

1.2 Rules Compliance.

1 Operating Principle 1.2-d

Measurable Standard No. NA

Self-Study Item No. 17

Page No. 31

Committee Observation: After reviewing your institution's self-study report and supplemental material submitted December 17, 2010, the NCAA Division I Committee on Athletics Certification (hereafter referred to as the "committee") noted your institution created a plan for improvement during the self-study process for NCAA Operating Principle 1.2. However, the committee is unclear whether the plan was developed through a process involving broad-based participation and has received formal institutional approval. In addition, the committee noted the plan for improvement was submitted via e-mail and was not submitted in the web-based Athletics Certification System (ACS).

Required Action: Therefore, your institution must provide written evidence demonstrating the plan for improvement was developed through a process involving broad-based participation and received formal institutional approval. In addition, using the ACS, your institution must formally submit the plan for improvement. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

Every policy or document that needed to be updated or provided prior to December 17, 2010 was in fact in effect prior to that date. I originally submitted each of these to James Bandy via email as attachments on December 15, 2010. In lieu of resubmitting a Plan for Improvement for this area, I will provide these policies and documents with the signature of Miami University's President and its effective date to satisfy this requirement for the remaining 2 issues from the Committee's analysis of Section 1.2 of our Self Study.

The following documents will be available for the Peer Review Team during their visit to our campus from April 11-13, 2011:

Procedures for Selecting, Appointing and Evaluating All Intercollegiate Athletics Department (ICA) Staff Members and Non-athletics Staff Members With Rules Compliance Responsibilities signed 10-01-2010.

Policy for APP Data Collection signed 12-01-2010

Policy for Investigations and Self-Reporting of Rules Violations signed 12-01-2010

Policy for Rules Education signed 12-01-2010

Policy for Admission signed 12-01-2010

Additionally, changes were made to the Miami University CHAMPS/Life Skills web site in accordance with this item. The changes included more detailed language regarding the five commitments of the CHAMPS Program (Academic Excellence, Athletic Excellence, Personal Development, Career Development, and Community Service). Also, the web site updates included an update of the list of institutional resources provided by the CHAMPS/Life Skills.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

More updates to the CHAMPS/Life Skills web site will be added during the summer of 2011 to include an Alumni Career Network, information about the Redhawk Council which will identify each student-athlete's representative on the Council, a Community Service Connection giving student-athletes a direct link to community service opportunities, and a Career Services Connection which will link the CHAMPS/Life Skills web site directly to the web site for Miami University's Career Services Office providing student-athletes with similar career opportunities to those offered to all other students at Miami University.

2 Operating Principle 1.2-c Measurable Standard No. 10 Self-Study Item No. 11 Page Nos. 28 and 29

Committee Observation: After reviewing your institution's self-study report and supplemental material submitted December 17, 2010, the committee noted your institution created a plan for improvement specific to the lack of a formal rules-education mechanism for faculty. However, the committee believes this plan for improvement lacks specificity in the measurable goal and steps to achieve the goal.

Required Action: Therefore, your institution must revise its plan for improvement to include a specific measurable goal and specific steps your institution will take to achieve its goal. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

Every policy or document that needed to be updated or provided prior to December 17, 2010 was in fact in effect prior to that date. I originally submitted each of these to James Bandy via email as attachments on December 15, 2010. In lieu of resubmitting a Plan for Improvement for this area, I will provide these policies and documents with the signature of Miami University's President and its effective date to satisfy this requirement for the remaining 2 issues from the Committee's analysis of Section 1.2 of our Self Study.

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Policy for Admission signed 12-01-2010

Miami University (Ohio)

2.1 Academic Standards.

- 1 Operating Principle 2.1-d
Measurable Standard No. 12
Self-Study Item No. 17
Page No. 42

Committee Observation: After reviewing your institution's self-study report and supplemental material submitted December 17, 2010, the committee noted your institution analyzed and provided an explanation for differences found between the most recent four-class retention rate for student-athlete subgroups (i.e., sport, gender, ethnicity, ethnicity within team) and the most recent four-class retention rate for all student-athletes, including comparable student-athlete subgroups (i.e., gender, ethnicity). The committee noted your institution identified low rates in football and outdoor track subgroups for black student-athletes as areas that need to be addressed. However, your institution did not address these areas in a plan for improvement.

Required Action: Therefore, your institution must develop a plan for improvement to address the issue. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

This issue has been addressed in the Plan for Improvement provided for this item. Please refer to the Plan for Improvement.

