

# **HOLY NAMES UNIVERSITY**

## **Intercollegiate Athletics Affiliation Assessment**

Conducted August, 2010



# Table of Contents

	<b>Page</b>
<b>Introduction</b>	<b>1</b>
<b>Scope of Study</b>	<b>1</b>
<b>Assessment Report</b>	<b>2</b>
<b>I. National Affiliation Trends</b>	<b>3</b>
<b>II. Conference Affiliation Options</b>	<b>7</b>
<b>III. Costs &amp; Funding</b>	<b>10</b>
<b>IV. Rules Compliance &amp; Academic Standards</b>	<b>14</b>
<b>V. Student-Athlete Experience &amp; Opportunities</b>	<b>18</b>
<b>VI. NCAA Division II Membership</b>	<b>23</b>
<b>VII. Application Assessment</b>	<b>32</b>
<b>Conclusion</b>	<b>36</b>

# Holy Names University NCAA Division II Assessment

## INTRODUCTION

Holy Names University (HNU) is considering alternatives for the institution's intercollegiate athletics program and if changing national affiliation to NCAA Division II is in the institution's best interest. The university has engaged the services of Oliver and Lindemenn Athletic Consulting, Incorporated (O&L) to review the current state of HNU intercollegiate athletics relative to its readiness to apply to enter Division II candidacy and its 'fit' as a member of NCAA Division II.

## SCOPE OF STUDY

This fact-finding report consists of an assessment of Holy Names University's options, state of readiness and its "fit" as a member of NAIA and NCAA Division II. It includes programmatic implications as it compares NAIA with NCAA Division II, but is not exhaustive in its scope.

O&L began by reviewing documents summarizing the university's preliminary efforts to study the intercollegiate athletic program including the work done by the Athletic Commission established by the Vice Presidents for Academic Affairs and Student Affairs in 2008. Its charge was to explore the relationship between intercollegiate athletics and the academic and campus life missions of the university. The Commission presented a series of recommendations and strategies for strengthening the relationship between athletics and academics. They focused on:

- Expected educational outcomes, as represented by the ideal student athlete.
- Practices that would engage student athletes in the total HNU collegiate experience.
- Partnerships between student athletes, faculty, staff and coaches that promote academic success.

O&L also reviewed preliminary budget information the university had prepared in anticipation of NCAA Division II affiliation and a document outlining the university's summary of Pacific West Conference membership requirements and NCAA Division II membership requirements and base criteria.

The review was followed by a campus visit on August 9-10, 2010 by Bob Oliver and Chuck Lindemann. During the visit O&L toured the campus with Director of Athletics Jones; met with President Hynes; Vice-President for Finance and Administration, Koop; Vice-President for Student Affairs, Miller; Leadership Team members with Senior Associate Director/Student Financial Aid Assistance, Hardie; Vice President for Academic Affairs, Martin; the senior athletic administrative team (Jones, Gregor, and Sanchez); campus representatives with rules compliance responsibilities (Jones, Lorenzen, and Calixto); and representatives of the faculty Demirlioglu and Sherwood.

At the conclusion of the visit, Lindemann had an exit meeting with Vice President Koop, Vice President Miller and Director of Athletics Jones. They discussed preliminary observations and next steps in the assessment process.

## **ASSESSMENT REPORT**

The report is divided in seven sections. O&L have not attempted to draw conclusions in any of the sections regarding which national affiliation or conference membership option would best suit Holy Names University. Our observations can be found in the conclusion. The sections are:

- National Affiliation Trends
- Conference Affiliation Options
- Costs and Funding
- Rules Compliance and Academic Standards
- Student-Athlete Experience and Opportunities
- NCAA Division II Membership
- Application Assessment

## I. National Affiliation Trends

### National Association of Intercollegiate Athletics (NAIA)

The NAIA is the governing body for athletics programs at its nearly 300 colleges and universities throughout the United States and Canada. It serves approximately 45,000 student-athletes. NAIA hosts 23 national championship events in 13 sports each year.

### NAIA Membership

Over the last 15 years, NAIA acknowledges that it has lost 128 members to NCAA Division II.<sup>1</sup> In an attempt to offset losses in membership it has experienced, NAIA has taken the stance that “bigger isn’t always better” and, consistent with the “NAIA Way,” the membership process has been simple and rapid.

#### Membership Yield<sup>2</sup>

NAIA New Members 2005-2010							
	State	Undergrad	Men's	Male	Women's	Female	2008-9
		Enrollment	Sports	Athletes	Sports	Athletes	Exp \$K
Holy Cross College	IN	470	4	50	2	7	\$577
Louisiana State U at Alexandria	LA	1283	1	25	1	15	\$276
Northwest Christian College	OR	310	4	54	6	62	\$986
Our Lady of the Lake University	TX	1153	2	50	3	54	\$664
Paul Smith's College	NY	897	4	71	5	49	\$314
Vermont Technical College	VT	1172	5	62	4	38	\$278
Marygrove College	MI	503	1	24	1	14	\$206
SUNY-Canton	NY	2301	5	71	2	27	\$915
U of South Carolina Beaufort	SC	986	3	69	2	15	\$697
Northwestern Ohio	OH	3119	3	36	4	38	\$1,379
University of Saint Thomas	TX		2	39	1	13	
Mid America Christian University	OK	599	5	107	5	74	\$1,337
University of Houston Victoria	TX	577	1	22	1	15	\$587
Indiana University East	IN	1355	2	27	2	18	\$172
Life University	GA	597	1	10	0	0	\$46
St. Catherine College	KY	524	4	90	5	62	\$1,363
Soka University	CA	378	4	25	5	32	\$755
Cincinnati Christian College	OH	687	5	57	4	42	\$424
Kentucky Christian University	KY	568	4	121	4	50	\$707
University of Maine, Presque Isle	ME	967	5	58	5	42	\$555
College of Santa Fe	NM	662	1	8	0	0	\$288

