

## Emphasis Area One: Academics and Life Skills

Goal: Provide Division II student-athletes a path to graduation while cultivating skills and knowledge for life ahead; learning in high-level athletics competition; and developing positive societal attitudes through service to community.

## Emphasis Area Two: Athletics Operations and Compliance

Goal: Commit to institutional control by establishing a system for operations and compliance that is engaged and functioning.

## Emphasis Area Three: Game Day and Conference and National Championships

Goal: Provide fair and equitable competition and a quality, positive and rewarding game day and conference and national championship experiences.

## Emphasis Area Four: Membership and Positioning Initiatives

Goal: Utilize the uniqueness of the Division II model to establish Division II as a membership destination and to ensure long-lasting stability.

## Emphasis Area Five: Diversity and Inclusion

Goal: Promote diversity and foster an environment of inclusion.

Key:		
All: All conference offices	EC: Executive Committee	ER: External Relations
L/A: Legislative/Administrative	SA: Sports Administration	DI: Diversity & Inclusion

## Emphasis Area One: Academics and Life Skills

<b>Priority 1.1: Promote and honor student-athlete service, achievement and academic measures of success and retention, including graduation rates, through various platforms.</b>			
Strategy/Action	Implement	Who	Status
1.1.1 Enhance CCA Scholar-Athlete recognition program.  A) Coordinated Communication Strategy for release of regional and national winners, including regional “chairs” to ensure collaborative effort	2017	ER	
1.1.2 Ensure Academic Success Rates, Presidents’ Council Recognition Program are appropriately publicized by all Conferences through conference level distributions	Ongoing	ER	
<b>Priority 1.2: Provide leadership, development and service opportunities for student-athletes. Strengthen student-athlete communications and voice in the governance process at the local, conference and national levels.</b>			
Strategy/Action	Implement	Who	Status
1.2.2 Continue to develop working relationship with the DII SAAC particularly with assisting national and conference and programming aimed at student-athlete growth including resource information and Health & Safety initiatives	2017	EC	
1.2.1 Develop best practices for conference-based student-athlete leadership training and programming	2018	L/A	Leadership Best Practices Document distributed October 2014

<b>Priority 1.3: Protect the health, safety and well-being of student-athletes.</b>			
Strategy/Action	Implement	Who	Status
1.3.2 Support NCAA SSI efforts related to health, safety and well-being of student-athletes.  A) Provide annual forum for SSI to present during at a CCA meeting	Ongoing  Annually	ALL  EC	NCAA Chief Medical Officer Presentation to D2CCA, 10/14
1.3.4 Monitor changes in protocols for student-athletes’ health & safety issues (i.e. drug testing, concussion management, strength & conditioning).	Annually	L/A	
1.3.5 Share best practices from institutions and conferences related to student-athlete welfare, health & safety, athletic training.	Oct 2017	L/A	
1.3.6 Take leadership role in encouraging member institutions to participate in the NCAA Injury Surveillance System	2017	ALL	

