



Athletics Directors Association

The Division II Model Athletics Department Tool Kit – Phase II

2008 NCAA Convention

Presented by: Kathy Turpin

Phase II Presentation Agenda

- Introduction of Division II Athletics Directors Association Officers
- Goals of Implementation Plan
- Overview of Implementation Plan
- Brief Review of Phase I
- Phase II Guiding Principles Best Practices
- Questions and Discussion

2006-08 Division II Athletics Directors Association Officers

David Williams – President
University of Wisconsin, Parkside

Jon Carey – Immediate Past President
Western Oregon University

Ed Matejkovic – First Vice President
West Chester University

Greg Waggoner – Second Vice President/Treasurer
Western State College of Colorado

Anita Barker – Third Vice President/Secretary
California State University, Chico

Goals of the Implementation Plan

- Research the needs and challenges with each principle on DII campuses
- Research best practices already discovered and proven to be effective on DII campuses
- Take research and develop examples of new and exciting strategies that may be useful to **ALL** the membership

Goals of the Implementation Plan

- Provide Tool Kit as option to make changes
- These are viewed as best practices at specific institutions, and may not work at all institutions
- Coordinate with DII new strategic positioning platform
- Utilize as an evaluation tool for DII new member process
- Overall, everyone learns some new strategy to utilize

Overview of the Implementation Plan

- The implementation of the 21 guiding principles has been conducted in two phases
- Phase I was completed in September 2007 and included the 10 guiding principles describing the “Who”
- Phase II, in 2007-08, includes the remaining 11 principles describing the “What”
- On-going process

Overview of the Implementation Plan

- Phase I Tool Kit CD was mailed in October to all DII Athletics Directors
- Phase I Presentation and accompanying materials currently provided on the DII Athletics Directors Association Web site at <http://nacda.cstv.com/div2ada/nacda-div2ada.html>
- A final presentation at NACDA Convention in June 2008

Phase I Guiding Principles

“Who”

1. Integration and Institutional Control
2. CEO Oversight
3. AD Management
4. FAR Involvement
5. SWA Involvement
6. Coach’s Role
7. SAAC Involvement
8. Athletic Trainers
11. Compliance
13. Citizenship, Leadership & Sportsmanship

Phase II Guiding Principles

“What”

9. Academic Success
10. Diversity
12. Institutional Self-Study
14. Finances & Sponsorship
15. Continuing Education & Professional Development
16. CHAMPS/Life Skills
17. Assessment
18. Promotions & Media Relations
19. Communication/Campus Relationships
20. Strategic Plan for Intercollegiate Athletics
21. Fundraising

How Data were Compiled

- Began by attending several meetings to introduce the plan
- Sent approximately 100 surveys for each Phase
- Conducted over 100 personal interviews
- Attended additional meetings
- Thank you for your assistance!

Principle 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.

Academic Success

- Part-Time Assistant Coach is Academic Intervention Specialist
- Use conference grant money for academic support program
- Focus on academic at-risk student-athletes
- Mentoring program for at-risk students
- Faculty Athletic Advisory Committee is very engaged

Academic Success

- Recruiting philosophy matches the mission of the university
- University Early Warning System prior to mid-terms
- Teams have their own “Academic Game Plan”
- Use the university academic success program for all students
- GOALS (Generating Opportunities through Academics and Life Skills) class required of all first year students

Academic Success

- Academic success board highlights top three academic teams
- Rewards a program that achieves higher team GPA standards with scholarship budget increases
- Director of Academic Advising for Athletics who reports to Provost
- Coaches have academic appointments and sign two different contracts

Academic Success

- Complete athletic certification is conducted every semester
- Certify using semester GPA and must have minimum of 2.0
- Athletic study table with tutors provided
- Coaches decide who attends study hall and are evaluated on success
- Student-athlete attendance and absentee policies

Principle 10

Diversity and
Inclusion

A model Division II athletics program shall be committed to the principle of diversity and inclusion. 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.

