

MODELS FOR SUCCESS FOR A DIVISION II ATHLETICS PROGRAM

Similar to the Division II model conference office document that has done so much to advance the operations of Division II conference offices, it is the belief of the Management Council and Presidents Council that the Division II membership would appreciate receiving some general guidelines and strategic goals that might help to enhance operations for the athletics program.

The Divisions II strategic plan and the Division II Institutional Self-Study Guide have served as resources for development of the following documents. Some of the principles may reflect your current state of operations; others may be unrealistic for you to achieve. While Division II has a very diverse membership of varying sizes and institutional missions, most of the guidelines represent attributes that are found in successful Division II athletics programs and reflect real goals that, if achieved, should enhance an institution's operations.

Guiding Principles for the Program

1. Integration and Institutional Control. A model Division II athletics program is integral to the educational mission of the institution, is fully integrated as an athletics department in the institution's budget and management operations, and is committed to the principle of institutional control.
2. CEO Oversight. A model Division II member institution's CEO sets forth a vision for the institution's intercollegiate athletics program, ensures that adequate resources exist for the athletics department to carry out this vision, emphasizes the importance of the institution's compliance system and the roles of various departments (e.g., financial aid office) in this system, and prioritizes self-reporting of compliance violations and compliance with Title IX.
3. AD Management. A model Division II athletics program shall feature a full-time administrator that takes responsibility for the academic and athletics success of the athletics department. As the manager for the department, the AD shall implement the institution's vision for intercollegiate athletics consistent with the institution's mission and philosophy. The AD is also responsible for creating an environment that prioritizes sportsmanship and civility. The AD should serve as a primary athletics administrator and should not have other major responsibilities (e.g., should not also serve as a compliance officer; should not also serve as a coach).
4. FAR Involvement. A model Division II member institution shall include the active involvement of the faculty athletics representative as the key institutional liaison to the athletics department and should be supported and funded by the institution to perform

- these functions. The involvement of the FAR should include eligibility or academic related duties. The FAR should also serve as a key contact for student-athletes.
5. SWA Involvement. A model Division II athletics program shall include the active involvement of the senior woman administrator in decision making regarding key issues and in the general operations of the athletics department. The SWA is a senior level administrator, and she should have the title of assistant or associate athletics director.
 6. Coach's Role. A model Division II athletics program shall feature an environment where head coaches understand their responsibility in establishing a culture of compliance with conference and NCAA rules within the program. A model athletics program also features coaches who are certified in CPR and first aid.
 7. SAAC Involvement. A model Division II athletics program shall feature an active institutional SAAC that represents the concerns and ideas of the institution's student-athletes in all sports and is committed to the overall welfare of the student-athlete. The institution should have at least one student-athlete representative on the conference SAAC.
 8. Athletic Trainers. A model Division II athletics program shall feature an adequate number of certified athletic trainers who are able to provide for the safety and well-being of the student-athletes. Practices should adhere to the NCAA Sports Medicine Handbook.
 9. Academic Success. A model Division II athletics program shall be committed to the academic success of its student-athletes, measured in part by the total number of student-athletes that earn degrees within six years of initial collegiate enrollment and the fact that student-athletes graduate at least at the same rate as the institution's student body.
 10. Diversity. A model Division II athletics program shall be committed to the principle of diversity. The athletics department shall promote an atmosphere of respect for and sensitivity to the dignity of every person. The department shall also value the opinions of all, initiate a leadership role on campus in this area, and, through diverse hiring pools, strive for gender and ethnic diversity in the institution's administrative and coaching positions.
 11. Compliance. A model Division II athletics program shall feature a full-time compliance coordinator whose primary responsibility is the oversight of the institution's compliance system, the coordination of the institution's rules education and the monitoring of rules compliance. The compliance officer should not be a coach and should not be the athletics director. The athletics department should use an electronic or Web-based system for compliance monitoring. The department should also commit to a regular self-analysis to ensure Title IX compliance and a regular external assessment (e.g., Division II Compliance Blueprint visit) to evaluate the strengths and weaknesses of the institution's compliance systems.

