

Foundation for the Future

2015-21

**A STRATEGIC
VISION FOR
DIVISION II**





Vision: To develop and prepare Division II student-athletes to graduate and thrive in their lives and careers.

Mission: Division II intercollegiate athletics seeks to provide value and significance for its members by supporting the mission of higher education and striking a balance among academic excellence, athletics competition and social growth.



NCAA Division II is proud of its past and eager to embrace its future

Division II is ready to roll. Under the leadership of the Division II Presidents Council, our 300-strong Division II membership is positioned to excel in the coming years with an ambitious, aggressive and responsible plan that builds upon Division II's unique attributes and a position of fiscal strength to pave an exciting road ahead.

Division II has worked hard to establish "Life in the Balance" as more than a moniker. Our principles, policies and behaviors support a balanced approach for student-athletes who view their athletics participation as an integral part of their college experience.

Indeed, Division II epitomizes the "collegiate model of athletics," which affords student-athletes the opportunity to explore their varied academic and social interests, to grow as productive citizens and to contribute to their communities. That is who we are.

As such, any vision for our future must protect that premise, yet be nimble enough for us to operate in a fast-paced, ever-changing higher-education environment.

That vision must also benefit and enrich our most precious resource: more than 110,000 student-athletes. Division II provides high-level athletics competition, the highest access ratio for postseason championships, a commitment to community engagement, and legislation that strategically (and without undo burden) allows our membership to enhance that student-athlete experience.

To maintain our success – and to prepare for whatever challenges may be ahead – we have established the following five broad-based strategic areas in which to devote our energy as a division:

- ▶ Academics and Life Skills
- ▶ Athletics Operations and Compliance

- ▶ Diversity and Inclusion
- ▶ Game Day and Conference and National Championships
- ▶ Membership and Positioning Initiatives

We have equipped each area with resources and oversight groups to achieve our desired strategic-positioning outcomes.

Implemented effectively, our plan:

- ▶ Produces student-athletes who graduate, who exhibit leadership, who engage with their communities and who have acquired the skills they need to maintain healthy and productive lifestyles.
- ▶ Helps Division II schools and conferences create engaged and high-functioning athletics operations and compliance programs.
- ▶ Promotes diverse and inclusive environments within all levels of intercollegiate athletics.
- ▶ Enhances the game day and championships experience for our student-athletes.
- ▶ Demands fiscal responsibility at the local, conference, regional and national levels.
- ▶ Respects our past, celebrates who we are, and enhances the public's knowledge and appreciation of Division II.

Our strategic vision for Division II is an optimistic one. We have worked diligently to be where we are and, importantly, *who we are*.



Judith A. Bense, Ph.D.
President, University of West Florida
Chair, Division II Presidents Council

Strategic-Positioning Outcome Area:

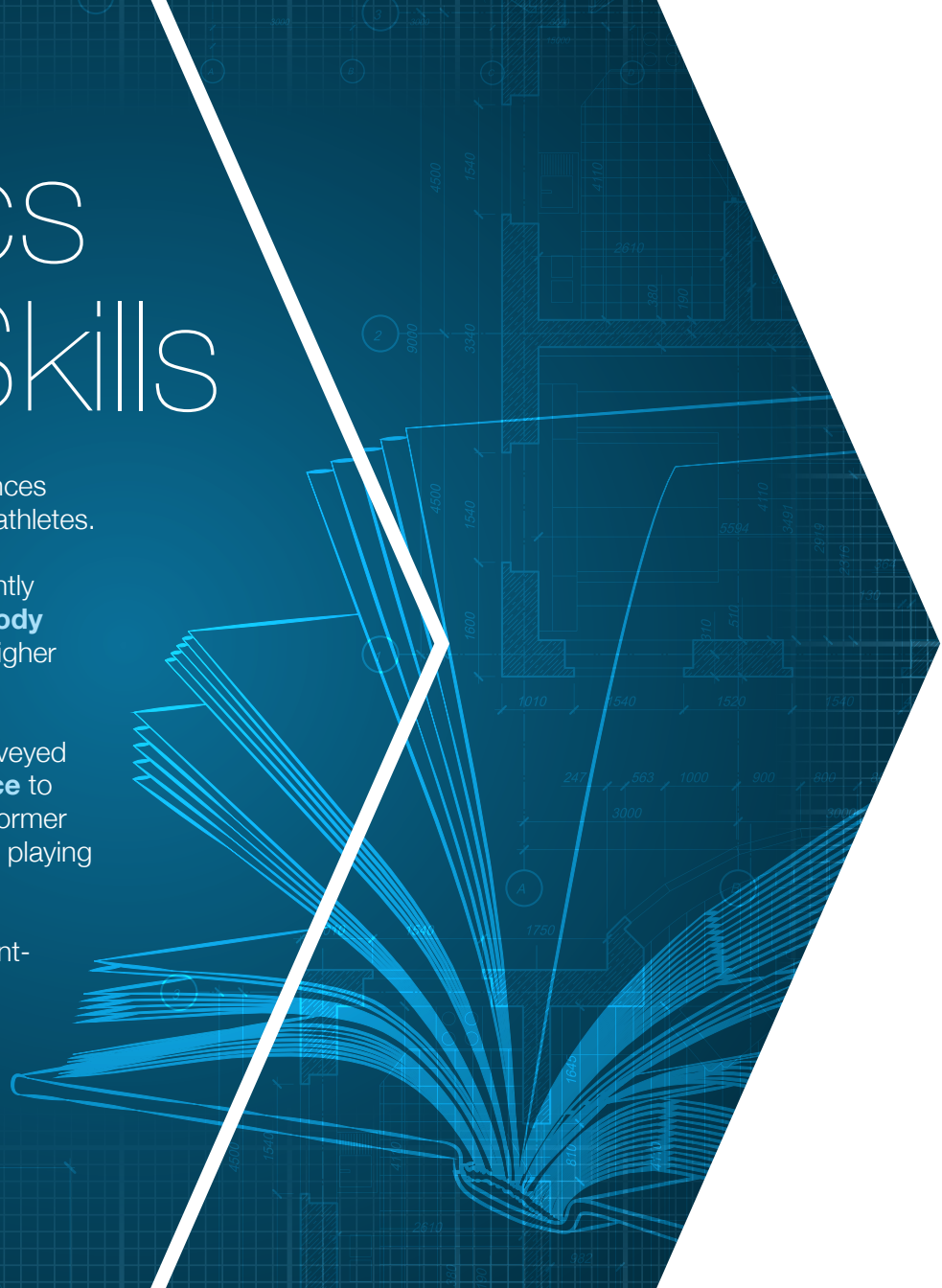
Academics and Life Skills

We already know that athletics participation enhances learning and leadership for our Division II student-athletes.

Student-athletes at Division II institutions consistently **graduate at rates higher than their student-body counterparts** – about seven percentage points higher in fact for the most recent four-year cohort.

Ninety-five percent of current student-athletes surveyed said **they would recommend the DII experience** to a prospective student-athlete, and 93 percent of former student-athletes now 10 years removed from their playing days said they would do the same.

We want to build on that success! We want student-athletes to graduate with the skills and knowledge to be productive citizens.



The Vision

Help Student-Athletes Earn Their Degrees

Develop and maintain metrics to help evaluate and advance academic success.

TOOLS TO USE

- ▶ Academic Performance Census (APC) and Academic Success Rate (ASR) data to determine the effectiveness of academic standards
- ▶ Academic Tracking System (ATS) to enable effective data collection
- ▶ Educational efforts regarding eligibility standards

Support student-athletes in their efforts not only to complete their undergraduate degrees but also pursue postgraduate work.

- ▶ Opportunities for student-athletes who have exhausted their eligibility to finish baccalaureate degrees
- ▶ Help at-risk student-athletes complete their degrees
- ▶ Division II Degree-Completion Award Program
- ▶ NCAA Walter Byers Postgraduate Scholarship Program
- ▶ NCAA Postgraduate Scholarship Program

Promote and honor student-athlete academic success.

- ▶ Capital One Academic All-America program
- ▶ Encourage schools to promote their student-athletes' academic success in local media
- ▶ Increase recognition of the NCAA's Elite 89 Award

Promote and honor institutions whose athletics programs achieve a high level of academic success.

- ▶ Presidents' Award for Academic Excellence



WHO WILL HELP: Division II Academic Requirements Committee
Division II Management Council

Help Student-Athletes Obtain and Develop Leadership Skills

Provide leadership and development opportunities.

TOOLS TO USE

- ▶ Student-Athlete Leadership Forums
- ▶ Campus-based leadership programming
- ▶ Additional leadership opportunities (such as the Wooden Academy, Train the Trainer)

Ensure student-athlete participation in the governance structure at the local, conference and national levels.

