or educational materials. (8/1/07)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p> <p>FARA liaisons: Roberto Vicente and Bill Regan/FARA President Dennis Leighton</p> <p>Division I –A FARs: Dutch Baughman/President Percy Bates</p> <p>COIA: Virginia Shepherd/ Nathan Tublitz</p>

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<p>c. The FAR should be engaged in monitoring the successful integration of athletics and academics.</p>	<p>Same as b. above.</p>	<p>COIA proposals being reviewed by national office staff, with appropriate referrals in governance structure.</p> <p><b>The OMG recommended seeking to enhance the relationships with faculty groups such as COIA, FARA and the Division I-A FARs' Association.</b></p> <p><b>CAC determined the issue would be addressed through consideration of the legislative proposals sponsored by COIA via the self study instrument or educational materials. (8/1/07)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p> <p>FARA liaisons: Roberto Vicente and Bill Regan/FARA President Dennis Leighton</p> <p>Division I–A FARs: Dutch Baughman /President Percy Bates</p> <p>COIA: Virginia Shepherd/ Nathan Tublitz</p>
<p>d. Institutions should strive to have a well-functioning independent faculty athletics committee. (Such bodies are typically appointed through faculty governance.)</p>	<p>Same as b. above.</p>	<p>COIA proposals being reviewed by national office staff, with appropriate referrals in governance structure.</p>	<p>Check with A/E/C Cabinet liaisons Julie Cromer and Lynn Holzman to see where we are at the cabinet level.</p>

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<p>e. Academic advising should be connected to and be a part of the university academic units. Primary control over all academic advising should be vested in the institution's chief academic officer. (Institutions may provide different means to that end).</p>	<p>Seek input through institutional survey. Refer to Committee on Athletic Certification (CAC) and CCA Working Group examining the compliance review template. Staff development of best practices document.</p>	<p>COIA proposals also address this issue. Work continuing with NYA and other academic advising units to develop best practices document.</p> <p>CAC has included a version of this value as a potential measurable standard for third cycle of athletics certification. (See MSOP 22#10)</p> <p><b>See note in paragraph a. of the values section regarding the OMG's recommendations.</b></p> <p><b>CAC determined the issue would be addressed through consideration of the legislative proposals sponsored by COIA via the self study instrument or educational materials.(8/1/07)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p> <p>Send to conferences to highlight for membership.</p> <p>N4A and NACDA liaison: Carrie Leger (academic advising connected to university academic units)</p> <p>Develop a template to help presidents conduct a "self examination."</p>
<p>f. Institutions should examine the compliance area to determine if that area may benefit from a structural change. Consideration should be given to having a compliance director report directly to the president or an administrative officer who reports to the president.</p>	<p>Same as e. above.</p>	<p><b>See note in paragraph a. of the values section regarding the OMG's recommendations.</b></p>	<p>Send to conferences to highlight for membership.</p> <p>Develop a template to help presidents conduct a "self examination."</p>

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<p>g. Institutions should ensure that compliance personnel outside the athletics department, such as the registrar, admissions officers and financial aid, always maintain their autonomy from athletics.</p>	<p>Same as e. above.</p>	<p><b>See note in paragraph a. of the values section regarding the OMG's recommendations.</b></p>	<p>Send to conferences to highlight for membership.</p> <p>Develop a template to help presidents conduct a "self examination."</p>
<p>h. Steps should be taken to foster integration in the admissions process. Specifically, campus administration and faculty senates should consider developing criteria for special admissions of scholarship athletes. As part of this process, a maximum annual number of such special admissions for athletics should be established, either for all sports programs or for individual teams.</p>	<p>Same as e. above.</p>	<p><b>The OMG asked the A/E/C Cabinet to seek to establish a data driven definition of "at risk".</b></p> <p><b>The OMG also stressed the importance of gathering data on the academic profile of incoming student-athletes in an effort to identify "at risk" students.</b></p> <p><b>See note in paragraph a. of the values section regarding the OMG's recommendations.</b></p>	<p>Send to conferences to highlight for membership.</p> <p>Develop a template to help presidents conduct a "self examination."</p> <p>A/E/C Cabinet liaisons:            Julie Cromer/Lynn Holzman</p> <p>NCAA Research Staff</p>