- 2 Operating Principle 2.1
Measurable Standard No. NA
Self-Study Item No. 22
Page No. 44

Committee Observation: After reviewing your institution's self-study report and supplemental material submitted December 17, 2010, the committee noted your institution developed a plan for improvement for Operating Principle 2.1. However, the committee is unclear whether the plan for improvement has received formal institutional approval.

Required Action: Therefore, your institution must provide written evidence that its plan for improvement has received formal institutional approval.

Institution Response to CAC Analysis

Dr. David C. Hodge, Miami University President, signed and issued a letter on March 28, 2011 to Ms. Danielle Teetzel, Associate Director of Academic and Membership Affairs-NCAA and Mr. Matthew Boaz, Chair-NCAA Recertification Committee-Miami University that states the following:

"This letter is to confirm that I approve and support the following Plans for Improvement submitted as part of Miami University's NCAA recertification review:

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

2.1 Academic Standards

3.1 Gender Issues

4.1 Diversity Issues

These plans have been developed following a lengthy university-wide review and include valuable input from numerous departments and individuals involved in the process and planning."

A copy of this letter will be provided during the onsite visit.

****NOTE:** We are aware that the letter signed by Dr. Hodge should have read 3.2 Diversity Issues instead of 4.1 Diversity Issues and have resubmitted a correct version for his signature. The corrected version will be available for the peer review committee during the onsite visit.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	S p e c i f i c Timetable for Completing the Work
Communicating any anticipated changes in sports' teams practice time blocks.	Develop effective means of communicating any anticipated changes in practice time slots, to ensure we note impact on university at large.	Develop plan with relevant university factions to include means of communicating practice plans each semester	Registrar, Director of Athletics	In progress, on-going
Change in university class scheduling created unique problem in counting missed classes within APC missed class policy.	Updating and adapting a new missed class policy to the new scheduling format	Athletics to confer with the Athletic Policy Committee to update their missed class policy.	Athletic Policy Committee Chair, Assistant Athletic Director liaison to APC.	In progress; annual review on-going.
Faculty advisors are not aware of NCAA rules, but oversee many student-athletes with their college	Implement Advisor Trac (software) to document conversations regarding progress towards degree, minimal class hours requirement, etc	Registrar will continue to work with university factions to implement software for all students, and include notes specific to student-athletes. Academic coordinators will be responsible to update athletes' files for faculty advisors' benefit.	Registrar, Director of Rinella Learning Center, faculty advising staff	Dependent upon university resources, but anticipated January, 2011
Need to ensure Registrar, Coaches and Compliance Office staff are communicating effectively	Registrar will attend monthly staff compliance meetings to discuss timely issues with eligibility, transfers, transcript requests, etc	Compliance office staff will include the registrar's office on all monthly compliance newsletters and provide dates for staff meetings.	Associate Athletic Director/Compliance Coordinator, Registrar	Beginning May, 2010 and thereafter
APR scores for black athletes in Football and Men's Track are below the average scores for all male Miami student-athletes	Improved APR scores reflecting greater retention and eligibility success.	At-risk students with learning disabilities or deficient academic skills enrolled as SA's will receive additional assistance through Rinella Learning Center to develop curriculum engaging proficiencies	Rinella Learning Center (Linda Dixon) and athletic academic coordinators (Elysa Appel, Brad Horton, Bre Robinson)	On-going

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Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	S p e c i f i c Timetable for Completing the Work
		Continue to support/fund the Summer Bridge Program, an NCAA scholarship exception allowing institutions to fund 6 credit hours of summer school classes for initial enrollee SA's. Time spent on campus in summer before full-time enrollment will allow for at-risk SA's to attend EDT110 "Learning Strategies for College Success" and another class towards their degree in a more relaxed environment for a smoother transition into the collegiate setting. The athletes get a "head start" into their college classes leading hopefully to greater retention rates.	Director of Athletics; Deputy Athletic Director; Athletic Academic Coordinators	On-going
		Focusing on most at-risk first year SA's (defined internally as incoming below Board scores and/or core HS GPA) and returning at-risk students (defined internally as one semester away from academic dismissal with lower than 2.2 cum GPA) beginning support strategies on first day of class with coaches and academic coordinators: master planning calendar with syllabi, tutoring sessions scheduled, text pickup, explicit expectations from coaching staff.	Head & Assistant coaches working with academic support services	To begin July, 2011 with annual evaluations
		Focusing on most at-risk SA's to confirm engaged class attendance (monitoring class lecture notes, attendance sheets to professors, manual checks in the classroom) as class participation correlates highly to academic success	Head & Assistant coaches working with academic support services	To begin July, 2011 with annual evaluations
		Monitor academic progress of at-risk SA's through academic evaluations weekly from in-class grades, professor feedback, study table supervision, master plan assignment scheduling, and comprehension of assignment expectations.	Head & Assistant coaches working with academic support services	To begin July, 2011 with annual evaluations
		Coordinate the efforts of relevant supporting staff(coaches, administrators, parents, tutors, campus resources, academic support services) to maximize the development of students with planning, explicit expectations, proactive deadlines and appropriate accountability.	Head & Assistant coaches working with academic support services, administrators, parents, campus resources	To begin July, 2011 with annual evaluations