\*

<sup>1</sup> NAIA/NCAA Post-Season Expense—A Closer Look document

<sup>2</sup> NAIA press releases, 2008-9 EADA data

Southeastern University	FL	2475	4	78	4	53	\$664	
Talladega College	AL	506	3	61	2	24	\$643	
Fisk University	IL	655	1	25	1	22	\$185	
Philander Smith College	AK	531	1	13	2	25	\$279	
Southwestern College	KS	559	7	149	8	110	\$1,887	
Walla Walla University	WA	1468	2	38	3	38	\$125	
Northern New Mexico College	NM	786	1	14	1	11	\$328	
Truett McConnell College	OH	376	5	89	5	50	\$249	
Benedictine U at Springfield	IL	2520	7	207	8	90	\$1,639	
Central Baptist	AK	445	5	85	6	60	\$472	
Warren Wilson College	NC	918	4	43	4	54	\$233	
SUNY-College of Environ Sci	NY	2299	3	44	2	29		*
AIB College of Business	IA	564	1	11	2	13	\$234	
La Sierra University	CA	1306	5	71	5	65	\$284	
Lourdes College	OH	2021	1	12	1	13		*
Marymount College	CA	708	1	8	1	8	\$92	
Roosevelt University	ILL	4182	4		3			**
Southwestern Christian	OK	192	3	41	2	20	\$143	
<b>New Member Averages</b>		<b>1095</b>	<b>3</b>	<b>54</b>	<b>3</b>	<b>36</b>	<b>\$571</b>	
<b>Overall NAIA Averages</b>			<b>6</b>	<b>112</b>	<b>6</b>	<b>74</b>	<b>\$1,970</b>	

\*No EADA Data Available \*\*New program starting 2010-11

Membership yield for NAIA over the last six years appears to reflect the association’s “bigger isn’t always better” moniker. The 39 institutions that have been admitted for membership in the NAIA since 2005 have average undergraduate enrollments of 1095 students. Their sports programs are half the size of the average in NAIA and their budgets are less than a third of the average among NAIA members. They sponsor, on average, three sports each for men and women with an average 54 men and 36 women competing. Their average spending on athletics in 2008-9 was approximately \$571,000.<sup>3</sup>

It is important to note, as one compares the average sports sponsorship of each institution joining the NAIA and NCAA, that the requirements of each are very different. NAIA does not have minimum participant or contest requirements to be a countable sport. NAIA institutions can ‘count’ a sport like golf or cross country with one or more participants who compete in one or more contests. NCAA requires minimum participants and contests in order for a sport to be considered a ‘sponsored’ sport and count for NCAA membership.

<sup>3</sup> NAIA Website>News Archives>Annual Reports, 2005-2009, EADA 2008-9 data

NAIA membership is mostly in the east. While there are currently 20 NAIA schools in California five have already announced their intention to leave. They are CSU San Marcos, Cal Baptist, Fresno Pacific, Azusa Pacific and Point Loma Nazarene.<sup>4</sup>

### National Collegiate Athletic Association (NCAA)

NCAA is the most recognized brand in college sports. The NCAA administers 88 championships in 23 sports for its member institutions. More than 40,600 men and women student-athletes annually compete in these events for national titles.

NCAA Division II is the home for 294 of the Association's 1,055 active members. 46 % of Division II members are private institutions. The division serves approximately 90,000 student-athletes. Division II hosts 25 national championship events each year.<sup>5</sup>

Despite holding prospective new members to model department standards, NCAA Division II has been successful in attracting new members, similar to those already in the division.

### Membership Yield<sup>6</sup>

NCAA New Members 2005-2010							
	State	Undergrad Enrollment	Men's Sports	Male Athletes	Women's Sports	Female Athletes	2007-8 Exp \$K
Palm Beach Atlantic University	FL	2201	5	86	6	77	\$2,459
North Georgia College, State University	GA	3897	7	105	7	87	\$1,851
University of Mary	ND	1637	9	284	8	136	\$3,560
Chowan University	NC	815	6	199	5	79	\$2,731
CSU Monterey Bay	CA	3401	5	113	7	142	\$3,040
Ohio Dominican University	OH	1580	7	194	7	94	\$3,116
Maryville U--St. Louis University	MO	1710	6	106	7	96	\$945
Lambuth University	TN	744	8	207	7	67	\$5,315
Dominican U of California University	CA	1153	4	53	6	78	\$1,428
California State University-- East Bay	CA	8977	5	92	7	125	\$2,821
Lake Erie College	OH	721	7	214	6	80	\$3,039
Urbana University	OH	1185	7	245	7	114	\$2,754
University of Illinois, Springfield	IL	1765	4	54	6	69	\$1,398
University of Arkansas, Fort Smith	AR	4438	5	61	5	44	\$2,493
Lincoln University	MO	1954	5	119	4	65	\$3,294
University of Texas, Permian Basin	TX	1847	5	121	6	96	\$1,828

<sup>4</sup> NAIA Website>Membership, Institutional Websites

<sup>5</sup> Division II Facts and Figures publication

<sup>6</sup> NCAA Press Releases and 2008-9 EADA Data

Texas A&M International University	TX	2952	5	102	6	75	\$2,739
Seton Hill University	PA	1277	10	278	11	164	\$5,568
Notre Dame de Namur University	CA	523	5	81	7	77	\$2,151
Newman University	KS	850	8	125	8	106	\$2,601
Georgia Southwestern University	GA	1745	5	93	5	65	\$1,236
Flagler College	FL	2255	6	98	6	82	\$1,701
Dixie State University	UT	3389	6	221	6	102	\$3,278
Claflin University	SC	1108	5	70	6	56	\$1,722
Chestnut Hill University	PA	991	5	83	7	82	\$546
Central State University	OH	1968	5	105	5	41	\$2,165
Brevard College	NC	619	8	205	8	88	\$2,731
William Jewell University	MO	1056	8	209	8	106	\$3,654
University of Sioux Falls	SD	1025	9	273	7	107	\$5,952
Notre Dame College	OH	880	8	208	9	180	\$3,222
Minot State University	ND	2238	5	159	5	71	\$2,161
Cedarville University	OH	2871	6	138	6	101	\$2,449
Academy of Art university	CA	9000	6	60	8	80	\$3,100
Malone University	OH	1730	8	215	8	110	\$3,895
Ursuline College	OH	739			8	115	\$1,300
Walsh University	OH	1861	8	239	8	155	\$3,810
California Baptist University	CA	2702	10	179	9	142	\$6,464
Black Hills State University	SD	2495	4	124	6	96	\$1,594
South Dakota School of Mines	SD	1383	5	118	5	53	\$2,021
McKendree University	IL	1651	9	354	9	175	\$4,595
Lindenwood University	MO	5976	14	853	12	443	\$3,651
<b>New Member Averages</b>		<b>2227</b>	<b>7</b>	<b>171</b>	<b>7</b>	<b>105</b>	<b>\$2,838</b>
<b>Overall NCAA Averages</b>			<b>7</b>	<b>113</b>	<b>8</b>	<b>127</b>	<b>\$2,843</b>

\* Single Gender Institution \*\*Average without football. Average with football, \$4,157,239

The 41 institutions that have been invited to join or begin candidacy for NCAA Division II membership have average attendance of 2,227 students. They sponsor 14 sports, on average, and have 276 student-athletes. Their average athletics budgets, including scholarships, were over \$2.8 million.<sup>7</sup>

The growth trend in membership nationwide is also occurring in California. There are currently 15 NCAA Division II members in the state (12 in the California Collegiate Athletic Association and three in the PacWest). Five others (CSU San Marcos, Cal Baptist, Fresno Pacific, Azusa Pacific and Point Loma Nazarene) have committed to join.