## Emphasis Area Two: Athletics Operations and Compliance

<b>Priority 2.1: Continue to enhance and support presidential commitment and involvement in the affairs of athletics at the local, conference and national levels. Involve, enhance and recognize the role of athletics administrators, coaches and faculty in the governance process at the local, conference and national levels.</b>			
Strategy/Action	Implement	Who	Status
2.1.1 Extend the opportunity for the chair of the Division II President’s Council, or designee, to attend CCA meetings or conference calls	<i>Ongoing</i>	<b>EC</b>	<i>Chair of NCAA Presidents Council attended D2CCA Meetings, June 2013 and June 2014</i>
2.1.2 Seek opportunities to present or provide reports at NCAA Division II Presidents’ Council meetings.	<i>2017</i>	<b>EC</b>	
A) Create a summary document after each CCA meeting that can be disseminated to Presidents Council; Commissioners can also forward to each Conference presidential governing body.	<i>Ongoing</i>	<b>EC</b>	
2.1.3 Engage with the CCACA to ensure that the legislative process of both organizations and conferences supports effective DII Governance by reviewing and recommending items for consideration to the DII Legislation Committee	<i>Ongoing</i>	<b>L/A</b>	
A) Enhance conference office and CCACA involvement in governance process and addressing DII legislative issues			
<b>Priority 2.2: Provide leadership and development opportunities for athletics administrators, coaches and faculty.</b>			
Strategy/Action	Implement	Who	Status
2.2.1 Provide periodic professional development “summits” to provide education and information exchange among conference staff in areas such as communications, championships/sport administration and compliance/governance.	<i>2018</i>	<b>EC</b>	<i>Communications Summit, 10/11 Sport Admin Summit, 10/12 CCACA meetings in Fall</i>
2.2.2 Continue Orientation program for new Division II Commissioners	<i>Ongoing</i>	<b>EC</b>	
2.2.3 Establish dialogue with NACWAA and partner to enhance role of SWA on institutional and conference level	<i>2018</i>	<b>EC</b>	<i>NACWAA CEO 10/14</i>
2.2.4 Engage with FARA through CCA presence at annual FARA Forum and FARA institutes.	<i>2019</i>	<b>EC</b>	
2.2.5 Continue to develop working relationship with the D2ADA in creating initiatives and programs directed to student-athlete and coach development in addition to programming to enhance Diversity & Inclusion and Health & Safety	<i>2017</i>	<b>DI</b>	

<b>Priority 2.3: Develop the role of Division II conference offices as leaders and advocates for rules compliance. Develop, enhance and increase educational materials, resources (e.g., technology), tools and services that support and maintain an effective compliance system</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
2.3.1 Continue annual audit program and maintain open communication with NLI staff for audit support, Appeals Committee process and other necessary functions of NLI programming	<i>Ongoing</i>	L/A	<i>DII Commissioner on committee studying early signing period in Football</i>
2.3.2 Support an ongoing role for the Commissioners' Association Compliance Administrators (CCACA)	<i>Ongoing</i>	EC	<i>Advocated for inclusion of CCACA member on NCAA Legislative Committee. Effective 2015, committee has stated preference for at least one member of CCACA.</i>
A) Conduct semi-annual conference calls with CCA and CCACA leadership	<i>2017</i>	EC	
B) Engage with the CCACA in creating materials/methods that will educate stakeholders in relevant compliance topics	<i>2018</i>	L/A	
2.3.3 Establishment, Support and Fund the Division II regional compliance workshops	<i>Ongoing</i>	L/A	
A) Create "working group" with CCACA members to evaluate regional seminars and make recommendations to DII Membership Committee	<i>Spring 2017</i>	L/A	
2.3.4 Monitor recommendations and best practices forwarded by Division II "Compliance Think Tank"; assisting and implementing them when possible	<i>2017</i>	L/A	
<b>Priority 2.4: Enhance perception of CCA as a resource for Division II and improve organizational structure to streamline efficiency and maximize productivity.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
2.4.1 Strengthen and formalize CCA committee structure including creation of "policies & practices" document for each committee	<i>2018</i>	EC	
2.4.2 Continue Annual Conference Operations Survey	<i>Ongoing</i>	L/A	<i>Conducted Annually in September</i>
2.4.3 Promote sharing of best practices amongst conferences			
A) Priority to establish a minimum of 90 minutes for Open Forum discussions at the October and June D2CCA meetings, including a period of time for "regional" commissioners to discuss local issues.	<i>At Each Meeting</i>		