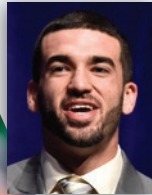
- ▶ Strong Student-Athlete Advisory Committee voice in the governance structure
- ▶ Opportunities for Student-Athlete Advisory Committee's community outreach



WHO WILL HELP: Division II Student-Athlete Advisory Committee
Division II Management Council

At the heart of the NCAA is the student-athlete. Division II is committed to protecting and enhancing that premise.

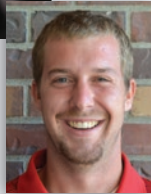
From our high-level athletics competition and postseason championships experiences to our balanced approach that lets us focus on well-rounded educational and social experiences, Division II provides student-athletes with the tools and resources we need to make the collegiate experience our own.



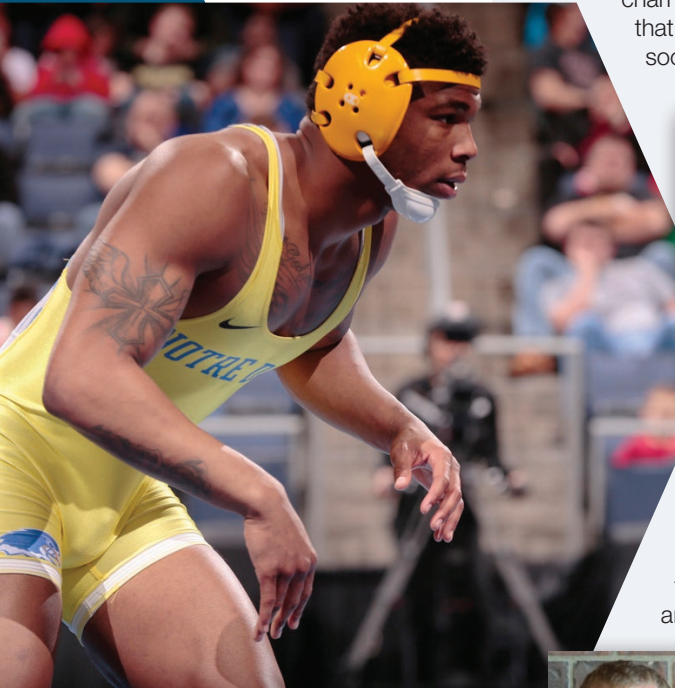
Roberto Baroni, baseball student-athlete, Nova Southeastern University, and chair, Division II Student-Athlete Advisory Committee, 2015

From the national office staff to conference office and especially institutional staff, there are no better people to work with. I can't thank everyone enough for your hard work to help out student-athletes.

But what I am most thankful for is that these people provided me the opportunity and support to allow me to make my Division II experience mine. For those who are still in DII or will become part of the DII family, I can assure you one thing, these people will work tirelessly to provide you the same opportunity *to make it yours*.



Spencer Dodd, baseball student-athlete, Saint Martin's University, and chair of the Division II Student-Athlete Advisory Committee, 2014



Help Student-Athletes Maintain Healthy and Productive Lifestyles

Protect student-athlete well-being through drug-testing programs and legislation and policy that enhance health and safety.

TOOLS TO USE

- ▶ NCAA year-round drug-testing program
- ▶ Drug testing at national championships
- ▶ Effectiveness and compliance of health and safety legislation, policies and best practices

Support research and educational efforts that raise awareness and ensure health and safety.

- ▶ Partner with the Sport Science Institute to identify means to benefit student-athlete safety and wellness
- ▶ Analyze data (such as the GOALS/SCORE studies) to determine and improve the quality of the Division II student-athlete experience
- ▶ Division II-specific APPLE conferences
- ▶ Partner with Division III and NASPA on the Alcohol and Other Drug Collaborative resource (360 Proof)

WHO WILL HELP: NCAA Committee on Competitive Safeguards and Medical Aspects of Sports

Help Student-Athletes Engage With Their Communities

Provide service and engagement opportunities for current student-athletes.

TOOLS TO USE

- ▶ Community engagement opportunities for Division II student-athletes at the institutional, conference and NCAA championship levels
- ▶ SAAC's partnership with Make-A-Wish
- ▶ SAAC's partnership with Team Impact

Promote and honor student-athletes and former student-athletes who have influenced their communities and institutions.