Academic Values (con't)	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>i. There must be concrete and substantive programs in place to monitor and assist those special admits.</p>	<p>Same as e. above.</p>	<p>CAC has included a version of this value as a potential measurable standard for third cycle of athletics certification. (See MS OP 2.1 #3)</p> <p><b>The OMG recommended that institutions evaluate the levels of academic and life skills support provided to at risk student-athletes.</b></p> <p><b>The OMG also asked the A/E/C Cabinet to seek to develop an assessment tool for life skills programs.</b></p> <p><b>Further, the OMG asked the A/E/C Cabinet to develop “best practices” regarding special admits.</b></p>	<p>A/E/C Cabinet liaisons:            Julie Cromer/Lynn Holzman</p> <p>Once A/E/C Cabinet has completed its work, send to conferences to share with member institutions.</p>
<p>j. Campus athletics boards should receive information on all scholarship-athlete special admits.</p>	<p>Same as e. above, except no institutional survey.</p>	<p><b>The OMG asked the A/E/C Cabinet to develop “best practices” regarding special admits.</b></p>	<p>A/E/C Cabinet liaisons:            Julie Cromer/Lynn Holzman</p>
<p>k. Where appropriate, consideration should be given to value-based budgeting. In that budget model, which is on the value athletics brings to the institution; athletics assumes greater integration with the rest of the university by virtue of the reporting lines and budgetary review through the normal academic process.</p>	<p>Board should develop Division I model and principles along with best practices.</p>	<p><b>See note in paragraph a. of the values section regarding the OMG’s recommendations.</b></p>	<p>Send to conferences to highlight for membership.</p> <p>Develop a template to help presidents conduct a “self examination.”</p>

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<p>l. Institutions must ensure that both in principle and in fact athletics is richly integrated with the rest of the campus and that athletics serves the educational mission of the institution, which is to provide the most complete, well-rounded and comprehensive education possible. Presidents must therefore provide bold and creative leadership to further the collegiate model on their respective campuses and must be willing to make those sometimes unpopular decisions that will, in the long run, unite the campus community behind a fully integrated athletics program.</p>	<p>Same as k. above.</p>	<p><b>See note in paragraph a. of the values section regarding the OMG's recommendations.</b></p>	<p>Send to conferences to highlight for membership.</p> <p>Develop a template to help presidents conduct a "self examination."</p>
<p>m. Institutional education for athletics booster clubs should be reinforced to make it abundantly clear that improper acts by such individuals or clubs will not be tolerated. That information should explain limitations applicable to such individuals and clubs under NCAA rules.</p>	<p>Board should consider sponsoring legislation to require annual signed compliance statement by chair of booster clubs. Issue should also be referred to the CAC and the working group examining the NCAA compliance review template.</p>	<p>CAC has recommended strengthening measurable standards regarding rules education for the third cycle of athletics certification. (See MS OP 1.2 MS #9)</p> <p><b>CAC considered this recommendation and determined it is currently being appropriately addressed through the athletic certification program. (8/1/07)</b></p> <p><b>The CAC will discuss developing additional educational documents. (8/1/07)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p>

Fiscal Policy	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>a. The Task Force recommends that the self-sufficiency clause in the Division I philosophy statement be eliminated.</p>	<p>Board review and possible sponsorship of legislation to modify the Division I Philosophy Statement set forth in the NCAA Manual.</p>	<p>Legislation has been drafted and it will be included in the next legislative cycle.</p> <p><b>The OMG supported that legislation be drafted for the next Division I legislative cycle.</b></p>	<p>Governance staff members David Berst and Beth DeBauche to confirm with the Division I legislative team that the legislation has been drafted.</p>
<p>b. Require a fiscal-impact statement detailing the cost incurred by institutions to comply with any proposed NCAA legislation as a way to prevent unintended budget consequences.</p>	<p>Done in Division I. Confirm with staff that what is currently being provided in Division I is sufficient.</p>	<p>Completed.</p>	<p style="background-color: #cccccc;"></p>
<p>c. Adopt clear and consistent definitions of the various categories of revenues and expenditures to help create clarity so that decision-making based on comparative data can be greatly improved.</p>	<p>Refer to NCAA finance and research staffs.</p>	<p>Campus business officers, athletics business officers and accounting audit firms have partnered to develop improved definitions. An advisory committee will be formed that includes presidents, campus business officers, and athletics directors and athletics business officers to monitor and modify financial data definitions on an annual basis.</p> <p><b>The OMG was informed and is supportive of this development.</b></p>	<p>NCAA Staff: Jim Isch /Keith Martin</p>