Diversity and Inclusion

- NCAA Coaching Enhancement Grant is utilized
- University culture of tolerance and inclusion
- One of six annual goals for the university and athletics mirrors that
- Have on-campus equity officer who reports directly to President. All candidate pools and hiring processes must be approved through this position

Diversity and Inclusion

- Developed a recruitment plan in consultation with BCA, NACWAA and WSF
- Ongoing Gender Equity Plan and Gender Equity Committee
- Every search committee includes ethnic minority and female
- All selection committees must be approved and represent diversity
- Developed SAAC Adopt-a-Sport activity

Principle 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.

Institutional Self-Study Guide

- Conduct NCAA Compliance Blue Print with ISSG process
- FAR oversees athletic advisory committee that works on each section, does research, conducts interviews, and completes final report
- Compliance Committee works with the athletic committee to provide information
- Associate Athletics Director/ Compliance assists with providing the names of people for interview

Institutional Self-Study Guide

- Athletics Department is not involved except to provide information during interviews
- Athletic Advisory Committee, composed of administrators and faculty outside of athletics, works with AD to complete
- FAR chairs committee of the IAAB, (SAAC rep, alumni rep, and two other faculty), as well as all athletics administrative staff to complete

Institutional Self-Study Guide

- Comprehensive team of AD, Asst. AD, SID, Compliance, FAR, & SAAC President. Conduct a blind study first and then come together to do a team approach to all questions. Report to President with timeline of issues that need response.

Principle 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.

Citizenship, Sportsmanship & Leadership

- Start recruits with message of educational experience
- SAAC has developed this area as main initiative
- SAAC member reads sportsmanship statement prior to each athletic event
- Competing student-athlete joins member of opposing team to read statement
- SAAC Sportsmanship Banner visible

Citizenship, Sportsmanship & Leadership

- Game management and operations are key
- Adequate campus security and police
- Provide “Notice” to fans by posting signs at events
- Train out of season coaches on crowd control techniques
- Coaches are held accountable for behavior of entire team
- Implementation of alcohol policy at athletic events

Citizenship, Sportsmanship & Leadership

- Student-Athlete Handbook states department policy and all must sign with agreement to this policy
- Provide team educational sessions on what is appropriate
- Role play poor sportsmanship to define what is acceptable
- Emphasize class when creating an atmosphere
- Fund cheerleading at a level of accountability and make them lead

Citizenship, Sportsmanship & Leadership

- Champion Leadership Scholarship Program awards a scholarship based on leadership and service
- Vital components are community relations and engagement
- Rely on local donors so must represent them well
- Actively educate, Actively supervise, and Actively discipline when necessary!

Principle 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 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.

Finances and Sports Sponsorship

- Fund 24 sports and do so without cutting sports
- Proposed to student senate to assess an athletic fee
- Concentrated more efforts toward alumni and fundraising
- University development office has individual that directs efforts

Finances and Sports Sponsorship

- Budget priority is scholarship dollars; second is staffing and third is operational budget
- Fundraising is a **MUST!**
- Benchmark for funding is based on comparisons of competition in the same sport
- Participate in surveys so as to have information to use on our campus

Principle 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.

Continuing Education and Professional Development

- Provide membership to one professional association and attendance to annual meeting
- Institutional representatives (AD, SWA, FAR) attend league meetings and NCAA Convention
- Send staff to visit other institutions to see what they are doing in their area
- Send student-athlete to NCAA Leadership Institute each year

Continuing Education and Professional Development

- Staff member is required to provide a report to department summarizing what they learned.
- Institution has established an endowment for professional growth activities coaches may use
- Utilize guest speakers and make presentation mandatory
- Work together with Campus Career Center

Principle 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.

CHAMPS/Life Skills

- GOALS (Generating Opportunities through Academics and Life Skills) required class for 2 hour credit
- Department averages over 2,500 Community service hours
- Personal development through GOALS class as well as in night sessions
- Topics include: Facebook, finances, sportsmanship, weight training, eating disorders, compliance, academic requirements

CHAMPS/Life Skills

- A no-credit class offered taught by SWA for one hour each week
- Life skills program focuses on career development only and program is offered monthly
- Community service is main aspect. See “Mountaineers in the Community” Web site at: www.wscathletics.com

Principle 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.