- ▶ NCAA Honors Celebration
- ▶ NCAA Woman of the Year award
- ▶ Recognize community engagement activities at the local, conference and national levels
- ▶ Develop programs to further promote student-athlete academic, athletics and community success

WHO WILL HELP: Division II Student-Athlete Advisory Committee
NCAA Honors Committee

Strategic-Positioning Outcome Area:

Athletics Operations and Compliance

At the Division II level, students are able to play sports, be integrated in student life, do well in the classroom and graduate with distinction. They are able to have a much more **well-rounded experience** because their seasons don't last all year long. They have time to complete internships, get jobs and participate in other campus activities in addition to their athletics pursuits.

To provide for that environment, Division II institutions and conferences strive for an athletics operations blueprint that emphasizes balance for student-athletes, professional development for coaches and staff, and a **commitment to compliance from all involved**.

The Vision

Help Campuses and Conferences Maintain Engaged and Functioning Athletics Operations

Encourage presidents and chancellors to actively engage in the oversight and strategic direction of intercollegiate athletics.

TOOLS TO USE

- ▶ Presidential programming at the NCAA Convention
- ▶ Participation in the Division II Chancellors and Presidents Summits
- ▶ Participate in/get feedback from the Presidents Council's annual meeting with chairs of conference presidential groups
- ▶ Resources for chancellors and presidents to help oversee athletics departments
- ▶ Division II institutional participation in the NCAA chancellors and presidents executive engagement program

Increase athletics administrators' participation in the governance process at the local, conference and national levels.

- ▶ Communicate with campuses/conferences regarding policy issues, governance updates and hot topics
- ▶ Communicate with and educate institutions and conferences about the Division II governance structure, including committee oversight areas, reporting lines, committee openings and nominating procedures
- ▶ Take advantage of Division II Governance Academies in partnership with the Minority Opportunities Athletics Association (MOAA) and the National Association of Collegiate Women Athletics Administrators (NACWAA)
- ▶ Partner with the Division II Athletics Directors Association (DII ADA) to encourage participation in the Division II governance structure

Enhance conference office involvement in the governance process and in addressing Division II issues.

- ▶ Partner with the Division II Conference Commissioners Association (CCA) to:
 - Promote the Division II CCA National Scholar Athlete of the Year Award
 - Conduct an annual in-person meeting with the Division II Conference Commissioners Association Compliance Administrators (CCACA)
 - Have NCAA national office staff participate in CCA meetings

Enhance coaches' engagement and fortify their role as advocates for the value of Division II athletics.

- ▶ Partner with coaches associations to encourage enhanced participation and interest in the governance process and promote the values of Division II athletics
- ▶ Educational outreach for coaches

Provide leadership and development opportunities for athletics administrators, coaches and faculty.

- ▶ Encourage faculty participation in the FAR Fellows Institute and Advanced Leadership Institute
- ▶ Develop tools and resources to enhance the role of the senior woman administrator
- ▶ Partner with the College Sports Information Directors of America (CoSIDA) to create best practices for athletics communicators



WHO WILL HELP: Presidents Council
Management Council
Nominating Committee

Athletics Directors Association
Conference Commissioners Association

Hundreds of Division II members participate in the division's democratic governance process that uses a robust committee system to consider policy and procedures that improve the student-athlete experience.

As a frequent participant in that structure, people sometimes ask me how in the world we get anything done. I assure them that it's no mystery. There's a collective sense in Division II about who we are and what we need to accomplish to honor our principles and standards.

Since the structure represents all Division II conferences and includes almost all levels of administration and faculty from the institution and conference perspective, we get a lot of passionate input on just about any topic we address. But at the end of the day, that passion funnels into a common goal, which is to position Division II as an entity that represents and lives the collegiate model.



Karen Stromme,
University of
Minnesota Duluth
senior woman
administrator

Help Campuses and Conferences Maintain Engaged and Functioning Compliance Operations

Develop, enhance and increase educational opportunities and services to support and maintain an effective compliance system.

TOOLS TO USE

- ▶ Offer interpretive support to campuses and conferences (for example, through the conference contact program and Requests/Self-Reports Online [RSRO])
- ▶ Take advantage of compliance education opportunities (regional compliance seminars, train-the-trainer approach)
- ▶ Use technology to deliver rules education (such as the NCAA Learning Management System)
- ▶ Provide educational opportunities for coaches
- ▶ Partner with the Division II National Association for Athletics Compliance (NAAC) and the Division II CCACA

Develop, maintain and share compliance tools to help institutions and conferences fortify their day-to-day compliance operations.