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<p>d. The Task Force recommends the following reporting process: All Division I institutions shall be required to submit operating and capital financial data annually as part of the requirement for NCAA membership. Some of the information will require access to data maintained outside of the athletics department, which means institutions must engage institutional research, the university controller, human resources or other university departments to help with the report or with the operating allocations required as part of the reporting. Ultimately, the university president or chancellor must certify the financial reports.</p>	<p>Refer to Board for evaluation and possible sponsorship of legislation.</p>	<p>Legislation drafted.</p> <p><b>The OMG was informed and is supportive of this development.</b></p>	<p>Division I governance staff members David Berst and Beth DeBauche to send to the Division I legislative team for drafting.</p>

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<p>e. Financial data related to athletics departments and programs shall be collected in a timely manner using uniform and common definitions. In this light, dashboard indicators will be created to enable presidents and chancellors to track financial trends and aid in decision making by providing simple comparisons. Dashboard indicators include:</p> <ul style="list-style-type: none"> <li>• Athletics expenditures as a percent of institutional expenditures;</li> <li>• Total athletics revenues and percent change from the previous year;</li> <li>• Allocated revenues as a percent of total expenditures.</li> </ul> <p>Dashboard indicators are a work in progress and will evolve and improve over time.</p> <ul style="list-style-type: none"> <li>• Collected data shall be codified and presented in a manner that protects institutional and individual privacy. Additionally, presidents/chancellors and athletics directors should be able to easily access these indicators annually on the NCAA Web site or via e-mail.</li> </ul>	<p>Refer to NCAA finance and research staffs to design.</p>	<p>Dashboard indicators have been programmed and will be sent to Presidents in the summer or early fall. The initial year submission will be sent in draft so that numbers can be verified by the institution. The NCAA is sensitive in having accurate and consistent numbers for the reports to have value to campus decision-makers. In addition, input will be solicited from presidents on the value of the dashboards indicators.</p> <p><b>The OMG was informed and is supportive of this development.</b></p> <p><b>The OMG asked that the dissemination include a roll-out plan whereby institutions receive notice and education materials.</b></p>	<p>NCAA Staff: Jim Isch /Keith Martin</p>

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f. The Task Force recommends the following reporting process: The value of endowments at fiscal year-end, dedicated to the sole support of athletics, will be reported along with the present value of all pledges that support athletics. Athletics departments also will report their ending-year fund balance.	Refer to NCAA finance and research staffs to design.		NCAA Staff: Jim Isch /Keith Martin
g. The Task Force recommends the following reporting process: Capital expenditures shall be reported in the aggregate for athletics facilities. Specific categories include capitalized additions and deletions to facilities during the current reporting period, total estimated book value of athletically related plant and equipment, net of depreciation, total annual debt service on athletics and university facilities, and total debt outstanding on athletics and university facilities.	Refer to NCAA finance and research staffs to design.	Data have been collected. However, because capital expenditure reporting is a new process with new definitions, several institutions have not submitted consistent data. Staff will send the last three years of capital data submissions back to campus presidents and chancellors for verification.	NCAA Staff: Jim Isch /Keith Martin
h. The Task Force recommends the following reporting process: An annual salary and benefits survey shall be conducted for athletics positions. Collected data must include base salary, bonuses endorsements, media fees, camp income, deferred income and other income contractually guaranteed by the institution. The abstracted data from the survey will be made available to each institution in a confidential manner that campus decision-makers can access on a real-time basis.	Done in Division I.	Completed.  In the fall of 2006, all Division I institutions were provided an opportunity to participate in a salary survey process.	

<b>Fiscal Policy (con't)</b>	<b>Suggested strategy or referral</b>	<b>Progress to date/status</b>	<b>Assigned parties</b>
i. Require the Division I Board of Directors to monitor and conduct a regular analysis of the trends in intercollegiate athletics financing and provide those data to appropriate constituencies.	Refer to NCAA staff for periodic reports to the Board.	Financial data, using the new definitions and categories are being collected. Several years of data, (three to four years) need to be collected before meaningful analysis can occur.	NCAA Staff: Jim Isch /Keith Martin
j. An independent third party will use “agreed-upon procedures” to verify the accuracy and completeness of the data before submission to the university president and the NCAA.	Refer to NCAA finance staff.	Completed.  Procedures developed in cooperation with NACUBO, CABMA and public accounting firms.	
k. Presidents must use these financial data to align athletics budgeting with institutional mission to strengthen the enterprise and be willing to exert leadership and be actively engaged as champions of fiscal responsibility.	Refer to institutions for decisions based on data.		Send to conferences to highlight for membership.  Develop a template to help presidents conduct a “self examination.”