Assessment

- Conducts frequent external audits (e.g., Blue print reviews)
- Engaged a firm called “Student Voice” for on-line campus survey
- Exit interviews conducted by AD and SWA with every team each year
- Exit interviews conducted by FAR
- Exit interviews are conducted by administrative staff on random student-athletes

Assessment

- Exit interviews conducted on one senior per program
- Assessment is a process all year through communication with coaches
- AD and SWA meet with every coach each year in evaluation process
- All student-athletes complete an evaluation of coach
- Coaches evaluation includes their involvement and support outside athletics

Assessment

- AD completes a form evaluation and meets with coach over breakfast or lunch each year
- Administrative staff does a self-evaluation and discuss goals with AD
- A current SAAC member serves on search committees for administrators
- A student-athlete who has exhausted eligibility serves on a coaching search committee

Principle 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.

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Promotions and Media Relations

- Athletic Development Director and SID offices are next door to AD
- Athletic Development Director – promote athletics, communicate with donors, fundraise, marketing, set up golf outings, and receive money from individual sport fundraising events
- Separate marketing and fundraising efforts
- Dedicated position for marketing and advancement and is commission based

Promotions and Media Relations

- Associate AD for Media Relations (SID) – provide administrative title rather than raising salary
- Media luncheon for Football every Monday and radio show on Thursday with Web casts for public to view
- Radio show each week during basketball season and have Web casts on Web site
- Every Monday local radio conducts interviews on campus with student-athletes and post on Web site

Promotions and Media Relations

- Adopted Public Media and Social Networking Policy
- Utilize Bentley Marketing Society on campus
- Staff member is invited to attend event with student
- Utilize campus book store for giveaways
- Partner with Campus Activities Board and local school system

Principle 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.

Communications/ Community Relations

- Compliance committee is vital
- Weekly Newsletter distributed throughout campus
- GOALS class and grade checks have increased communication with academic deans and faculty
- AD serves on President's cabinet and finds this as best communication tool

Communications/ Community Relations

- CHAMPS/Life Skills program partners with Student Services for speakers
- Athletic Advisory Board is utilized for campus and community relations
- Athletics department policy where all staff must attend two campus non-athletic events each year and report at next staff meeting
- Coaches evaluations include involvement and support outside athletics

Principle 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.

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Strategic Plan for Intercollegiate Athletics

- Mirrors the mission of the institution
- Three- or four- year strategic plan
- “State of the Athletic Program Report” completed each year and presented to the VP
- Involve coaches in the process
- Give coaches accountability in their job descriptions
- Address academic issues in all phases

Strategic Plan for Intercollegiate Athletics

- Evaluate organizational structure
- Plan for improvement of coaches salaries
- Plan for facility improvements
- Develop marketing and promotions strategies
- Develop consistent fundraising efforts and expectations
- Refer to strategic plan in all meetings and summarize efforts each year

Principle 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 an individual whose primary responsibility is athletics fundraising and development.

Fundraising

- Institution hired a fundraiser for all colleges on campus and athletics
- Dedicated one position for fundraising efforts and works closely with university office
- Department added administrative positions so AD could get out and fundraise
- Booster Club and Alumni Cultivation

Fundraising

- Sponsors a golf tournament called the Triton Scramble
- Secure a title sponsor (Martz Motor Coach)
- Require each team of 3 to get \$3,000 in pledges
- Athletics department raises nearly half of entire athletic budget
- 1/3 of AD and football staff salaries are privately funded

Fundraising

- Eliminated institutional funding for some sports and now are privately funded
- Pursuing endowments for each sport program
- Fundraising must reflect gender equity
- Fundraising must be FUN!
- Fundraising is everybody's responsibility

Fundraising

- Fundraisers include: sport specific fundraisers, private donations, endowment revenue, special events, capital campaigns, gate receipts, program sales, concessions, guarantees, corporate sponsorships, summer camps, and grants



Conclusion

This presentation is being provided on the DII Athletics Directors Association Web site at

<http://nacda.cstv.com/div2ada/nacda-div2ada.html>.



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