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Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	S p e c i f i c Timetable for Completing the Work
		Develop and implement systematic application of learning interventions and study strategies in areas of time management, learning style, critical reading, note taking, test taking for individual student, as needed.	Rinella Learning Center in coordination with athletic academic coordinators	To begin July, 2011 with annual evaluations

2.2 Academic Support.

- 1** Operating Principle 2.2-d
Measurable Standard Nos. 5, 6
Self-Study Item Nos. 7, 10 and 11
Page No. 55

Committee Observation: After reviewing your institution's self-study report, the report titled "Coordinating Council for Undergraduate Academic Advising" and supplemental material submitted December 17, 2010, the committee noted the academic advising report focused primarily on the tutoring services and general academic counseling/advising resources and services your institution makes available to all students. However, the committee remains unclear whether all academic support services provided to student-athletes are subject to a comprehensive, written evaluation and approval at least once every four years by appropriate academic authorities outside the department of athletics who do not have day-to-day responsibilities in the academic support services area (e.g., faculty members, degree program advisors, academic administrators of the institution or noninstitutional academic support specialists.)

Required Action: Therefore, your institution must provide written evidence that all of academic support services provided to student-athletes have been the subject of a comprehensive, written evaluation and approval at least once every four years by appropriate academic officials outside the department of athletics who do not have day-to-day responsibilities in the academic support services area. In addition, your institution must submit a copy of the report from its most recent academic support services evaluation that includes the aforementioned areas. Finally, your institution must describe the process used to determine any necessary corrective actions and identify relevant corrective actions planned or implemented as a result of the most recent academic support services evaluation. For each corrective action, provide the plan(s) or action(s) implemented and the date(s) of the actions taken.

Institution Response to CAC Analysis

An evaluation committee has been identified and provided a charge to complete the evaluation that will be conducted over the next several weeks. Upon completion of the evaluation, a written report of the results of the evaluation will be available. Additionally, Miami University will describe the process used to determine any necessary corrective actions and identify relevant corrective actions planned or implemented as a result of the evaluation.

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Miami University (Ohio)

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Miami University did not show evidence that all academic support services provided to student-athletes are subject to a comprehensive, written evaluation and approval at least once every four years by appropriate academic authorities outside the department of athletics who do not have day-to-day responsibilities in the academic support services area.	Conduct a comprehensive, written evaluation and approval process every four years.	Review relevant materials and conduct interviews as needed	Dr. Kathy McMahon-Klosterman, Associate Professor-Educational Psychology; Dr. Judith Delzell, Chair and Professor-Fine Arts; and Dr. James Kiper, Chair and Professor-Computer Science and Software Engineering	April 8, 2011, valid until June 30, 2015. Next review to be conducted Fall of 2015 and in the fall every four years thereafter.
		Provide written evidence of a review	Dr. Kathy McMahon-Klosterman, Associate Professor-Educational Psychology; Dr. Judith Delzell, Chair and Professor-Fine Arts; and Dr. James Kiper, Chair and Professor-Computer Science and Software Engineering	April 8, 2011, valid until June 30, 2015. Next review to be conducted Fall of 2015 and in the fall every four years thereafter.
		Submit a copy of the report to the NCAA subcommittees of Academic Standards and Equity, Diversity and Student Athlete Well-Being	Dr. Kathy McMahon-Klosterman, Associate Professor-Educational Psychology; Dr. Judith Delzell, Chair and Professor-Fine Arts; and Dr. James Kiper, Chair and Professor-Computer Science and Software Engineering	April 8, 2011, valid until June 30, 2015. Next review to be conducted Fall of 2015 and in the fall every four years thereafter.
		Recommend any needed corrective actions.	Dr. Kathy McMahon-Klosterman, Associate Professor-Educational Psychology; Dr. Judith Delzell, Chair and Professor-Fine Arts; and Dr. James Kiper, Chair and Professor-Computer Science and Software Engineering	April 8, 2011, valid until June 30, 2015. Next review to be conducted Fall of 2015 and in the fall every four years thereafter.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Plan Date Range: 2009-10 thru 2013-14