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<p>l. Solicit recommendations from appropriate higher-education associations on best fiscal practices. In addition, the NCAA and other appropriate associations should monitor continuously and periodically refine the financial reporting definitions to adhere to current practices.</p>	<p>Refer to NCAA finance and research staff for implementation.</p>	<p>A committee charge has been drafted that includes presidents, campus business officers, athletics directors and athletics business officers as members of a Best Practices Advisory Committee. Formal solicitations to serve on the committee will occur in the next couple of weeks, once a chair has been identified.</p> <p><b>The OMG acknowledged the importance of strengthening partnerships with professional organizations and recommended that there help be solicited in developing best practices.</b></p>	<p>NCAA staff to contact higher education associations – Staff members assigned to the fiscal area of the PTF.</p> <p>NCAA Staff: Jim Isch /Keith Martin</p>
<p>m. Establish an educational training program in collaboration with the College Athletics Business Managers Association and the National Association of College and University Business Officers for athletics administrators to strengthen their professional development and financial management skills and to enhance the overall financial management of the athletics programs.</p>	<p>Refer to NCAA staff for follow up with other organizations.</p>	<p>A committee charge has been written that includes presidents, campus business officers, athletics directors and athletics business officers as members of a Professional Development Advisory Committee. Formal solicitations to serve on the committee will occur in the next couple of weeks, once a chair has been identified.</p> <p><b>The OMG discussed the importance of providing more professional development opportunities for business officers relative to athletics.</b></p>	<p>NCAA Staff: Jim Isch /Keith Martin /New Professional Development Committee</p>

Presidential Leadership	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>a. Programming about the proper oversight role of governing board members with regard to athletics should be presented to all new board members as an integral part of their overall orientation. A concise outline of the president's and board members' roles must be covered in orientation and educational sessions, possibly conducted by the NCAA, the AGB, the American Council on Education, the American Association of State Colleges and Universities or the National Association of System Heads.</p>	<p>Refer to NCAA staff and higher education organizations for follow up. Additionally, the matter should be referred to the CAC and the working group examining the NCAA compliance review template.</p>	<p><b>The OMG recommended seeking to enhance education for governing board members and supported the idea of the NCAA working with AGB to develop orientation materials.</b></p> <p><b>The OMG also discussed the importance of strengthening existing partnerships in order to send appropriate messages about presidential leadership.</b></p>	<p>Small staff group led by Bernard Franklin is working with AGB.</p>
<p>b. The NCAA and the AGB should work together to develop appropriate curriculum, which could be added to the AGB's existing board education services to make it more robust.</p>	<p>Refer to NCAA staff and AGB for follow up. Joint meeting of NCAA and AGB staffs suggested.</p>	<p>Meeting between NCAA and AGB scheduled for June 2007.</p> <p><b>The OMG supported the NCAA and AGB working together to develop appropriate curriculum.</b></p>	<p>Small staff group led by Bernard Franklin is working with AGB.</p>
<p>c. The AGB's existing regional meeting opportunities and relationships with other organizations could further disseminate the message regarding the governing board's appropriate oversight role.</p>	<p>Refer to AGB.</p>	<p><b>The OMG supported the recommendations that the AGB could build upon its existing partnerships and noted that there is a meeting scheduled between the NCAA and AGB where this can be discussed.</b></p>	<p>AGB: Rick Legon</p>

Presidential Leadership	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>d. The Task Force also recommends a re-commitment to the March 2004 AGB statement titled “Statement of Board Responsibilities for Intercollegiate Athletics” – by circulating for sign off, a form attesting that all governing board members received and reviewed the AGB document and that the responsibility for the administration of the athletics program has been delegated to the president and chancellor of the institution.</p>	<p>Board should review and consider sponsoring legislation. Staff should develop the form.</p>	<p><b>The OMG supported the recommendation to recirculate the AGB’s “Statement of Board Responsibilities for Intercollegiate Athletics” and noted the multisport conferences could play a valuable role in this review process.</b></p> <p><b>The OMG suggested that the conferences should be encouraged to develop the supporting sign off process.</b></p>	<p>Small staff group led by Bernard Franklin is working with AGB.</p>
<p>e. Presidents and boards should have well-documented institutional governance policies regarding the administration and oversight of athletics.</p>	<p>Refer to the CAC and AGB. Also refer to the working group examining the compliance review template.</p>	<p>CAC has included as a potential measurable standard for third cycle of athletics certification. (See MS OP 1.1 #2)</p> <p><b>A change in the measurable standard has been approved. (8/01/07)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p>
<p>f. Presidents have a leadership responsibility to exert their authority over athletics clubs or supporters of athletics interests.</p>	<p>Same as e, above.</p>	<p><b>CAC has determined this recommendation is already addressed as part of the athletic certification process. (8/01/07)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p> <p>Develop a template to help presidents conduct a “self examination.”</p>