- ▶ Promote the use of available resources/tools such as the Legislative Services Database (LSDBi) and the Compliance Assistant program
- ▶ Educate about tools and resources related to different processes such as student-athlete reinstatement, legislative relief and secondary violations
- ▶ Include more useful content on the Division II compliance resource page on the NCAA website (for example, add forms and best practices)
- ▶ Coaches Certification Test

Ensure a legislative process that supports effective Division II governance.

- ▶ Promote educational resources to help understand legislative proposals (for example, Q&A document and the Division II Official Notice)
- ▶ Evaluate the effectiveness of legislation adopted by the membership and reform initiatives undertaken by the division such as Life in the Balance, Ease of Burden and Path to Graduation
- ▶ Review legislation, policies and practices to alleviate potential compliance burdens that NCAA regulations place on Division II intercollegiate athletics (for example, conduct a comprehensive review of financial aid legislation)

Deliver health and safety legislation and policies designed to protect student-athlete well-being.

- ▶ Evaluate the effectiveness and compliance of health and safety legislation, policies and best practices



WHO WILL HELP: Legislation Committee
 Committee on Competitive Safeguards and Medical Aspects of Sports
 Conference Commissioners Association Compliance Administrators

Strategic-Positioning Outcome Area:

Diversity and Inclusion

Division II has worked diligently to establish a family environment within its ranks, and as such, it is critical that all of its members feel not only welcome but also able to have their voices heard.

Ultimately, we know that **an inclusive environment makes us better as a division**. We also know that it is up to all stakeholders – presidents and chancellors, athletics administrators, conference personnel, coaches, faculty and student-athletes – to advocate for establishing and maintaining these inclusive cultures.

We have implemented a number of successful programs over the years to help in that regard, and we will rely on them again going forward. One of the most successful has been the Division II Strategic Alliance Matching Grant program, which provides funding for new (or enhancement of existing) full-time, senior-level administrative positions for ethnic minorities and women. The program has funded dozens of positions in all areas of athletics administration over the past decade.



The Vision

Help Campuses and Conferences Create Diverse and Inclusive Environments

Provide tools and resources to institutions and conferences that teach the importance, value, benefits and role of diversity and inclusion in higher education and intercollegiate athletics.

TOOLS TO USE

- ▶ NCAA Inclusion Forum
- ▶ Diversity education workshops
- ▶ NCAA on-campus diversity training program

Provide tools and resources that help schools and conferences recruit, hire and retain diverse groups and individuals.

- ▶ Division II Strategic Alliance Matching Grant program
- ▶ Mentor program for Division II administrators
- ▶ The “So You Want To Be an Athletics Director” resource
- ▶ National and Regional Career in Sports Forums
- ▶ Leadership Institutes for Ethnic Minority Males and Females
- ▶ Pathway Program
- ▶ National Association of Collegiate Women Athletics Administrators (NACWAA) Institutes
- ▶ Women’s Leadership Symposium
- ▶ NCAA Postgraduate Internship Program
- ▶ Division II Coaching Enhancement Grant program
- ▶ Football Coaches Academy

Partner and collaborate with other organizations to support and enhance the diversity of administrators, coaches and student-athletes at the local, conference and national levels.

- ▶ Division II partnership with the Minority Opportunities Athletic Association (MOAA)
- ▶ Division II partnership with NACWAA
- ▶ Division II partnership with conferences whose members include Historically Black Colleges and Universities

Recognize and celebrate institutional and conference initiatives, policies and practices that embrace diversity and inclusion within intercollegiate athletics.

- ▶ Promote the annual Award for Diversity and Inclusion given in conjunction with MOAA

WHO WILL HELP: Inclusion Advisory Group
NCAA Office of Inclusion
Division II conferences
Division II institutions



Violet Palmer is a good example of what can happen when someone is simply given a chance to succeed. Palmer played basketball at California State Polytechnic University, Pomona, from 1983 through 1986 under a coach who in 1984 would become the first woman to officiate an Olympic men's basketball game.

"I watched her and thought, 'Maybe this is something I should try,' " Palmer said.

Palmer first began officiating youth games when she was a student-athlete and later called games at the college level. Then in 1997 – on Halloween night – Palmer made some history of her own when she was the NBA's first female official to work a game.

"I can honestly say I was scared out of my wits," Palmer recalled about that game between Vancouver and Dallas. "All I wanted was to get out on the floor and have the ball go up. Then I could just become a referee."

Ultimately, Palmer relied on her Division II experience to excel.