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Accommodation of Interests and Abilities.	No issues identified. Participation ratio is proportional for women's athletics and men's athletics teams with general student body. Maintenance plans are described.	Maintain proportionality to meet Title IX/OCR regulations.	Constant monitoring of roster management to ensure participation ratio for female & male athletes mirrors student population.	Director of ICA; Associate Athletic Director/NCAA Compliance/Senior Woman Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			As demonstrated by addition of additional synchronized skating team to varsity status, ICA will monitor popular clubs on campus for possible inclusion (noting economic indicators for the possibility of additional teams).	Director of ICA; Associate Athletic Director/NCAA Compliance/Senior Woman Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Athletics Scholarships	We meet all NCAA regulations with maximum scholarships for all NCAA-sponsored sports. The issue identified is we would like to proactively pursue the possibility of adding scholarships for synchronized skating.	Investigate possible addition of athletic scholarships for women's synchronized skating.	Evaluation of program goals, needs, resources for endowing scholarships.	Director of ICA, Associate Athletic Director/External Operations, Head Synchronized Skating Coach, Director of Development for ICA	December 1, 2010 - June 30, 2014 with an annual review with the Director of Development on December 1st of each year for the remainder of the plan.
		Educate athletic constituents on scholarship, facility, and program endowment opportunities.	Continually inform the prospects and donors about the scholarship, facility, and program specific opportunities. Sport specific, giving letters to be sent annually.	Director of Development for ICA	August 1, 2009 - June 30, 2014 with annual review of the progress of this plan.

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Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/ Officers Responsible for Implementation	Specific Timetable for Completing the Work
Equipment and Supplies.	No issues identified. Maintenance plan included.	Ensure all sports have equitable quality of equipment and apparel	Bi-annual review of uniform quality and changing equipment needs for all sports.	Sport Administrator in cooperation with the Director of Equipment Services and Deputy Director of Athletics.	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Scheduling of Games and Practice Times.	No issues identified. Maintenance plan included.	Continue to provide equivalent opportunities for men's and women's teams in all aspects of competition and practice times including: number of contests; practice opportunities and time of day for each; and preseason and post season competition.	Adjust as determined by annual review.	Director of ICA; head coaches; facilities director.	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Travel Allowance.	No issues identified within program area evaluation. Maintenance plan included.	Continue to provide equitable modes of transportation and housing during travel, length of stay before and after competitions, dining and per diem allowances.	Annual review	Director of ICA; Sport Administrator and Business Services Manager	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Academic Support Services.	No issues identified within program area. Maintenance plan included.	Continue to provide equal access to academic coordinators, learning specialists, study table facilities, tutors.	Annual review with university factions to ensure student-athletes have equal access to university resources	Associate Dean Student Retention and Learning, Director of ICA, Associate Athletics Director/NCAA Compliance/Woman Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Coaches.	No issues identified. Maintenance plan included.	Monitor conference and regional trends for market-driven salaries;	Continue to utilize resources for monitoring coaching salaries (Win-AD)	Deputy Director of Athletics; Sport Administrator	July 1, 2009 - June 30, 2014 with review as needed with employment openings.