<sup>7</sup> NCAA Website>New Archives 2005-9, EADA data, 2008-9

## II. Conference Affiliation Options

### California Pacific Conference (Cal Pac)

The eight remaining members of the NAIA Cal Pac are Bethany University, California Maritime Academy, Holy Names University, Menlo College, Mills College, Pacific Union College, Simpson University and William Jessup University. League membership was at its highest level in 1999-2000 when Mills College joined to become the 12th member. Since that time, Cal State East Bay, Cal State Monterey Bay, Dominican University of California and Notre Dame de Namur have left the conference to join NCAA Division II. Mills College has recently announced that it intends to drop its conference membership and may change its national affiliation.

The Cal Pac offers nine championships in five women's sports (basketball, cross country, soccer, softball and volleyball) and four men's sports (basketball, cross country, golf, and soccer). The cross country championships only include four teams each for men and women.

Since the Cal Pac has lost Dominican University of California and Notre Dame de Namur, Holy Names University has lost its two best conference rivals. With the probable loss of Mills, as a conference member, the very existence of the conference has come into question.

### Pacific West Conference (PacWest)

The Pac West is the largest geographic conference in NCAA Division II. In the fall of 2006, Grand Canyon University, Dixie State College and Notre Dame de Namur University joined Chaminade University, Brigham Young University Hawaii, the University of Hawai'i at Hilo and Hawai'i Pacific University to form a conference. Since then, Academy of Art University in San Francisco and Dominican University of California have joined the conference.

Pacific West offers championship competition in six women's sports (soccer, volleyball, cross country, basketball, tennis, and softball), five men's sports (soccer, cross

country, basketball, golf, and baseball). In accordance with NCAA requirements, each championship sport has a minimum of six conference members competing.

The Pac West has expressed interest in growing. Its ideal size would be sixteen members composed of four groups of four schools each. The three groups on the mainland would be paired with the Hawaii group in a yearly rotation so only one group would be required to travel to the island for home-home competition in sports such as soccer, basketball volleyball, baseball and softball. In such a configuration, schools would only travel to the islands once every three years in any sport.

### California Collegiate Athletic Association (CCAA)

The California Collegiate Athletic Conference is a 12-member league that includes Cal Poly Pomona, Cal State Dominguez Hills, Cal State East Bay, Cal State L.A., Cal State San Bernardino, Cal State Stanislaus, Chico State, CSU, Monterey Bay, Humboldt State, UC San Diego, San Francisco State and Sonoma State.

CCAA institutions compete in six women's and six men's conference-sponsored sports. Fall sports include men's and women's cross country, men's and women's soccer and women's volleyball. Men's and women's basketball are contested in the winter, and men's golf, men's and women's outdoor track & field, softball and baseball comprise spring competition.

The CCAA has recently expressed interest in expanding. It has also approached private institutions for the first time. If it were to expand, the conference will want to form two divisions, north and south.

### Great Northwest Athletic Conference (GNAC)

The Great Northwest Athletic Conference is comprised of nine NCAA Division II schools. With the addition of Simon Fraser University, which begins play in the 2010-11 season, the conference will return to its original membership number of 10.

The current nine schools are located in five different states, four in the state of Washington - Central Washington University, Saint Martin's University, Seattle Pacific

University and Western Washington University. Simon Fraser will become the first Canadian member of the GNAC – and the NCAA.

The GNAC sponsors championships in eight men's and seven women's sports, including football, volleyball, men's and women's soccer, men's and women's cross country, men's and women's basketball, baseball, men's golf, softball, men's and women's indoor track-and-field and men's and women's outdoor track-and-field. Humboldt State and Dixie State are currently affiliate members of the GNAC for football.

Like the CCAA, the GNAC has begun discussions regarding expansion. It options include looking at NAIA members interested in changing national affiliation in Washington, Oregon and Northern California.

### New Division II Conference

If HFU were to successfully apply for Division II membership, and if the schools who have already applied or anticipate applying were also successful, there would be eight private institutions, four in Northern California and four in Southern California who could form a new conference. The conference might consist of the following members:

#### **Northern Group**

Academy of Art University  
Dominican University of California  
Notre Dame de Namur University  
Holy Family University

#### **Southern Group**

Azusa Pacific University  
Cal Baptist University  
Fresno Pacific University  
Point Loma Nazarene University

If such a group were to consider forming a conference in NCAA Division II, subsequent to entering the membership process, it would be important to understand the legislated requirements for NCAA member conferences.

To apply for NCAA Conference membership, a conference must have six or more active Division II members. The Provisional Conference Membership period is a minimum of 2-years. During this 2-year period the Membership Committee will assess the conference as to meeting the Model Conference standards (e.g. full-time commissioner, conference office staff, constitution and operating codes, financial plan and strategic plan).

Before a conference can be eligible for automatic qualification in championships, it must conduct conference competition in at least five sports for men and five sports for women or four sports for men and six sports for women, for two years. At least six conference members must sponsor and compete in each sport. The conference must also conduct competition in at least one sport for men and one for women in each season.<sup>8</sup>

### **III. Costs and Funding**

Based on EADA data, average NAIA institution athletics budgets are lower than those in NCAA Division II. According to NAIA, flexibility in sports sponsorship and ease of administration result in lower operating costs. This appears to be an accurate assessment, based on review of Equity in Athletics Disclosure Act (EADA) data for NAIA and NCAA Division II institutions. The NAIA itself relies heavily on member dues for its funding.

Approximately 95 percent of the NCAA annual budget of over \$660 million comes from television/marketing rights fees and championships revenue. Most of it is returned to the membership in the form of direct payments, championship reimbursement and event services. Membership dues account for only 0.15% of the budget. NCAA Division II has an operating budget of over \$29,000,000.<sup>9</sup>

#### **Annual Dues**

Current NAIA membership dues are \$5,400 per year.<sup>10</sup> Because the association relies heavily on its dues structure for revenue, they have increased regularly. Current membership dues for NCAA Division II are \$900 per year. Annual dues in NCAA are not a significant source of revenue for the association so dues have not been increased in recent years.