12. Institutional Self-Study Guide. Each Division II institution shall conduct a comprehensive self-study and evaluation of its intercollegiate athletics program at least once every five years, using the NCAA's Institutional Self-Study Guide (ISSG). Note that the five-year cycle should be accelerated when there are personnel or administrative changes on campus.
13. Citizenship/Leadership/Sportsmanship. A model Division II athletics program shall encourage all student-athletes, coaches and fans to respect each other, practice civility, encourage teamwork and understand citizenship responsibilities during the conduct of intercollegiate practice and competitions. An athletics department should develop a policy on sportsmanship and fan behavior for home events. The Student-Athlete Advisory Committee could assist with the development of such a policy. A model program will emphasize that a "family friendly" environment should exist at all athletics department events.
14. Finances and Sports Sponsorship. A model Division II athletics program shall be administered with prudent management and fiscal practices to ensure financial stability. Sufficient operating and travel budgets should be maintained to allow for the effective operation of the athletics department. The current average for a Division II athletics department budget is \$3 million (with football) or \$2.3 million (without football). The model program should also feature participation opportunities that are consistent with the institution's mission and the interests of the institution's student-athletes. The current sports-sponsorship and financial aid averages in Division II are 12 varsity sports (men's and women's) and 50 scholarship equivalencies.
15. Continuing Education and Professional Development. A model Division II athletics program shall be committed to sending its key personnel to educational events (e.g., NACWAA) and to the annual Convention to enhance the success of the institution and to further the professional development of the coaches and administrators in the athletics department. In addition, the athletics department should look for regional and national workshops or seminars to send student-athletes to enhance their leadership skills.
16. CHAMPS/Life Skills. A model Division II athletics program shall be committed to the total development of a student-athlete's life skills, as evidenced by implementing the NCAA CHAMPS/Life Skills or similar program.
17. Assessment. A model Division II athletics program shall feature a tool that is used as a written assessment each year to measure the student-athletes' experience. In addition, the athletics department should feature annual written evaluations by managers (e.g., AD, SWA) regarding the performance of coaches and administrators.
18. Promotions and Media Relations. A model Division II athletics program shall feature a person responsible for promoting the institution's athletics department and for building key relationships with the media and the community.

19. Communication/Campus Relationships. A model Division II athletics program features a communication strategy to keep other key departments (registrar) and positions (financial aid director) on campus up to date regarding athletics department issues.
20. Strategic Plan for Intercollegiate Athletics. A model Division II athletics program features a strategic vision for an integrated athletics model that specifies the goals and objectives for the intercollegiate athletics experience and identifies how athletics enhances the mission of the campus.
21. Fundraising. A model Division II athletics program provides for an individual whose primary assignment is athletics fundraising and development. If that individual is the athletics director, an additional assistant athletics director would be necessary for the day-to-day operations of the department. If the function is handled outside the athletics department, the institution's development office should provide for an individual whose primary responsibility is athletics fundraising and development.

The Model NCAA Division II Athletics Program

The Division II Athletics Directors Association has developed the following specific features of a model Division II athletics department within a model program. Some of these features may already exist; others may be unrealistic to achieve. These features are offered to assist your evaluation of current program operations and to discuss possible ways to improve your institution's athletics program.

1. STAFF.

The model athletics department should consist of no less than four full-time staff members. In addition to a full-time athletics director, each office should have a full-time administrative assistant (clerical) and two assistant or associate directors with specific duties. At least one of the assistant or associate ADs should be a female. Head and assistant coaches, in some sports, should also assume some administrative responsibilities. Using the job descriptions of several current athletics directors, the following are examples of duties and responsibilities that might be assigned to the different administrators in the department.

a. Possible Athletics Director Functions.