Diversity	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>a. Presidents are obligated to reach out to increase the participation of those gender, racial, ethnic and cultural groups that have historically been underrepresented among students, faculty and staff. Presidents must establish the appropriate sense of urgency and importance regarding this issue.</p>	<p>Refer this entire section to Executive Committee's Subcommittee on Gender and Diversity Issues for more discussion unless otherwise noted.</p>	<p><b>The OMG recommended that an analysis be conducted both of the Presidential Task Force report and the DLSPC report to determine How the recommendations compare to one another and that the OMG receive regular updates regarding the status of consideration of the DLSPC's recommendations.</b></p>	<p>Division I governance staff members David Berst and Beth DeBauche will compare the recommendations included in both reports. Once that is completed a strategy will need to be developed for consideration of recommendations not included in the DLSPC report.</p>

Diversity (con't)	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>b. Diversity and inclusion goals and objectives should be measurable and be accompanied by appropriate alignment of athletics department policies and procedures to enhance those goals. There must be accountability.</p>	<p>Institutional review also appropriate.</p>	<p><b>CAC has included as a program area for analysis for the third cycle of athletics certification. (8/1/07)</b></p> <p><b>See note in paragraph a. of the diversity section regarding the OMG's recommendations.</b></p>	<p>Division I governance staff members David Berst and Beth DeBauche will compare the recommendations included in both reports. Once that is completed a strategy will need to be developed for consideration of recommendations not included in the DLSPC report.</p>
<p>c. Sensitivity to and understanding of the value of diversity should be a factor that is considered in all hiring decisions. Efforts must be made to ensure appropriate diversity at the decision-making levels in the hiring process.</p>		<p><b>CAC has included as a program area for analysis for the third cycle of athletics certification. (8/1/07)</b></p> <p><b>See note in paragraph a. of the diversity section regarding the OMG's recommendations.</b></p>	<p>Division I governance staff members David Berst and Beth DeBauche will compare the recommendations included in both reports. Once that is completed a strategy will need to be developed for consideration of recommendations not included in the DLSPC report.</p>

Diversity (con't)	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>d. Recruiting networks should be expanded beyond current social networks to embrace a more diverse populace.</p>		<p><b>See note in paragraph a. of the diversity section regarding the OMG's recommendations.</b></p>	<p>Division I governance staff members David Berst and Beth DeBauche will compare the recommendations included in both reports. Once that is completed a strategy will need to be developed for consideration of recommendations not included in the DLSPC report.</p>
<p>e. Athletics department hiring must function under the same standards and measures of accountability as other university constituent groups.</p>	<p>Institutional review/survey also appropriate.</p>	<p><b>See note in paragraph a. of the diversity section regarding the OMG's recommendations.</b></p> <p><b>CAC has included as a program area for analysis for the third cycle of athletics certification. (8/1/07)</b></p>	<p>Division I governance staff members David Berst and Beth DeBauche will compare the recommendations included in both reports. Once that is completed a strategy will need to be developed for consideration of recommendations not included in the DLSPC report.</p>

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<p>f. Tho influence substantive change in this area, it is imperative that institutions establish a performance-based system of accountability with measures for diversity that permeate all areas within the athletics department and others to which athletics reports.</p>	<p>Institutional review/survey also appropriate.</p>	<p><b>See note in paragraph a. of the diversity section regarding the OMG's recommendations.</b></p>	<p>Division I governance staff members David Berst and Beth DeBauche will compare the recommendations included in both reports. Once that is completed a strategy will need to be developed for consideration of recommendations not included in the DLSPC report.</p>