---

<sup>8</sup> NCAA Division II Bylaw 3.3

<sup>9</sup> NCAA 2009-10 Budget

<sup>10</sup> NAIA Website>NAIA Membership FAQs

## Championships Reimbursement

The NAIA reimburses some travel expenses for participation in selected championships. Funds available for reimbursement vary from sport to sport and year to year, depending on the financial success of a particular championship.<sup>11</sup>

The NCAA Division II championships budget of \$16,500,000 is set up to cover transportation expenses and provides a per diem for coaches and student-athletes participating in Division II national championships. Division II increased per diem for championships to \$80 per day beginning with the 2009 season.<sup>12</sup>

## Insurance

NAIA provides catastrophic insurance coverage with premiums as low as \$2,378 for programs that do not offer football or any other hazardous sports. Programs with football and two or more hazardous sports can pay as much as \$13, 226 for the coverage.<sup>13</sup>

The NCAA provides a catastrophic injury insurance program that covers all student-athletes, coaches, and others (cheerleaders, staff, etc.) who is catastrophically injured while participating in a covered intercollegiate athletic activity. The policy has a \$75,000 deductible and provides benefits in excess of any other valid and collectible insurance for life.

## Conference Funding

NAIA's 25 conferences are funded largely through the dues they collect. NAIA makes minimal contributions to conference funding.

The 23 NCAA Division II multi-sport conferences have higher dues than their NAIA counterparts. They also provide a broader array of services. Division II

---

<sup>11</sup> NAIA Website>Membership Services>Resources >Commissioners>NAIA/NCAA Post-Season Expense—A Closer Look

<sup>12</sup> NCAA News March 19, 2008

<sup>13</sup> NAIA Intercollegiate Sports Catastrophic Athletic Insurance Enrollment Form

conference dues range from a low of \$10,250 to a high of \$34,054 with an average of \$19,219 and a median of \$18,000<sup>14</sup>

Division II conferences are also funded through a \$2.82 million grant program provided by NCAA. Conference offices are eligible to receive a base amount of \$85,000, for the first six (6) active members, with the remaining grant balance based on conference membership beyond the minimum six. For each additional conference member the conference receives an additional \$12,000. This grant funding is distributed to the conference and in many instances some of the grant funding is distributed to each member institution for specific uses. These grant funds are for use in the five strategic positioning outcome areas:

- 1) Academics and Life skills;
- 2) Athletics Operations and Compliance;
- 3) Game Day, Conference and National Championships;
- 4) Membership and Positioning Initiatives; and
- 5) Diversity and Inclusion.<sup>15</sup>

### Enhancement Funds and Grants

NCAA also provides its Division II members with a number of grant opportunities. The largest is an enhancement fund that is distributed annually. One-third of this \$4.8 million fund is divided evenly among all Division II members, excluding those institutions that chose to compete in one or more NAIA team championship. One-third of the fund is distributed to conference offices and independent institutions based upon their participation in the Division II Men's and Women's Basketball Championship in accordance with the same procedures that have been implemented for the Division I basketball fund. One-third of the fund is distributed to conference offices based on the number of championships the conference sponsors.

The \$1 million Division II Administrator and Coaching Enhancement Grant program addresses the issues of access, recruitment, selection and long-term success of

---

<sup>14</sup> 2008-09 Conference Commissioners Association Survey

<sup>15</sup> NCAA Division II Conference Grant Application

women, ethnic minorities and other individuals in Division II who seek to overcome hiring barriers by providing grant money for the creation of assistant coaching positions in Division II. The NCAA will fund \$16,000 per assistant coach and the institution is required to commit at minimum \$8,000 per assistant coach.

The Strategic Alliance Matching Grant Enhancement Program was created to aid Division II conferences and member institutions in enhancing gender and ethnic minority representation in intercollegiate athletics. For those selected to be part of the program, Division II funds 75 percent of the grant request in the first year, 50 percent in the second year and 25 percent in the third year. Subsequent to termination of funding after the third year, the institution and/or conference is required to maintain the position for a minimum of two years, and preferably incorporate the position into the ongoing operations of the institution or conference office. Division II institutions and conferences have created approximately 50 new administrative positions as a result of this grant funding.

Division II also sponsors a \$450,000 Degree-Completion Scholarship Awards Program to provide deserving student-athletes financial assistance in order for them to complete their first baccalaureate degree. Candidates are Division II student-athletes who have exhausted their athletics eligibility and who have received athletics financial aid during their collegiate career. The selection process for the national award emphasizes the academic performance of the student-athlete. Other factors considered are financial circumstances, athletics achievement and involvement in campus and community activities.

Other grants and funding initiatives available to NCAA Division II members include the NCAA Postgraduate Scholarship Program, NCAA Leadership Institute for Ethnic Minority Males and Females, Division II Faculty Athletics Representatives' Fellows Institute, Student-Athlete Development Coaches Forum, NCAA Fellows Leadership Development Program, Emerging Leaders Seminar, NCAA Football Coaches Academy, and Achieving Coaching Excellence (ACE) Programs.<sup>16</sup>

---

<sup>16</sup> Recognizing the Value of Division II Membership Document

## IV. Rules Compliance and Academic Standards

NAIA relies on a “trust-based system” that places primary responsibility with the institution to investigate potential rules violations and enforce standards of conduct and ethics. Eligibility certification rests with the FAR<sup>17</sup>

NCAA Division II requires a stringent rules compliance structure including regular institutional self-studies and compliance reviews. On most NCAA campuses compliance is coordinated by a full-time person that has compliance as the only responsibility. Areas outside athletics assume responsibilities and this is described as a shared responsibility involving athletics staff members, the Registrar’s office Financial Aid, Admissions, Academic Advising and the FAR. NCAA requires detailed documentation of all compliance areas and holds members accountable for providing the records when violations are alleged.

### Eligibility

For NAIA eligibility, an entering freshman must be a graduate of an accredited high school or be accepted as a regular student in good standing as defined by the enrolling institution and meet two of three entry level requirements:

1. Achieve a minimum of 18 on the Enhanced ACT or 860 on the SAT.
2. Achieve a minimum overall high school grade point average of 2.0 on a 4.0 scale
3. Graduate in the top half of your high school graduating class

To remain eligible, a student-athlete must make normal progress toward a degree and maintain grade point average to remain a student in good standing The student-athlete must be enrolled in 12 credit hours at the time of participation. NAIA also has a 24 hour rule to maintain eligibility.<sup>18</sup> Initial eligibility certification rests with institution.