- ? Report directly to the CEO (or have access to the CEO if reporting directly to a vice-president) and have the primary responsibility for the day-to-day operations of the department and the supervision of the athletics department staff.
- ? Be the champion and primary caretaker for the institution's athletics department's strategic plan and compliance with Title IX.
- ? Promote effective communication among the institution's CEO, staff, faculty, student-athletes, media and the public.
- ? Take an active role in conference and national affairs.
- ? Maintain vital communications with outside organizations that are vital to the athletics department's operations, such as the NCAA, NACDA, NACWAA, CoSIDA, etc.
- ? Provide professional growth opportunities for athletics department staff.
- ? Coordinate fundraising and development activities for the department or communicate with other units on campus that have this responsibility.
- ? Ultimately, be accountable for the compliance and fiscal stability of the athletics department.

b. Possible Administrator Functions.

Administrator functions could be assigned to the following positions, depending on the size of the department.

- (1) Associate/Assistant Athletics Director.
- (2) Sports Information Director.
- (3) Athletics Development Director.
- (4) Compliance Coordinator.
- (5) Facilities/Operations Manager.
- (6) Trainer.
- (7) Business Manager.
- (8) Equipment Manager.

Functions:

- ? Coordinate athletics department statistics services.
- ? Assist with institutional marketing, fundraising and development activities.
- ? Coordinate and produce news releases and printed promotional material.
- ? Coordinate all athletics department awards.
- ? Enhance athletics department community relations.
- ? Serve as the department's primary media liaison.
- ? Manage the athletics department's Web page.
- ? Manage the athletics department's compliance and monitor compliance issues; the associate or assistant athletics director for internal operations should educate the staff regarding NCAA rules and regulations.
- ? Organize professional development opportunities for key department personnel.
- ? Coordinate the meetings, activities and professional development activities for the Student-Athlete Advisory Committee.
- ? Monitor the commitment to diversity of the athletics department staff and student-athletes.

- ? Apply for and monitor awards, scholarships and grants made available through the conference and from the NCAA.
 - ? Administer secondary rules violation and institutional rules violation investigations.
 - ? Help coordinate the institution's student-athlete support services (e.g., Life Skills).
 - ? Assist with sport event administration.
 - ? Supervise coaches and other athletics department personnel, as assigned.
 - ? Assist in the athletics department budgetary process.
- c. Possible Administrative Assistant (clerical) Functions.
- ? Manage the athletics department office.
 - ? Maintain files required by the NCAA and conference office.
 - ? Coordinate clerical work for the full-time staff.
 - ? Other specific duties as assigned by the athletics director.
2. TECHNOLOGY. Athletics department technology and communication capabilities should be consistent with those that exist in other departments on campus.
- Appropriate staff members of the athletics department might be provided with the following capabilities, depending on specific duties and responsibilities.
- a. Hardware and software that permits the electronic transfer of statistics.
 - b. Telephone system that includes voice mail.
 - c. Athletics department Web page.
 - d. Compliance Assistant Software or Web technology for compliance monitoring.
 - e. Videoconferencing capabilities.
 - f. Laptop computers with internet access.

- g. E-mail accounts.
- h. Cell phones.

3. OFFICE LOCATIONS.

- ? Each athletics department should have sufficient office space so that athletics department personnel (coaches and administrators) are located in one building.

4. SALARIES AND BENEFITS.

- ? Salary and benefits for the athletics director should be comparable to other similar administrators on campus. [The Division II Athletics Directors Association has collected data on salaries for various administrative positions. The most recent data is available online at <http://nacda.collegesports.com/div2ada/nacda-div2ada.html>.] The salary ranges may reflect differences in the cost of living in various regions of the country, private vs. public institutions, local collective bargaining agreements and market forces. Coaches' salaries will vary by sport and by full-time status and responsibilities.
- ? All full-time employees of the athletics department should have benefits comparable to other full-time employees on campus.
- ? Note that all salary and benefit decisions for coach and administrative positions are subject to regulations set forth in the Fair Labor Standards Act.