<b>Student-Athlete Well-Being</b>	<b>Suggested strategy or referral</b>	<b>Progress to date/status</b>	<b>Assigned parties</b>
<p>a. A review of student-athlete well-being should be ongoing. The student athlete “experience” is not simply a matter of providing scholarship dollars to meet “educational” costs; rather, it is How institutions support student-athletes’ educational and athletics pursuits so that their experience compares favorably to those of other students. Assimilation of student-athletes into campus life, an examination of financial aid practices, methods of ensuring student-athlete academic success, a discussion of health and safety issues, and an assessment of competition opportunities and possible enhancements. The appropriate ongoing examination is one that includes what the student-athlete experience looks like when the institution is involved in providing these forms of additional support.</p>	<p>Refer to the A/E/C Cabinet to establish timelines and strategies for evaluation of these various issues.</p> <p>CSMAS should also examine issues regarding health and safety.</p>		<p>A/E/C Cabinet liaisons: Julie Cromer/Lynn Holzman</p> <p>CSMAS liaisons: Mary Wilfert /David Klossner</p> <p>C/C Cabinet liaisons: Joni Comstock/Dave Schnase/Tom Jacobs/Wayne Burrow/Brad Hostetter (with “...an assessment of competition opportunities and possible enhancements)</p>
<p>b. NCAA should continue to support and monitor the academic reforms underway, and study Academic Performance Program data to assess whether changes and enhancements are warranted to further improve academic performance.</p>	<p>The Committee on Academic Performance shall continue its monitor efforts.</p>		<p>CAP liaisons: Diane Dickman, Julie Cromer Kevin C. Lennon, Bill Regan, Todd A. Petr</p>

Student-Athlete Well-Being (con't)	Suggested strategy or referral	Progress to date/status	Assigned parties
c. The Division I governance structure should establish a data-based definition of “at risk” when comparing prospects’ academic records that allows for local differences among the diverse Division I membership.	Refer to A/E/C Cabinet to establish timelines and strategies for evaluation.	<b>The OMG recommended that the A/E/CC Cabinet should seek to establish a data driven definition of “at risk.”</b>	A/E/C Cabinet liaisons: Julie Cromer/Lynn Holzman
d. The goal of defining “at risk” is for each institution to be able to analyze the academic success of its student-athlete population and identify the profile of incoming prospects that appear to be at risk of not progressing toward and obtaining a degree from that institution.	Refer to A/E/C Cabinet to establish timelines and strategies for evaluation.	<p><b>The OMG stressed the importance of gathering data on the academic profile of incoming student-athletes and suggested that each institution analyze the academic success of student-athletes to identify a profile of students at risk not to graduate.</b></p> <p><b>The OMG also noted the importance of institutions being able to compare the academic profile of student-athletes with the general student population.</b></p>	<p>A/E/C Cabinet liaisons: Julie Cromer/Lynn Holzman</p> <p>NCAA Research</p> <p>Once governance structure/staff work is complete, send to conferences.</p>
e. Once that profile is established, the institution should evaluate the level of academic and life-skills support provided to these student-athletes and determine if changes or enhancements are necessary.	Seek input through institutional survey. May also be an issue for the CAC and compliance review process.		Once governance structure/staff work is complete, send to conferences.

Student-Athlete Well-Being (con't)	Suggested strategy or referral	Progress to date/status	Assigned parties
f. In financial aid practices, policy must be reviewed to assess whether student-athletes have adequate opportunities to receive non-athletics-based financial aid. Additionally, the gap (if any) between an athletics scholarship and the full cost of attendance, given additional sources of financial support, should be examined to determine whether any unmet financial need is being appropriately met through athletics or institutional sources.	Refer to A/E/C Cabinet to establish timelines and strategies for evaluation.		A/E/C Cabinet liaisons: Julie Cromer/Lynn Holzman
g. Consideration should be given to strengthening financial aid legislation requiring a hearing for canceled or reduced athletics aid, and adjusting the timing of the athletics-aid renewal process.	Refer to A/E/C Cabinet to establish timelines and strategies for evaluation.		A/E/C Cabinet liaisons: Julie Cromer/Lynn Holzman
h. The governance structure also should consider whether athletics aid should be awarded for more than one year or automatically renewed from year to year, based on established criteria.	Refer to A/E/C Cabinet to establish timelines and strategies for evaluation.	<b>The OMG recommended the A/E/C Cabinet consider this recommendation by the Presidential Task Force.</b>	A/E/C Cabinet liaisons: Julie Cromer/Lynn Holzman

<b>Student-Athlete Well-Being (con't)</b>	<b>Suggested strategies or referral</b>	<b>Progress to date/status</b>	<b>Assigned parties</b>
i. The governance structure should consider whether the current head-count and equivalency allocations are appropriate in each sport.	Refer to A/E/C Cabinet to establish timelines and strategies for evaluation.		C/C Cabinet liaisons: Joni Comstock/Dave Schnase/Tom Jacobs/Wayne Burrow/Brad Hostetter
j. The governance structure should review whether current time limits (the “20-hour rule) allow student-athletes to be integrated into the general student body (for example, opportunities for social activities)? Examples of questions that should be examined are: <ul style="list-style-type: none"> <li>• Institutions should question what role the campus culture plays in enforcing the 20-hour rule?</li> <li>• The structure should consider whether time limits for required athletics activities outside the championship season should be adjusted?</li> </ul>	Refer discussion to the Championships/ Competition Cabinet; specifically, the Playing and Practice Seasons Subcommittee.		C/C Cabinet liaisons: Joni Comstock/Dave Schnase/Tom Jacobs/Wayne Burrow/Brad Hostetter
k. The structure should conduct an assessment of competition opportunities and whether there is a need for possible enhancements. This discussion should focus specifically on the unintended consequences resulting from transitional concerns on maintaining competitive balance.	Refer discussion to the Championships/ Competition Cabinet.		C/C Cabinet liaisons: Joni Comstock/Dave Schnase/Tom Jacobs/Wayne Burrow/Brad Hostetter