NCAA Division II has defined admission requirements for freshmen and transfers, and continuing eligibility for all student-athletes. To be eligible, a freshman student-athlete must graduate from high school and complete these 14 core courses:

---

<sup>17</sup>NAIA Website>Membership Services>Resources>Presidents>NAIA Talking Points Document

<sup>18</sup> NAIA College Bound Guide

- 4 years of English
- 2 years of math (Algebra 1 or higher)
- 2 years of natural or physical science
- additional years of English, math, or natural or physical science
- 2 years of social science
- 4 years of extra core courses (from any category above, or foreign language, non-doctrinal religion or philosophy)

The student must earn a 2.000 grade-point average or better in the core courses and earn a combined SAT score of 820 or an ACT sum score of 68. Based on its ongoing longitudinal study of academic outcomes, Division II will increase the number of core courses required to 16 beginning in 2013.<sup>19</sup>

NCAA Division II's "comprehensive program of learning and development" and research-based initial and continuing-eligibility standards result in Division II student-athletes consistently graduating 10 to 15 percentage points higher than the total student body. Student-athletes in the entering class of 2002 posted a six-year graduation rate of 71 percent as calculated by the Academic Success Rate, far above the 55 percent using the federal graduation-rate methodology that does not take transfers or non-scholarship athletes into account.

The 71 percent rate is steady from last year and up from 69 percent for the 1999 and 2000 classes. The four-year aggregate is at 70 percent, 80 percent for female student-athletes and 63 percent for males.<sup>20</sup>

## Eligibility Centers

One of the core NCAA purposes is to ensure a level playing field for all competitors. One of the ways it does this is by ensuring incoming student-athletes meet established academic and amateur standards. High school, junior college, home schooled and international students who want to compete at the Division I or II level must be certified as initially eligible per NCAA academic and amateurism standards. The NCAA Eligibility Center staff makes these certification decisions. Approximately 180,000

---

<sup>19</sup> College Bound Student-Athlete Guide

<sup>20</sup> NCAA Website> Academics and Athletics

prospective student-athletes submit their credentials each year. 85,000 of these prospective student-athletes compete in Division I or II.<sup>21</sup>

In September, the NAIA Council of Presidents voted to establish an NAIA Eligibility Center. Its focus will be very different. It will look at “competitive experience,” after high school in an effort to determine if athletes engaged in elite-level competition and/or received remuneration. If so, they will be charged with a season of eligibility. The FAR will continue to be responsible for ensuring that all student-athletes (first-time and continuing) are eligible in accordance with the rules and regulations of the institution, conference and NAIA prior to representing their institution in any manner.<sup>22</sup>

## Transfers

NAIA offers flexibility to allow student-athletes to transfer to a NAIA member school without missing a season of eligibility.<sup>23</sup> NCAA rules are more restrictive. Division II has higher academic requirements for two-year transfers that have not graduated from a two-year institution. Aside from legislated transfer exceptions (most common exception is the one-time transfer exception) for four-year college transfers, Division II requires that four-year transfers sit out one year.<sup>24</sup>

## Playing and Practice

NAIA provides maximum opportunity to participate in practice activities, regular season contests, and postseason championships. NAIA has a ‘week’ restriction but does not have daily and weekly limits for playing and practice limits but does not have a specified start date for any sport.<sup>25</sup>

Consistent with its “life in balance” principle, Division II restricts contests and practice activities. Division II has specified starting dates for countable athletically related activities during the academic year and restrictions on these activities during

---

<sup>21</sup> NCAA Website>NCAA Behind the Blue Disk--The Eligibility Center

<sup>22</sup> NAIA Rules Education Newsletter, November, 2009

<sup>23</sup> NAIA Website>Why Choose NAIA

<sup>24</sup> NCAA DII Bylaw 14.5

<sup>25</sup> NAIA Website>Why Choose NAIA

vacation periods. It also has limits on the number of contests, daily and weekly limits on athletically-related activities and requires student-athletes to have at least one day with no athletic activity per week.<sup>26</sup> At the 2010 NCAA Convention Division II presidents will introduce a series of legislative proposals that include contest reductions in basketball, baseball, softball and golf, delay reporting dates for fall-sport student-athletes, shorten seasons, reduce games in several fall sports and add a seven-day dead period during the winter holiday break.<sup>27</sup>

## Financial Aid

More than 90 percent of NAIA institutions offer athletic scholarships. NAIA financial aid rules provide motivation for high academic achievement. All or a portion of institutional aid awarded to individual student-athletes may be exempted based on academic performance. For example, aid to continuing students with a 3.60 cumulative grade point average or who are in the top 10 percent of their class will not count against financial aid limits.<sup>28</sup>

NCAA has more restrictive aid limitations. Basically, all institutional financial aid is countable when a student-athlete receives athletically related financial aid. There is one exception, academic awards that meet specifically defined academic standards. Many schools transitioning from NAIA to NCAA Division II find that they are over-awarded in some sports, based on Division II standards.<sup>29</sup>

## Recruiting

NAIA has fewer recruiting restrictions than NCAA. Coaches are not required to maintain recruiting records or to document contacts with prospects. In fact, NAIA devotes less than one page in its Policy Handbook to recruiting.<sup>30</sup> NCAA expects

---

<sup>26</sup> NCAA DII Bylaw 17

<sup>27</sup> NCAA Website>Legislation and Governance

<sup>28</sup> NAIA Website>Membership Services>Resources>Presidents>NAIA Talking Points

<sup>29</sup> NCAA DII Bylaw 15

<sup>30</sup> NAIA Official Handbook and Policy Handbook

institutions to document all recruiting activities (e.g. phone calls, contacts, evaluations, official visits) so that an institution, if questioned, can provide documentation to verify a violation did not occur. Or, in an instance where violation has occurred, the institution can show it has systems in place to monitor recruiting activities and discover violations when they occur.<sup>31</sup>

## Rules Education and Interpretation

NAIA relies on its member institutions to provide rules education and interpret rules. It makes online resources available to members including case studies and a Rules Education Resource Bank. It also produces a monthly Rules Education Newsletter.<sup>32</sup>

NCAA has similar on-line resources available to members, known as Compliance Assistant (CA). It is a web-based tool designed to help administrators ensure that their athletic department and student-athletes are in compliance with NCAA legislation. In addition to applying NCAA legislation in the areas of financial aid, eligibility, recruiting, athletics personnel and playing and practice seasons, it is a data-collection system that can be used to generate NCAA-required forms and other forms created by the user. This program, documentation and technical support are provided free to the NCAA membership.<sup>33</sup>

NCAA also sponsors regional rules seminars at two sites annually. The seminars are designed so that participants with different backgrounds and experiences can benefit.

## V. Student-Athlete Experience and Opportunities

Both national associations focus on personal development for their student-athletes. NAIA has tried to differentiate itself from NCAA by stressing its simple structure and its focus on building character.