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Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/ Officers Responsible for Implementation	Specific Timetable for Completing the Work
		Ensure every new hire process includes diverse pool of applicants to meet student-athlete needs	Provide ongoing education for staff on the recruiting and hiring diverse candidate process; Develop workshop (s) and guidelines to learn how to effectively interview and evaluate potential candidates.	Deputy Director of Athletics, Sport Administrator	July 1, 2009 - June 30, 2014 with review as needed with employment openings.
			Review the current Athletic Department staff demographics when considering applicants for open positions, to match the University Diversity and Gender Equity Plan.	Deputy Director of Athletics, Sport Administrator	July 1, 2009 - June 30, 2014 with review as needed with employment openings.
		Promote the expectation for excellence in daily work through training, assessment, and exit-interview programs	Provide professional training opportunities internally and externally to be inclusive of all department staff members	Sport Administrator	July 1, 2009 - June 30, 2014 with review as needed with employment openings.
		Establish competitive salaries and incentive packages based on market data	Develop a salary structure positioning Miami in a pro-active position based on comparable market data	Deputy Director of Athletics; Sport Administrator	July 1, 2009 - June 30, 2014 with review as needed with employment openings.
Locker Rooms, Practice and Competitive Facilities.	No issues identified. Maintenance plan included.	Ensure all facilities meet athletic team needs and remain equitable	Continue the process of conducting annual meetings with appropriate staff, providing assessment of facility needs, progress, and updates	Director of ICA, Deputy Director of Athletics and Senior Associate Athletic Director	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Revisit and systematically update the ICA Facility Master Plan in coordination with the University Space Utilization Plan	Director of ICA, Senior Associate Athletic Director	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Establish and annually review the repair and replacement timeline for all necessary athletic projects to be replaced on a cyclical basis	Director of ICA, Senior Associate Athletic Director	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Medical and Training Facilities and Services.	No issues identified within medical services.	To provide high-quality services to 100% of student-athletes.	Continue to provide high-quality services to all students, taking particular care that students have full access to gender-specific medical services.	Director of ICA, Director of Sports Medicine/Head Team Physician	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Assess the coverage model within Sports Medicine to maximize the productivity to care for student-athletes	Director of ICA, Director of Sports Medicine/Head Team Physician	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Housing and Dining Facilities and Services.	No issues identified within program area evaluation. Maintenance plan included.	Provide equivalent housing and dining facilities for all student-athletes receiving scholarships.	Continue to monitor housing and dining options for student-athletes on scholarship.	Director of ICA, Deputy Director of Athletics, Director of Sports Medicine/Head Team Physician	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Publicity and Awards.	Enhanced publicity/promotions of women's sporting events needed	Enhance marketing of women's sports in community to equal efforts of promoting/awareness for men's sports.	Provide a structure for marketing staff that creates incentives equally beneficial to men's and women's sports	Associate Director of Athletics/NCAA Compliance/Senior Woman Administrator; Deputy Director of Athletics; Director of Marketing	July 1, 2010 - June 30, 2014 with annual review of the progress of this plan.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Support Services.	No issues identified. Maintenance plan only.	Provide equitable support services for men's and women's sports and continue to monitor the quality of these support services annually.	Review to ensure all athletes receiving equitable support services	Director of ICA, Associate Dean of Students Retention Learning	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Recruitment of Student-Athletes.	No issues identified within program area evaluation. Maintenance plan included.	Continue to provide equal opportunities to recruit student-athletes among men's and women's sports.	Continue to monitor the opportunities of coaches and other personnel to recruit.	Director of ICA, Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Sport Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Continue to monitor whether financial and other recruiting resources are adequate for men's and women's programs.	Director of ICA, Deputy Director of Athletics, Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Sport Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Continue to monitor prospective student-athletes for men's and women's programs to ensure their treatment during campus visits is adequately equivalent.	Director of ICA, Deputy Director of Athletics, Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Sport Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Retention.	No issues identified. Maintenance plan only.	Provide high quality academic support to retain and graduate student-athletes	Assess and enhance programming related to multi-cultural or at-risk student-athletes	Director of ICA, Associate Dean of Students Retention and Learning	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Educate coaches and staff with identifying and implementing procedures for at-risk students	Director of ICA, Associate Athletic Director/NCAA Compliance/Senior Woman Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Programs and Activities (staff and coaches).	Outside of NACWAA national convention, no programs exist specifically to address gender issue development.	Develop programming for coaches and staff regarding gender issues.	Leadership will gauge interest in subject areas/program ideas for which staff members would like to receive more information by annually surveying the staff.	Director of ICA, Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Director of OEEO, Senior Director of HR, Director of Diverse Student Development	September 1, 2010 - June 30, 2014 with annual review of the progress of this plan.
			Invite Title IX/gender-equity experts to speak to all coaches and staff.	Director of ICA, Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Director of OEEO, Senior Director of HR, Director of Diverse Student Development	September 1, 2010 - June 30, 2014 with annual review of the progress of this plan.
Programs and Activities (student-athletes).	No issues identified. Maintenance plan included.	Communicate current programs available to all students and request feedback from student-athletes on the types of issues affecting them.	Advertise to student-athletes institutional programming available via e-mail and flyers. (Take Back the Night, Evening Security for campus walks, etc)	Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Annually survey all female student-athletes to provide feedback to the department regarding the needs and issues affecting female student-athletes.	Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Class programming within KNH112 to include education to all athletes on risk-taking behaviors (alcohol, social interaction, sexual harrassment)	Associate Athletic Director/NCAA Compliance/Senior Woman Administor, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Participation in Governance and Decision Making.	No issues identified; Maintenance plan included.	Maintain priority on selecting gender-diverse representation on the student-athlete advisory committee (SAAC) and RedHawk Council.	Target male and female student-athletes on each team to generate interest in serving on SAAC/RedHawk Council.	Associate Athletic Director/NCAA Compliance/Senior Woman Administor, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Continue to ingratiate new team representatives onto RedHawk Council to ensure seamless transition of leadership.	Associate Athletic Director/NCAA Compliance/Senior Woman Administor, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
		M a i n t a i n representation in conference SAAC	Continue to provide funding and opportunity to participate in conference-led initiatives with SAAC	Deputy Director of Athletics, Associate Athletic Director/NCAA Compliance/Senior Woman Administor, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
		M a i n t a i n representation of athletes on university Board of Trustees, Student Government and Athletic Policy Committee.	Continue to assist those interested athletes in these leadership/governance positions.	Associate Athletic Director/NCAA Compliance/Senior Woman Administor, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Annual review of Plan for Improvement.	At the time of the original submission, the Athletic Department in conjunction with the Associate VP for Institutional Diversity and the VP for Student Affairs are in the process of developing an annual reporting mechanism. Currently we are contemplating an annual report submitted to the President.	The efficiency and effectiveness of each measurable goal will be reviewed annually. Updates will be made as necessary.	Update the needs assessment based on the Culture of Champions strategic plan	Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan on June 1st of each year for the length of the plan.
			To identify specific objectives within the needs assessment	Associate Athletic Director/NCAA Compliance/Senior Woman Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan on June 1st of each year for the length of the plan.