<b>Student-Athlete Well-Being (con't)</b>	<b>Suggested strategies or referral</b>	<b>Progress to date/status</b>	<b>Assigned parties</b>
<p>l. The structure should consider legislation to provide for a fifth season of eligibility. Additionally, the structure should consider whether five years should be the standard eligibility term, or whether student-athletes would only be able to “earn” the fifth year based on meeting certain academic criteria, such as a specific grade-point average.</p>	<p>Refer to A/E/C Cabinet to establish timelines and strategies for evaluation.</p>	<p>The Football Issues Committee is polling conference offices this spring to ascertain the climate for a fifth season of eligibility.</p>	<p>A/E/C Cabinet liaisons:            Julie Cromer/Lynn Holzman</p> <p>FIC liaisons: Tom Jernstedt, Dennie Poppe, Damani Leech, Dave Schnase</p>
<p>m. The structure should consider whether student-athletes in all sports should be permitted to transfer after their first academic year and be immediately eligible, but require a year in residence for transfers after the beginning of their second year of enrollment and thereafter.</p>	<p>Refer to A/E/C Cabinet to establish timelines and strategies for evaluation.</p>		<p>A/E/C Cabinet liaisons:            Julie Cromer/Lynn Holzman</p>

Commercialism	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>a. Efforts should be made to ensure that financial decisions for athletics mirror those of the university. It is incumbent upon universities to develop revenues from as many sources as possible, including those that may be categorized as “commercial” sources. Presidents must address How to appropriately limit commercialism yet manage big revenue sports. Commercial interests that align themselves well with the institutional mission have a place in athletics revenue generation to support enhanced opportunities for student-athletes. A bright-line standard should ensure that limitations on commercialism within the academic enterprise also apply to athletics. Commercialism that conflicts with the university’s academic culture, values or mission should not be permitted to enter the athletics environment.</p>	<p>Board should sponsor development of best practices.</p>	<p><b>The OMG noted institutions should examine whether their decisions pertaining to commercial activities in athletics are consistent with the values and practices of the institution as a whole.</b></p> <p><b>The OMG noted the importance of including the faculty voice in any discussion regarding commercialism.</b></p>	<p>Board of Directors/Management Council (Leadership Council) staff liaisons: David Berst/Beth DeBauche</p> <p>Send to conferences to highlight for membership.</p>
<p>b. The NCAA is obligated to maximize the revenue from commercial sponsors and to manage those dollars in a manner that follows best business practices and reflects the values and mission of higher education.</p>	<p>Ongoing point of emphasis for NCAA national office.</p>	<p><b>The OMG recommended that the discussion of commercialism relative to core values occur at the national level and suggested the proposed new Division I Leadership Council would be the perfect governance body to engage in this discussion.</b></p>	<p>Board of Directors/Management Council (Leadership Council) staff liaisons: David Berst/Beth DeBauche</p>

Commercialism (con't)	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>c. Given the significant role conferences play in managing the commercial influence within their programs through negotiating television and other sponsorship contracts, conferences should not only set their own standards on acceptable levels of commercialism, but should also be aware of various institutional values and limitations that may exist among their membership..</p>	<p>Refer to Division I conferences.</p>	<p><b>The OMG encouraged conferences to examine their commercial activities relative to conference values and to engage their memberships in thoughtful conversations on the subject.</b></p>	<p>Send to conferences to highlight for membership.</p>
<p>d. It is important to emphasize that intercollegiate athletics must be supported by a solid business plan. Rules relating to commercialism should be consistent and ensure no exploitation of student-athletes. Institutions should clearly articulate those rules.</p>	<p>Refer to institutions and conferences through a best practices document. The Agents and Amateurism Subcommittee of the A/E/C Cabinet should examine the legislative issues.</p>	<p><b>The OMG recommended that there be a review of NCAA regulations regarding the use of student-athlete likeness to ensure the regulations are in-line with the Association's core values.</b></p>	<p>Send to A/E/C Cabinet liaisons Julie Cromer/Lynn Holzman to assist the cabinet in its review of pending legislation in this area. Eventually this theme will also be shared with the Management Council.</p>