---

<sup>31</sup> NCAA Bylaw 13

<sup>32</sup> NAIA Website>Membership Services

<sup>33</sup> NCAA Website>Legislation and Governance

## NAIA Champions of Character

“Possibly the NAIA’s single most important program, Champions of Character is grounded in five core values:

- respect,
- responsibility,
- integrity,
- servant leadership
- sportsmanship

The program is designed to instill an understanding of character in sport and provide student-athletes, coaches and parents with hands-on training to know the right thing, do the right thing and value the right thing inside and outside of the sports setting.

The program’s immediate focus is to reach and penetrate a broad-based understanding of Champions of Character among NAIA coaches and student-athletes.”<sup>34</sup> NAIA’s on-line education program, “Character Driven Coaching” is an example. The program is strictly voluntary. Institutions are encouraged to participate, but NAIA does not require it.

NAIA institutions can participate in a five star Scorecard program in which points are given for various achievements. NAIA Institutions earn up to 47 points for Champions of Character training and development on campus and through community outreach activities. They can earn up to 20 points for demonstrating Champions of Character values on the field of competition as measured by the number of ejections, up to 8 points for overall student-athlete GPA, 19 points by nominating deserving individuals, coaches and teams for national awards and having Presidential participation in Champions of Character functions and up to 6 points for displaying the Champions of Character logo on the institution's athletic home page and Champions of Character banners. Institutions scoring 60 or more total points will be named Five Star Champions of Character Institutions.<sup>35</sup>

---

<sup>34</sup> NAIA Website>Membership Services> Resources>Presidents >Talking Points

<sup>35</sup> NAIA Website>Champions of Character

## NCAA Division II Strategic Positioning Platform

In June 2005, chancellors and presidents of Division II member institutions agreed to implement a comprehensive strategic study related to the division's defining characteristics and key attributes. This data-driven process was designed to create a proactive position that clearly identified the defining characteristics and aspirations for the member institutions of Division II. They initiated this effort with the goal of enhancing the regional awareness and local engagement of Division II members and the constituencies that they serve. The result has been the development of a strategic positioning platform for Division II.

### Division II--Life in the Balance

Higher education has lasting importance on an individual's future success. For this reason, the emphasis for the student-athlete experience in Division II is a comprehensive program of learning and development in a personal setting. The Division II approach provides growth opportunities through academic achievement, learning in high-level athletic competition and development of positive societal attitudes in service to community. The balance and integration of these different areas of learning opportunity provide Division II student-athletes a path to graduation while cultivating a variety of skills and knowledge for life ahead.<sup>36</sup>

### Division II Attributes

- Learning: multiple opportunities to broaden knowledge and skills
- Service: positive societal attitude through contributions to community
- Balance: emphasis on collective knowledge; integration of skills
- Passion: enthusiastic dedication and desire in effort
- Resourcefulness: versatile skill set drawn from broad range of experiences
- Sportsmanship: respect for fairness, courtesy; ethical conduct toward others<sup>37</sup>

---

<sup>36</sup> Benefits of the Division II Membership Classification document

<sup>37</sup> NCAA Division II Strategic Positioning Platform document

Division II has used its attributes to shape its Community Engagement, Game Environment, and Model Athletics Program initiatives. It also requires prospective new members to embrace the program as a condition of admission to candidacy and active membership.

### Student-Athlete Advisory Committee

NCAA uses its resources to focus on local and national initiatives, particularly in the area of leadership. Every NCAA program, regardless of division is required to establish a Student-Athlete Advisory Committee (SAAC). Members of a campus SAAC have the opportunity to address issues affecting student-athletes at their institution. The campus committee is meant to serve as a local student-athlete voice in addressing issues of student-athlete welfare at their respective institutions. The campus SAAC also serves as a conduit of communication among student-athletes, coaches and athletics administrators on issues to improve the student-athlete experience and promote growth and education through sports participation.

NCAA conferences have created conference SAACs in order to strengthen the communication between the campus and national committees. The Division II national SAAC, consists of the 23 Division II multi-sport voting conferences, one representative of Division II independent institutions, and two at-large representatives. Two members of the Management Council and one member of the Presidents Council will serve as ex-officio and nonvoting members. Each representative is responsible for gathering feedback and reporting on behalf of their conference and partner conference, as well as relaying important events, hot topics and educational information to both the campus and conference levels. In addition to relaying information across campuses and conferences, DII SAAC speaks on the behalf of the entire DII student-athlete body throughout the NCAA governance structure.<sup>38</sup>

Each July, members of the Management Council and SAAC gather jointly to share ideas on issues affecting Division II. This annual summit has given the student-

---

<sup>38</sup> NCAA Website>Academic and Athletics>SAAC

athletes in Division II a significant voice on legislative issues that affect them, both on and off the field of play.

The NCAA Division II Leadership Academy engages a diverse representation of student-athletes, coaches, administrators and faculty in leadership education to enhance self-awareness and facilitate partnerships that will affect progress on campuses, within conferences, throughout Division II and beyond the collegiate realm. Two student-athletes and one coach, administrator or faculty member are invited to attend at no cost to the institution.<sup>39</sup>

### Championship Access

NAIA contends that Student-Athletes have dramatically increased opportunities for postseason play under its auspices.<sup>40</sup> However, statistics drawn from both NAIA<sup>41</sup> and NCAA<sup>42</sup> do not support the contention, at least in the context of team sports. While opportunities for men are very similar, women's opportunities appear to be significantly fewer in NAIA championships. NAIA ratio of total teams to championships for men is 5.2 to 1. For women it is 5.74 to 1. The NCAA Division II ratio for men is 5.1 to 1. It is 4.8 to 1 for women. The NCAA Division II ratio of total participation to championship participation is 6:1.

### Championship Experience

According to NAIA president, Jim Carr, "NAIA events continue to draw record crowds and consistently outdraw the corresponding events in Division II and Division III."<sup>43</sup> In 2007, Division II football had record attendance of 3,033,616 and men's basketball had record attendance of 2,892,820. . In 2008-9 the NAIA championship football game out drew NCAA Division II by 381 attendees. Men's soccer out drew

---

<sup>39</sup> NCAA "Show Me The Money" document

<sup>40</sup> NAIA Talking Points document

<sup>41</sup> NAIA Sports Qualification Plan documents

<sup>42</sup> NCAA Composition and Sports Sponsorship Document and Championship Handbooks

<sup>43</sup> NAIA Website>News Archives>Jim Carr, 2007 NAIA State of the Association Address

NCAA Division II by 145, and men's baseball out drew Division II by over 3,000. In men's basketball, however, Division II outdrew NAIA by over 1,500.

NAIA statistics do not provide a means to verify this statement for women. NAIA does not maintain attendance statistics for women's championships.