"Those thoughts as I first walked out on the floor as an NBA referee, I can definitely tie back to when I first made the decision to play basketball at Cal Poly Pomona," said Palmer, who was selected as a member of the Division II 40th Anniversary Tribute Team in 2013. "My Division II experience taught me those essential things in life, not only as a basketball player but as a human being.

"It was dedication. It was hard work. It was the work ethic in every single day. I don't look at myself and think that I'm doing something special. I was given an opportunity."

Former Cal Poly Pomona player Violet Palmer shares a fun moment with the current team during a recent visit. Palmer turned her DII experience into being the first female to officiate an NBA game in 1997.

Build Environments at the NCAA National Office and Within the Governance Structure in Which Diversity and Inclusion Are Recognized and Valued

Analyze and assess research and current programming to provide programs, tools and resources that support diverse and inclusive environments.

TOOLS TO USE

- ▶ Periodically review demographic trends to determine whether available programming will effect change

- ▶ Adhere to the philosophical framework to guide NCAA national office inclusion efforts

Establish meaningful policies, programming and education to sustain inclusive cultures within all areas of diversity.

- ▶ Student-athletes with disabilities initiatives (for example, think tank and educational and awareness sessions)
- ▶ Strategic initiatives for women (for example, conference Title IX and senior woman administrator best practices guide, postseason opportunities data, addressing sexual assault and interpersonal violence handbook)

- ▶ Racial and ethnic minority initiatives (for example, advocacy group round tables, search firm round tables and presidential inclusion summits)
- ▶ International student-athletes initiatives
- ▶ Lesbian, gay, bisexual, transgender and questioning (LGBTQ) initiatives (for example, educational and best practices resource, campaign for fair environments)

Balance Division II committee rosters to ensure that the interests of all Division II constituents are represented in the governance structure.

- ▶ Ask the Division II Nominating Committee to periodically review committee representation and target underrepresented groups to consider committee service

- ▶ Communicate with and educate institutions and conferences regarding the Division II governance structure, including committee oversight areas, reporting lines, committee openings and nominating procedures



WHO WILL HELP: Division II Inclusion Advisory Group
Division II Nominating Committee
NCAA Office of Inclusion

Strategic-Positioning Outcome Area:

Game Day and Championships

Division II has plenty to offer when it comes to athletics competition. Our game environment initiative has helped our members establish family-friendly events during the regular season. Our community engagement efforts have helped conferences connect within their regional footprints during conference championships, and our national championships experiences are, quite frankly, second to none.

- Division II sponsors and fully funds **25 national championships** – 12 in men's sports and 13 in women's sports – that annually give the more than 16,000 student-athletes who participate in them the experience of a lifetime.
- Of the three divisions, Division II provides its student-athletes with **the most access to championships competition** (one championships opportunity for every seven student-athletes).
- Many Division II sports have **large championship brackets**, which means there are several berths for each of the division's eight competition regions. Division II athletics are not driven by revenue generation, which affords schools the luxury of not having to take on a corporate mentality in order to fund their programs.
- Division II is the only NCAA division that conducts **National Championships Festivals**, Olympic-style events in which a number of national championships are held at a single site over several days.

Our goal is to provide a quality student-athlete experience in Division II athletics competition and in conference and national championships, and to ensure game environments are competitive, safe, positive, respectful and entertaining.



The Vision

Provide Outstanding Division II Game Day Experiences at the Local, Conference and National Levels

Ensure game environments and experiences that are competitive, safe, fun, positive, respectful and entertaining.

Promote and honor exceptional efforts to provide quality competitive experiences.

Strengthen partnerships and relationships with host communities, schools, coaches associations, media and sponsors at the local, regional and national levels.

Enhance and increase the use of technology, tools and services to improve the effectiveness and efficiencies of game day, conference and national championships operations.

Provide opportunities to develop, establish and improve standards in officiating, and increase the pool of qualified officials.

TOOLS TO USE

- ▶ Championships Code of Conduct Policy
 - ▶ Division II National Championships Festivals
 - ▶ Additional joint championships combining similar sports across genders and across divisions
 - ▶ Community engagement initiatives
 - ▶ Game environment initiatives
 - ▶ Conduct Foul Pilot Program
-
- ▶ Division II Award of Excellence
-
- ▶ Community engagement activities at every Division II championship
 - ▶ Increased coaches' attendance at national championships
 - ▶ Coaches Connection program
 - ▶ Develop more local organizing committee (LOC) interaction and engagements surrounding championships
-
- ▶ Collaboration zones for sport committees
 - ▶ Championships manual consistency
-
- ▶ Require postseason officials across championships (baseball, men's and women's basketball, football, softball, women's volleyball, wrestling) to register with ArbiterSports
 - ▶ Provide additional training materials for NCAA officials in men's and women's lacrosse and men's and women's track and field
 - ▶ Develop initiatives that encourage individuals to get involved in officiating
 - ▶ Engage national coordinators of officiating at the conference level to develop training/development programs for officials
 - ▶ Strengthen the use of the "Game Environment" initiatives across championships to emphasize and support a better working environment for officials