## Emphasis Area Three: Game Day and Conference and National Championships

<b>Priority 3.1: Provide game environments and atmospheres that are competitive, safe, fun, positive, respectful and entertaining.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
3.1.1 Coordinate/facilitate conference involvement in community engagement/game environment workshops		ALL	
A) Include one breakout session per year at CCA meetings	<i>Summer '17</i>		
3.1.2 Share ideas and reinforce the importance of conference involvement in community engagement and/or game environment initiatives, and specifically how to implement/encourage these initiatives at conference championships.		ALL	
A) Include one breakout session per year at CCA meetings	<i>Fall '17</i>		
<b>Priority 3.2: Enhance and increase the opportunities to strengthen the experience for game day, conference championships and national championships for Division II student-athletes, coaches, officials, fans and spectators.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
3.2.1 Discuss and/or develop preseason events to promote and support regional competition, including Basketball Tip-Off event	<i>Ongoing</i>	ER	
3.2.2 Support and assist with Division II national television initiative by reviewing “white paper” created in 2014 with CCA position, rewrite and submit as needed	<i>Spring 2017</i>	ER	<i>Commissioner on subcommittee charged with examining future of television agreement</i>
<b>Priority 3.3: Commit to fair and equitable regional and national competition by developing appropriate and disseminated selection, seeding and bracketing processes, policies and guidelines.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
3.3.1 Assist the Championships Committee and/or NCAA staff in the development and delivery of educational pieces to be provided to potential and/or new RAC members.	<i>Redo in 2019</i>	SA	<i>RAC Conference Appointment Practices Document distributed October 2014</i>

<b>Priority 3.4: Provide opportunities to develop, establish and improve standards in officiating and increase the pool of qualified officials.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
3.4.1 Engage the national coordinators of officiating in various sports to develop grass roots training/development program for officials.	2015	SA	<i>Ongoing Rotation in place</i>
3.4.2 Create planning document in partnership with D2ADA and NCAA to improve relationships with officiating groups and increase officiating pools.	2018	SA	
3.4.3 Conduct annual CCA surveys regarding officiating fees and Coordinator stipends	<i>Ongoing</i>	EC	<i>Annually in September with Conference Office Survey</i>
3.4.4 Engage Sports Committees, NCAA Staff and National Coordinators on processes and conference office involvement in selection and advancement of officials in the NCAA Tournaments	2015	SA	<i>Ongoing Rotation in place</i>

## Emphasis Area Four: Membership and Positioning Initiatives

<b>Priority 4.1: Commit to fiscal responsibility at the local, conference, regional and national levels.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
4.1.1 Develop CCA budget process and calendar.	<i>Ongoing</i>	<b>L/A</b>	<i>Established and operating 2014</i>
4.1.2 Develop CCA Policy on Financial Reserves and establish a process to provide long range budget planning.  A) Establish contingency plan if CCA grant discontinued	<i>Oct 2016</i>	<b>L/A</b>	<i>Approved minimum balance F2016</i>
4.1.3 Support CCA External Relations Committee and solicit and review corporate partnership opportunities  A) Creation of a pricing sheet for CCA sponsorships	<i>Summer 2017</i>	<b>ER</b>	
4.1.4 Commit to be engaged with NCAA Division II Planning & Finance Committee on regular basis, including advocating for ensured conference office representation on committee.	<i>Ongoing</i>	<b>L/A</b>	
<b>Priority 4.2: Allocate funds and resources in a manner that recognizes and supports the unique characteristics and attributes of Division II.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
4.2.1 Promote Division II and member conferences through support and use of DII purchasing website	<i>Annually</i>	<b>ALL</b>	
4.2.2 Annually participate in dialogue to refine and improve the Conference Grant Program via-the Executive Committee  A) In conjunction with the DII Governance staff create policies, Reporting and Review Document for Foundations of the Future Grant	<i>Annually</i>	<b>EC</b>	<i>2014-15 Review 2015-16 New Program Initiated</i>
4.2.3 Solicit review of Conferences' use of NCAA Conference Grant Funds for ideas and uses	<i>Fall Meeting</i>	<b>EC</b>	