To enhance student-athlete championship experiences, NCAA Division II has begun conducting Division II National Championships Festivals. The first was conducted in May 2004 in Orlando, Florida, and included men's and women's golf, women's lacrosse, softball, and men's and women's tennis. In November 2006, the second Division II Festival was held in Pensacola, Florida, and included men's and women's cross country, field hockey, men's and women's soccer and women's volleyball. The division is currently exploring the possibility of a winter festival for men's and women's swimming, men's and women's indoor track and field, and wrestling. Division II plans to include one Championship Festival each year. A priority in Division II is to enhance the student-athlete's collegiate experience, and these Olympic-style festivals do that by allowing student-athletes to interact and celebrate their successes together. The Festivals also create more exposure for Division II sports and provide the Division II membership an event each year to celebrate the division.<sup>44</sup>

## **VI. NCAA Division II Membership**

### **Requirements**

NCAA Division II has refined the minimum requirements that prospective members must meet and has added criteria to be applied when the number of qualified applicants exceeds the number of available slots. The criteria are intended to strengthen and clarify membership standards as the division becomes more of a membership destination.

The new criteria include graduation rates and all-sports rankings. Committee members also could turn to a prospective school's commitment to various Division II

---

<sup>44</sup> Benefits of Division II Membership Classification Document

strategic initiatives such as community engagement and game environment. Conference affiliation also could be a factor. Committee members added a standard for prospective schools to at least have a plan for joining a conference when they apply for Division II membership.

The additional criteria join a newly revised set of minimum standards. They include the following areas:

- Analysis/Feasibility Study (ensuring that the institution has conducted a campus-wide assessment of whether the athletics program fits the Division II philosophy)
- Demonstrated Athletics History (ensuring that the applicant has been offering an athletics program at the varsity level for a minimum of one academic year before submitting an application)
- Strategic Plan (outlining goals and priorities, associated timeline and commitment of financial and personnel resources)
- Financial Model (demonstrating that the school administers its intercollegiate athletics program with prudent management and fiscal practices to ensure financial stability, including sufficient operating and travel budgets)
- Personnel and Staff (demonstrating that the institution has existing personnel to operate the intercollegiate athletics program at the Division II level, including a full-time director of athletics and a full-time administrator whose primary responsibility is compliance and who does not have coaching responsibilities)
- Sports Sponsorship (ensuring compliance with Division II minimum sports-sponsorship requirements and the three-season requirement at the time of application)
- Athletically Related Financial Aid (ensuring compliance with Division II financial aid requirements)
- Facilities (demonstrating adequate facilities to support a Division II athletics program)

The Membership Committee also emphasized that each year's applicant pool is evaluated on its own merit. Institutions that applied previously and were not invited into the membership process should not assume that subsequent applications will succeed.<sup>45</sup>

## Application Process

The application fee is currently \$28,000 for the Candidacy period and \$14,000 for the Provisional Period. The membership process takes three years to complete.

---

<sup>45</sup> NCAA News, Nov 11,2009

Institutions are required to complete the following educational activities during the exploratory period.

Year One includes a visit paid by the institution to an active member institution's campus, selected by the Membership Committee; an Institutional Self-Study Guide (ISSG); demonstrated involvement and commitment of the president or chancellor at the institution in the membership process, as determined by the Membership Committee; an on-campus assessment, conducted by an outside vendor, to review the readiness of the institution to become an active member; and an annual report that includes the completed ISSG and an athletics department strategic plan.

Year Two includes an on-campus assessment conducted by the Membership Committee to review progress; an annual report, including an update on ISSG action items and the athletics department strategic plan; and continued involvement by the CEO.

During the Provisional Period (year three) the institution is required to demonstrate administration of its athletics program in accordance with the constitution, bylaws and other legislation of the NCAA; continue to demonstrate involvement and commitment of its CEO, have a compliance review by the outside vendor to review its readiness to become an active member; and submit an annual report. Based on the reports, the institution may be invited to active membership.<sup>46</sup>

### Becoming a Model Program

In 2002, the Division II Athletics Directors Association (DII ADA) developed 21 guiding principles to assist Division II administrators as they strategically plan for program enhancements. It is being used to evaluate new and reclassifying institutions. It is directly tied to the Division II Strategic Positioning Platform adopted in 2006. As Holy Names considers applying for NCAA Division II and making application it will be imperative to address each of these principles:

---

<sup>46</sup> NCAA Bylaw 20.3.2

- 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. A model Division II athletics program should be an extension of the educational mission of the institution and higher education. A model athletics program is committed to ensuring that student-athletes learn in the classroom, on the field of play and through the overall experience of being a college student.
- 2) **Chancellor/President Oversight.** A model Division II member institution's Chancellor/President sets forth a vision for the institution's intercollegiate athletics program, that adequate resources exist for the athletics department to carry out this vision, ensures athletics is an extension of the educational mission of the institution, ensures the activation of the Division II Strategic Positioning Platform at their institution and in their community, 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 athletic 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 educational mission and philosophy. The AD is also responsible for creating an environment that prioritizes sportsmanship and civility, and establishing departmental goals that are aligned with the DII Strategic Positioning Platform including the role athletics can play in strengthening the bond between the institution and community. 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). With the

- adoption of the Strategic Positioning Platform, and implementation of the six key attributes, the importance of having sufficient athletics department staff to promote the platform through its new community-engagement initiative is further demonstrated.
- 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, maintaining an atmosphere of compliance and institutional control, and assisting in investigations of rules compliance. The FAR should also serve as a key contact for student-athletes.
  - 5) **SWA or Fifth Representative to the Governance Structure.** An institutional Senior Woman Administrator is the highest ranking female involved with the management of an institution's intercollegiate athletics program. An institution with a female director of athletics may designate a different female involved with the management of the institution's program as a fifth representative to the NCAA governance system. A model Division II athletics program shall include active involvement of the fifth representative to the governance structure in decision making regarding key issues and in the general operations of the athletics department. The fifth representative to the governance structure should be 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 have a clear understanding of the institution's emergency medical plans and are certified in CPR/AED operation 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 designate an athletics department administrator to serve as a liaison to the SAAC and 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 (per NATA guidelines) 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 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.
- 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) **Community Engagement/Game Environment.** A model Division II athletics program will emphasize that a "family friendly" environment should exist at all athletics department events and shall be active in promoting community engagement activities. A model program shall promote and support a positive game environment that will 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 provide leadership with the development of such a policy.
- 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 posted on line in the NCAA Division II Membership Report. 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 minimum sports-sponsorship and financial aid requirements are legislated in the NCAA Division II Manual.
- 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 NCAA 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) **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. Life skills programming should effectively engage the community in preparing student-athletes for successes both concurrent with their athletics careers and after their collegiate experiences. A model Division II athletics program will assist student-athletes in developing, identifying and applying transferable skills such as citizenship and leadership in their careers and in their community
- 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) **Marketing, 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. The athletics program should include marketing strategies for the Division II Strategic Positioning Platform and the six key attributes of the platform. The task

of implementing these marketing strategies should be shared by all institutional constituencies.