WHO WILL HELP: Division II Championships Committee
Division II conferences
Division II athletics directors



Student-athletes attend our Division II colleges and universities to be students first, but that doesn't mean we shouldn't strive to make their athletics experiences the best they can be. From our high championships access ratio to our regular-season and postseason television opportunities and to our family friendly game environments – the game day experience in Division II is second to none.



Timothy Ladd, faculty athletics representative, Palm Beach Atlantic University, and chair, Division II Management Council

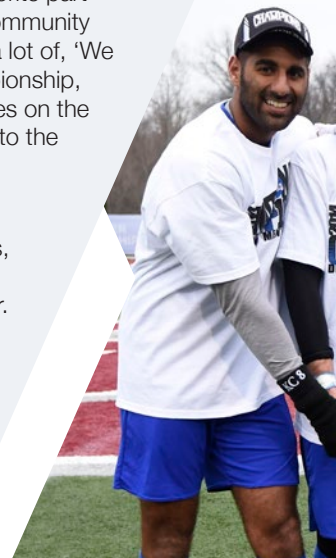
Every time we get surveys from student-athletes who have participated in a Division II national championship, they almost always say their favorite part of their experience is the community engagement event. We get a lot of, 'We came to win a national championship, but it was great to see the smiles on the faces of the kids when we went to the Boys and Girls Clubs.'

Through community engagement, Division II is able to build relationships, bringing communities to campus to experience all that Division II has to offer.

We take time from our competition to give back – we are committed to developing leaders through the powerful life lessons of intercollegiate athletics.



Jill Willson, Division II championships community engagement coordinator



Create Fair and Equitable Regional and National Competition Through Consistent Selection Criteria and Appropriate Access

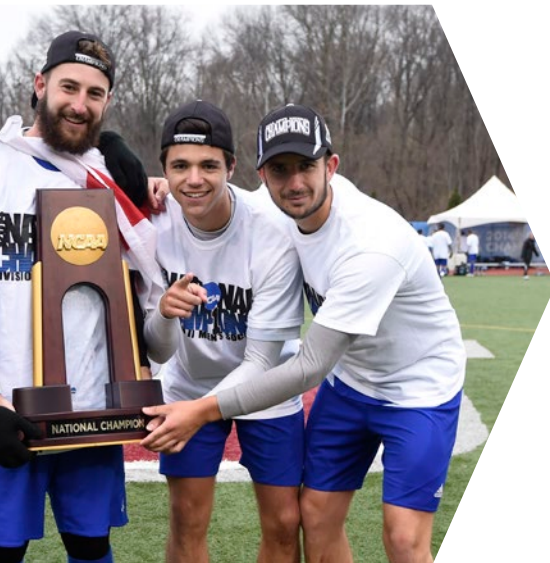
Develop and implement consistent selection criteria that reflect Division II priorities.

Prioritize championships resources and policies to ensure the best quality of competition for Division II student-athletes.

TOOLS TO USE

- ▶ Policies and procedures manual for Division II selection criteria
- ▶ Provide education and training resources about the selection process to Division II institutions, coaches, conferences, regional advisory committees (RACs) and national governing sport committees
- ▶ Triennial review of championships budget
- ▶ Review championships policies and legislation (for example, regionalization, contiguous state principle, automatic qualification, reseeding at NCAA championships and access ratios)

WHO WILL HELP: Division II Championships Committee



Strategic-Positioning Outcome Area:

Membership and Positioning Initiatives

Division II was officially christened in 1973 when NCAA members at a Special Convention that summer voted to establish three divisions for athletics competition. The three-division structure adopted in 1973 gave NCAA members a more varied menu for which to classify their programs. At the time, Division II gave members a landing place for colleges that couldn't afford to be Division I and yet wanted to be in the athletics scholarship game enough not to be Division III.

Former Grand Valley State University President Don Lubbers, who was among those presidents and leaders who essentially founded Division II, tells it this way:

“Division II adopted its balanced philosophy after watching others spend so much trying to be competitive at the elite level that it stretched them financially and put pressure on the school's academic mission. Division II decided that it wanted to be a group of colleges and universities that had the right balance in their athletics/academic investment.