Miami University (Ohio)

3.2 Diversity Issues.

1 Operating Principle 3.2-c
Measurable Standard No. 10
Self-Study Item No. 12
Page No. 121

Committee Observation: After reviewing your institution's self-study report and supplemental material submitted December 1, 2010, the committee noted the document titled "The Culture of Champions" strategic plan was approved by the president and publicly launched August 27, 2007. However, the committee is unclear if the plan for improvement created by your institution during the self-study process has received formal institutional approval and if the plan extends five years into the future.

Required Action: Therefore, your institution must provide written evidence demonstrating your institution's diversity issues plan extends at least five years into the future and has received formal institutional approval.

Institution Response to CAC Analysis

Dr. David C. Hodge, Miami University President, signed and issued a letter on March 28, 2011 to Ms. Danielle Teetzel, Associate Director of Academic and Membership Affairs-NCAA and Mr. Matthew Boaz, Chair-NCAA Recertification Committee-Miami University that states the following:

"This letter is to confirm that I approve and support the following Plans for Improvement submitted as part of Miami University's NCAA recertification review:

- 2.1 Academic Standards
- 3.1 Gender Issues
- 4.1 Diversity Issues

These plans have been developed following a lengthy university-wide review and include valuable input from numerous departments and individuals involved in the process and planning."

A copy of this letter will be provided during the onsite visit.

As noted within the plan for improvement for this section, the Diversity Issues Plan extends from July 1, 2009 until June 30, 2014.

**NOTE: We are aware that the letter signed by Dr. Hodge should have read 3.2 Diversity Issues instead of 4.1 Diversity Issues and have resubmitted a correct version for his signature. The corrected version will be available for the peer review committee during the onsite visit.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Plan Date Range: 2009-10 thru 2013-14