<b>Priority 4.3: Attract and retain members that support the strategic position and philosophy of Division II intercollegiate athletics. Commit to the strategic management of Division II membership growth</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
4.3.1 Facilitate communication between NCAA Membership Committee and the CCA	<i>Annually</i>	L/A	
<b>Priority 4.4: Promote tools and resources that assist active member institutions and conferences with evaluating their position in conjunction with the strategic position and philosophy of Division II intercollegiate athletics while assessing the value of Division II and strengthening the awareness of Division II and its characteristics and attributes.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
4.4.1 Develop and maintain periodic updates to the Model Conference Office document every 4 years.	<i>Summer 2018</i>	EC	<i>Updated Model Conference Office Document distributed June 2014</i>
4.4.2 Discuss and develop ways the CCA can support Division II branding and identity initiatives by facilitating communication with the NCAA staff, including the evaluation of the initiatives.	<i>Annually</i>	ER	
<b>Priority 4.5 Enhance communication and partnerships with the media and other organizations to provide opportunities for communicating the unique characteristics and attributes of Division II membership.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
4.5.1 Revise, develop and create guidelines for the continuance and expansion of the CCA Award of Merit Program	<i>Spring 2017</i>	Ad Hoc	
4.5.2 Enhance CCA website as a vehicle for CCA Communication, including storehouse of periodical surveys	<i>Annually</i>	ER	<i>Redone by NACDA 2015 Surveys being collected</i>
4.5.4 Meet regularly with key NCAA staff to dialogue/discuss potential opportunities to communicate the values/characteristics of Division II	<i>Annually</i>	ER	<i>Conference Carolinas and PSAC Open Letters re: DII characteristics and attributes D2CCA Letter to NCAA Board of Governors, January 2015</i>
4.5.5 Create a CCA Service Award for internal distribution among CCA members or related staffer, recognizing them for service to organization	<i>Summer 2017</i>	Ad Hoc	



## Emphasis Area Five: Diversity and Inclusion

<b>Priority 5.1: Continue to partner and build collaborative relationships with other organizations to support, enhance and increase the diversity of administrators, coaches and student-athletes at the local, conference and national levels.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
5.1.1 Examine current NCAA programming and determine if CCA can partner on current initiatives	2017	DI	
5.1.2 Establish partnerships with NACWAA, MOAA, HBCUs through participation with leadership at meetings or on monthly CCA conference calls.	Sum 2017	DI	NACWAA CEO 10/14
5.1.3 Complete an annual Conference Office Diversity profile	Sum 2018	DI	
5.1.4 Develop database of minority administrators and coaches in conjunction with D2ADA	Sum 2019	DI	
<b>Priority 5.3: Analyze and assess current programming to provide programs, tools and resources that support environments of diversity and inclusion. Provide tools and resources that assist schools and conferences in recruiting, hiring and retaining diverse groups and individuals. Educate and inform on the importance, value, benefits and role of diversity and inclusion in higher education and intercollegiate athletics.</b>			
<b>Strategy/Action</b>	<b>Implement</b>	<b>Who</b>	<b>Status</b>
5.3.1 Develop Commissioner mentor program for ethnic minorities and females in conference offices to enhance the potential of future commissioner candidates  A) Utilize Pathways Program as blueprint  B) Consider asking D2ADA to ensure annually one member of mentor program is from a Conference office.	2018	DI	
5.3.2 Develop CCA Programming annually for education and development of Commissioners as agents of change.  A) Set aside meeting time for outside speaker / advisor to discuss how best to reach out to underrepresented groups.	Fall 2017	DI	NACWAA CEO 10/14 Conf SWA PD, 10/15
5.3.3 Serve as sharing mechanism among Commissioners to make known best practices for diversity & inclusion programming in Division II conferences.	Spring 2018	DI	
5.3.4 Continue programming for two Conference office female staffers to attend NACWAA Convention	Annually	DI	