“I believe the greatest contribution my colleagues and I gave were those two objectives – a sense of fiscal balance and the partial-scholarship model that gives student-athletes the pride of being recognized for their athletics ability without insinuating that athletics should dominate their overall educational experience. We always thought that was a common-sense approach to athletics in higher education.”

Now, more than 40 years later, our goal going forward is to continue that steadfast commitment to fiscal responsibility and to allocate funds and resources to athletics in a manner that is consistent with the Division II identity.

We also want to fortify our membership by (1) Attracting and retaining members who support the strategic position and philosophy of Division II intercollegiate athletics; (2) Promoting the Division II identity through collaborative partnerships and relationships; and (3) Strengthening the public's knowledge and appreciation for Division II.

The Vision

Foster Fiscal Responsibility at the Local, Conference, Regional and National Levels

Allocate funds and resources in a manner that recognizes and supports the unique characteristics and attributes of Division II.

TOOLS TO USE

- ▶ Division II budget guidelines and principles
- ▶ Division II long-range budget framework
- ▶ Enhancement fund program
- ▶ Conference grant program



WHO WILL HELP: Division II institutions
Division II conferences
Division II Planning and Finance Committee
Division II Management Council
Division II Presidents Council
Division II Media Advisory Group
Division II Championships Committee

Enhance the Public's Knowledge and Appreciation of Division II

Develop a strategy and plan that provide new avenues to expand Division II branding and promotional efforts to external audiences.

TOOLS TO USE

- ▶ Division II brand enhancement initiative
- ▶ Division II national media presence
- ▶ Brand identity workshops and coaches workshop
- ▶ Audience-specific toolkits on benefits of Division II membership

Promote the Division II identity through collaborative partnerships and relationships.

- ▶ Partnership with the College Sports Information Directors of America (CoSIDA)
- ▶ Division II military pilot program
- ▶ Division II campus retreats

Recognize Division II institutions, conferences and the governance structure for outstanding achievements through strategic initiatives.



WHO WILL HELP: Division II institutions
Division II conferences
Division II Management Council
Division II Identity Subcommittee
Division II Student-Athlete Advisory Committee



The Division II strategic positioning platform has provided a strong foundation to carve out our unique identity and align our actions with a strategic vision. As such, we've actually provided a model for higher education and intercollegiate athletics in how to fully integrate the student-athlete experience, where the focus is on the growth and development of the person, and not just the athlete. This journey underlines the transcendent value of intercollegiate athletics to the overall cumulative effect of college on students.

And now here we are in the present, where the collegiate model has been strengthened by what we've done along the way. And we're not done improving the experience for our student-athletes and the schools that make up the Division II family. On the contrary, we're ready to increase our resolve to keep 'Life in the Balance' for the students we serve.



Charles Ambrose, president, University of Central Missouri; and former Division II Presidents Council chair

Continue Developing Member Institutions and Conferences That Support the Strategic Position and Philosophy of Division II Intercollegiate Athletics

Continually review membership requirements and educational programming to ensure institutions and conferences support the strategic position and philosophy of Division II intercollegiate athletics.

Commit to the strategic management of Division II membership growth (as set forth in the “White Paper Regarding Strategic Growth of Division II Membership”).

Develop and promote tools and resources to help institutions and conferences evaluate their position as members of Division II.

TOOLS TO USE

- ▶ Division II Institutional Self-Study Guide (ISSG)
- ▶ Enhance active membership requirements (for example, require full-time compliance administrator with no coaching duties)
- ▶ Orientation program for new Division II athletics directors

- ▶ Implement legislative and policy requirements to help the Membership Committee evaluate new institutions and conferences seeking Division II membership
- ▶ Implement legislative and policy requirements for Division I institutions and conferences seeking to reclassify to Division II
- ▶ Provide educational sessions for institutions in the Division II membership process
- ▶ Continue to explore international membership

- ▶ Institutional Performance Program (IPP)
- ▶ Division II Compliance Blueprint Program
- ▶ Division II Audit Guide
- ▶ Division II Financial Dashboard Indicator
- ▶ Division II Values Study
- ▶ Educational resources related to membership requirements (for example, minimum sports sponsorship and minimum financial aid requirements)

WHO WILL HELP: Division II Presidents Council
Division II Membership Committee
Division II Legislation Committee



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