Elements		Goals	Steps			
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work	
Institutional and Athletics Department Commitment and Organization.	No issues indicated. Recommendations and maintenance plan included.	Continue to communicate institution and athletics department statement to coaches, staff and student-athletes.	Include Culture of Champions strategic plan as a supplement to athletics department policies and procedure manuals and handbooks.	Director of ICA, Assistant Athletics Director Communication and Technology, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.	
			Post on athletics department web site.	Assistant Athletics Director Communication and Technology	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.	
			Provide annual report of Diversity Goals to president, Associate Vice-President for Institutional Diversity	Develop annual updates of diversity action plans.	Associate Athletic Director/External Operations	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Assessment.	No issues identified; maintenance with Culture of Champions diversity goals	Ensure athletic diversity goals mirror the overall university diversity goals and initiatives	Annual review of athletic diversity goals embedded in the strategic plan with key university constituents	Director of ICA, Associate Vice-President for Institutional Diversity, Associate Athletic Director/External Operations	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.	
			Obtain feedback from coaches and staff regarding Diversity and Cultural Competency training	Complete pre-, post- and 6 month surveys to assess the effectiveness of training	Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Director NCAA Compliance/CHAMPS/Life Skills, Director of Diverse Student Development	May 1, 2010 - June 30, 2014 with ongoing review with each training session.
			Collaborate with institutional staff to ensure diversity needs of all students are being met.	Annual conferences with Office of Diversity Affairs and Women's Center to discuss additional programming	Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Director Compliance/CHAMPS/Life Skills, Director of Diverse Student Development, Director of Women's Center	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Recruitment.	No issues identified; maintenance with Culture of Champions diversity goals	Increase diversity of athletics department staff, coaches and student-athletes.	Continually improve the recruiting process for new hires; Provide ongoing education for staff on the recruiting and hiring diverse candidate process	Sport Administrator, Senior Director of Human Resources, Senior Administrative Director (Office of Diversity Affairs), Director of OEEO	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Develop workshop(s) and guidelines to learn how to effectively interview and evaluate potential candidates.	Sport Administrator, Senior Director of Human Resources, Senior Administrative Director (Office of Diversity Affairs)	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Identify and maintain membership with professional organizations that serve as natural pools of talent	Associate Athletics Director/NCAA Compliance/Senior Woman Administrator, Deputy Director of Athletics, Senior Administrative Director (Office of Diversity Affairs)	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Educate coaching staff on university mentoring programs for those that choose to self-identify	Associate Athletics Director/NCAA Compliance/Senior Woman Administrator, Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Hiring Practices.	No issues identified; maintenance with university policy and Culture of Champions diversity goals	Ensure athletic hiring practices mirror university guidelines	Assess and compare institutional and athletics department hiring practices to ensure commitment to diversity in athletics at the conclusion of each academic year.	Director of ICA, Deputy Director of Athletics, Director of OEEO	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Develop workshops and guidelines to learn how to effectively interview and evaluate potential candidates	Continued training for staff with Human Resources to ensure best practices	Director of ICA, Deputy Director of Athletics, Sport Administrator

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Retention.	No issues indicated. Maintenance plan included.	Retain quality staff/coaches	Promote expectation of excellence in daily work through training, assessment and exit interview programs	Deputy Director of Athletics, Sport Administrator	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
		Enhance retention programs for student-athletes by working with institution's diversity office, Office of the Provost and Academic Support.	Develop programming for students relating to diversity and inclusion; cultural competency	Associate Athletic Director/NCAA Compliance/Senior Woman Administrator, Director NCAA Compliance/CHAMPS/Life Skills, Director of Diverse Student Development	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
		Utilize MapWorks, a computer retention system that provides data on first year students' academic and social adjustment	Associate Dean of Students Retention and Learning	July 1, 2011 (Anticipated) - June 30, 2014 with annual review of the plan.	
		Utilize Learning Specialists for academic support for athletes with 2.0 GPA or lower after first semester	Associate Dean of Students Retention and Learning, Division of Academic Affairs	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.	
		Utilize first-year advisers in residence halls to assist with college acclimation	Director of Office of Residence Life	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.	
		Evaluate retention data annually to determine if adjustments should be made.	Rinella Learning Center staff	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.	
Partnerships.	No issues identified; Maintenance plan included.	Continue to maintain and establish relationships across the university in order to further the goals of the Culture of Champions (Diversity and Inclusion)	Continued collaboration on all of the Culture of Champions strategic goals, including diversity, retention, marketing, hiring	Director of ICA, Director NCAA Compliance/CHAMPS/Life Skills, all sport administrators, coaches	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Programs and Activities (staff and coaches).	Staff and coaches involvement in diversity programs and activities on campus.	Continued communications with the Associate Vice-President for Institutional Diversity and Office of Diversity Affairs as they develop a university-wide program to ensure athletics goals mirror the university vision	On-going dialogues and programming a. Provide diversity education to staff throughout the academic year in a round table discussion format. b. Develop faculty-coach minority mentor program.	Director of ICA, Associate Vice-President for Institutional Diversity, Director NCAA Compliance/CHAMPS/Life Skills, sport administrators	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Communicate with staff and coaches at the start of the year with available programming.	Sport Administrators in consultation with the Senior Director of Human Resources, Associate Vice President of Institutional Diversity and Director of OEEO	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Evaluate with staff/coach surveys to assess effectiveness and impact of diversity training programs.	Associate Athletic Director/NCAA Compliance/SWA, Director NCAA Compliance/CHAMPS/Life Skills, Director of Diverse Student Development	May 1, 2010 - June 30, 2014 with annual review of the plan.
Programs and Activities (student-athletes).	Student-athletes involvement in diversity programs and activities on campus.	Communicate current programs available to all students and request feedback from student-athletes on the types of issues affecting them.	Regularly e-mail via listserv campus diversity programs to student-athletes, including minority issues, first-year college students and LGBT.	Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Annual opportunities extended to all student-athletes through exit interviews to provide feedback to the department regarding the needs and issues affecting minority student-athletes.	Director of ICA, all sport administrators	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
		Engage diverse student-athlete population	Continually educate student-athletes about university mentoring programs available through the university for those that self-identify	Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
			Establish a forum to allow student-athletes to discuss issues related to diversity; collaborating with the Internation Student Office, LGBTQ, Women's Center	Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Participation in Governance and Decision Making (Students)	Student-athlete participation on university committees and with other organizations on campus.	Maintain priority on selecting diverse representation on the Student-Athlete Advisory Committee (SAAC)/RedHawk Council	Continual evaluation of representation and interest in serving on SAAC/RedHawk Council	Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
		Maintain student-athlete representation in positions with Board of Trustees, Athletic Policy Committee and Multi-Cultural Council	Continual evaluation of representation and interest in serving on various boards	Director NCAA Compliance/CHAMPS/Life Skills	July 1, 2009 - June 30, 2014 with annual review of the progress of this plan.
Participation in Governance and Decision Making (Staff).	Mirroring the university diversity plan, athletics will institute coach/staff involvement in programming.	Increase involvement of minority coaches and staff in decision-making and governance.	Involve minority coaches and staff on search committees for all new coaches.	Sport administrators	August 1, 2010 - June 30, 2014.