The NCAA Certification Program	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>a. Reinststitute the fiscal-integrity review, including operating and capital-expenditure data, into a fiscal-integrity section of the NCAA athletics certification process.</p>	<p>Refer to the CAC for reactions. Some of these concepts should also be considered as possible changes to the NCAA compliance review template.</p>	<p><b>The OMG clarified that this recommendation would call for more of a systems review than an analysis of data.</b></p> <p><b>The OMG encouraged the CAC as it readies to enter the third cycle of certification to seek to identify ways to provide presidents with additional leadership leverage points. (This comment applies to this entire section)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p>
<p>b. Consider requiring chancellors and presidents to conduct an internal fiscal-integrity review every five years, both as part of the 10-year NCAA certification and mid-way between required reviews.</p>	<p>Refer to the CAC for reactions. Some of these concepts should also be considered as possible changes to the NCAA compliance review template.</p>		<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p>

The NCAA Certification Program	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>c. The first operating principle in the athletics certification program, institutional control and presidential authority must be strengthened by requiring the Committee on Athletic certification's final decision to be "with conditions," at best, if there are instances of a lack of presidential authority, including board-member interference.</p>	<p>Ask conferences to assist in identifying presidents who would be willing to serve.</p>	<p><b>The OMG suggested it may be more helpful for the athletic certification and peer review processes to serve more of a consultative role whereby presidents are offered assistance rather than subject to their institution receiving a final certification decision "with conditions."</b></p> <p><b>The CAC determined that additional presidents serving on the committee will serve in that role when needed. (8/1/07)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p>
<p>d. The pool of presidents who serve as peer reviewers should be expanded, both by encouraging sitting presidents to chair peer-review teams and by identifying retired presidents, as they may have more time to serve and feel they are in a better position to provide candid and objective evaluations.</p>	<p>Refer to the CAC for reactions. Some of these concepts should also be considered as possible changes to the NCAA compliance review template.</p>	<p>In progress. CAC supports expanded presidential pool and staff has increased efforts to include sitting presidents and continues to identify retired presidents to serve.</p> <p><b>Recent change in policy makes sure that more presidents are serving. Additionally, conferences will be contact to encourage additional presidential involvement. (8/1/07)</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p> <p>Send to conferences to encourage more membership. Involvement.</p>

The NCAA Certification Program (con't)	Suggested strategy or referral	Progress to date/status	Assigned parties
<p>e. More presidents should serve on the athletics certification committee. Current committee roster requirements call for only one president to serve, but the Task Force believes an expansion is warranted, not only to ensure the proper level of presidential leadership regarding the committee's work, but also the proper level of presidential review when institutions indicate concerns about interference with presidential leadership. The Task Force also recommends a second pool of presidents, drawn largely from those who are retired to assist in such reviews.</p>	<p>Also discuss with AGB.</p> <p>Refer to the CAC for reactions. Some of these concepts should also be considered as possible changes to the NCAA compliance review template.</p>	<p>Beginning September 1, 2007, the CAC will have four presidents on the committee.</p> <p><b>The OMG supported the addition of more presidents to the CAC.</b></p>	<p>Complete with regards to committee composition.</p> <p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p>
<p>f. Peer reviews in the certification process should require more interaction between the review team and the governing board.</p>	<p>Refer to the CAC for reactions. Some of these concepts should also be considered as possible changes to the NCAA compliance review template.</p>	<p><b>The OMG discussed but offered no specifics.</b></p>	<p>CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel</p>

The NCAA Certification Program (con't)	Suggested strategy or referral	Progress to date/status	Assigned parties
g. Certification should include a requirement that institutions provide material containing rules education and policies and procedures to organized athletics groups and representatives of the institution's athletics interests.	Refer to the CAC for reactions. Some of these concepts should also be considered as possible changes to the NCAA compliance review template.	Institutions are currently required to demonstrate the provision of rules education to booster groups. As noted previously, the CAC suggests strengthening this requirement for the third cycle of athletics certification. (See MS 1.2 #9)  <b>CAC determined that is recommendation is already addressed through the athletic certification process. (8/1/07)</b>	CAC liaisons: Amy Huchthausen, Byron Hatch, Mira J. Colman, Kelly Brooks, Charnele Kemper, Danielle Teetzel