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Miami University (Ohio)

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Encourage minority staff and coaches to be involved with national organizations through institutional and conference nominations.	Director of ICA; sport administrators	August 1, 2010 - June 30, 2014.
Annual review of plan for improvement.	Mirroring the university diversity plan, athletics will institute coach/staff involvement in programming.	Increase involvement of minority coaches and staff in decision-making and governance.	Involve minority coaches and staff on search committees for all new coaches.	Sport administrators	Annual ongoing reviews every August 1st through 2015 when we will evaluate for effectiveness.
			Encourage minority staff and coaches to be involved with national organizations through institutional and conference nominations.	Director of ICA; sport administrators.	Annual ongoing reviews every August 1st through 2015 when we will evaluate for effectiveness.

3.3 Student-Athlete Well-Being.

1 Operating Principle 3.3

Measurable Standard No. 8

Self-Study Item No. 9

Page Nos. 131-137

Committee Observation: After reviewing your institution's self-study report and supplemental material submitted December 17, 2010, the committee noted your institution communicates written policies and procedures in the areas of athletic training, sports medicine and travel to the department of athletics staff members, and coaches during intercollegiate athletics staff openings and orientation at the beginning of each year. However, the committee is unclear how policies and procedures in the areas of athletic training, sports medicine and travel are directly communicated in writing to department of athletics staff members and coaches.

Required Action: Therefore, your institution must demonstrate that athletic training, sports medicine and travel policies and procedures are directly communicated in writing to department of athletics staff members and coaches.

Institution Response to CAC Analysis

Miami University, in its efforts to go green, has posted all policies and procedures manuals on our Athletic Department Blackboard site. In addition, our athletic trainers each year remind their sport coaches that the most recent updates to the Sports Medicine manual are available on that Blackboard site. Any coach or staff member that requests a printed copy can print this document directly from this Blackboard site, as well.

Our athletic department travel policies and procedures are also posted within the Athletic Department Policy and Procedures Manual on the Blackboard site. All coaches and staff members are reminded annually to review/consult their manual if questions arise. We printed copies of the Athletic Department Manual this past year and made sure that each sport and business office had a copy. In addition, our business office personnel are well-versed in university and athletic travel policies and educate coaches on an as-needed basis as they review travel plans and requests.

Athletics Certification Committee Analysis Report with Institution Responses

Miami University (Ohio)

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
No plan for improvement was recommended for Operating Principle 3.3.				