- 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. Through communication and collaboration, a model athletics program will reach outward to communities as well as inward to other campus units.
- 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. A model Division II athletics department shall engage in long range planning and develop a long-range strategic plan that supports initiatives consistent with the Division II Strategic Positioning Platform.
- 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.

### Model Program Staffing

An additional consideration to making application for NCAA Division II membership is staffing. The Division II Athletics Directors Association (DII ADA) has developed specific features of a Division II athletics department within a model program. The most significant feature of the model department is staffing. The DII ADA argue

that adoption of the Division II Strategic Positioning Platform, and implementation of the six key attributes, requires a sufficient athletics department staff to promote the Platform through the new community-engagement initiative.

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 Athletic Directors should be a female. Head and assistant coaches, in some sports, could also assume some administrative responsibilities as long as they do not include being Director of Athletics or Compliance Coordinator.

For an institution to consider applying for membership in NCAA Division II it will be critically important to have plans in place to become a model athletic program. During the last two membership cycles, the NCAA Division II Membership Committee rejected 12 of the 27 applications it received. They also held three institutions back from advancing in the process and one institution chose to drop out. Clearly, the standards for membership are becoming more difficult and the application process is becoming more competitive.

## **VII. Application Assessment**

The chart below identifies key characteristics that would be critically important, should HNU choose to consider applying for NCAA Division II candidacy. The criteria are drawn from O&L's work with programs that have been accepted for candidacy along with new criteria recently adopted by the Division II Membership Committee. A "1" in any category would have to change for an institution to be given serious consideration by the Membership Committee.

A total score of "3.5" or higher indicates that the institution would be a viable candidate. An institution with a score of "4" or higher is well above the average and would be an excellent candidate. The assessment scores are based on the plans outlined

in the documents provided for review and the discussions that took place during the campus visit.

### **HNU Preliminary Assessment**

	Current	Planned
Oversight	4	4
Athletic Director	1	5
Compliance Coordinator	1	5
Athletics Staff	2	3
Sports Sponsorship	4	4
Athletically-Related Aid	3	4
Athletics Budget	4	4
Coaching Staff	1	3
Conference Availability	4	5
Stu-Ath Academic Success	4	4
Overall Athletic Success	2	3
Facilities	2	2
<b>Overall Score</b>	<b>2.67</b>	<b>3.84</b>

#### **Chancellor/President Oversight**

The oversight criterion is directed at Chancellor/President oversight and the reporting lines for athletics at the institution. To receive 5 points, the athletic director must report to the president and the president must be actively involved with athletics oversight. HNU does not need to change athletics reporting lines to be a viable candidate for Division II membership. The fact that you have two Vice Presidents as involved as they are will certainly suffice.

#### **Athletic Director**

The athletic director criterion addresses one of the key principles in the Model Athletic Department document. To receive five points, the athletic director must be a full-time administrator with no coaching responsibilities. This criterion is a “deal breaker” from the Membership Committee’s point of view. The committee will reject institutions that have part time ADs or where ADs have coaching responsibilities. HNU indicated the current AD/Basketball coach would become full-time AD and a new basketball coach would be hired.

### **Compliance Coordinator**

The compliance coordinator position is a key provision in a Model Athletic Department. This criterion was used to eliminate institutions from consideration for candidacy last year. Successful applicants have compliance coordinators in place before they apply for membership. The compliance coordinator cannot have coaching responsibilities. HNU recognizes need to have this position in place at the time of application.

### **Athletics Staff**

A model athletics department should have adequate full-time staff members to carry out departmental functions and comply with NCAA requirements. To receive a top rating in this category, an athletics department needs a minimum of three full time administrators. HNU is sufficient in its number of full time staff (assuming full time AD and Compliance), but will need to evaluate its current administrative configuration and make necessary plans to meet this principle.

### **Sports Sponsorship**

Any institution that fails to meet minimum sports sponsorship, contests or participation will not be considered for membership. The specific minimums were provided earlier in this report. Since NCAA Division II sports sponsorship is generally higher than the minimums, a top score requires 14 or more sports at the time the institution would choose to apply. HNU is fine with its 13-sport program.

### **Athletically-Related Aid**

Most NAIA institutions that provide athletic scholarships exceed NCAA Division II minimum athletically-related aid requirements. Without in-depth analysis, O&L cannot determine if HNU is currently funding scholarships to NCAA minimums, but given the university's discount rate, adding any athletically-related aid will push scholarship funding to at least the average. Five points in this category requires a program to fully fund scholarships. HNU is fine in this area as it meets the NCAA minimum requirement.

### **Athletics Budget**

The athletics budget criterion is directed at whether or not an institution meets or exceeds the average for Division II programs around the country. As noted earlier, NCAA programs are typically larger and, as a result, more expensive than their NAIA counterparts. Five points in this category requires institutions to fund their programs in the top quartile of NCAA Division II. Based on total budget figures provided, HNU is in the second quartile among non-football-playing institutions in Division II.

### **Coaching Staff**

The coaching staff criterion is based on averages for each category of sport. Categories include head and assistant coaches for men's and women's team and individual sports. The score indicated above is based on the aggregate for coaching staffs at each institution. HNU will need to address the full-time coaching configuration both in terms of meeting this criterion and as it plans how to have a competitive program at the Division II level.

### **Conference Availability**

It is becoming increasingly clear that Division II will attempt to be more strategic in its decision-making with regard to which institutions they allow into candidacy. A significant criterion will certainly be whether or not a conference needs or wants the candidate. A top score in this category would be given to an institution that has already been accepted by a conference for membership, pending Division II candidacy. HNU has some options in this area and the options will be enhanced as more west coast institutions move to NCAA Division II.

### **Academic Success**

As noted earlier, NCAA takes academic success very seriously. NCAA Division II student-athletes persist and graduate at rates higher than general students on their campuses. To receive a top score in this category both men's and women's teams have to exceed general student graduation rates by more than ten percent. Even without comparative numbers for the general student body, the 80% graduation rates, provided by the university for student-athletes, are above average.

### **Athletic Success**

The overall athletic success category is tied to National Association of Directors of Athletics (NACDA) Directors Cup point standings. Institutions ranked in the top 10 received five points, those in the top 25 four points, et cetera. It is important to note that the Committee has said this criteria will be used as a “tie-breaker” should applicants be very similar.

### **Facilities**

This criteria is identified by the Membership Committee, but has not been used in any discernable way. However, as the membership application process becomes more competitive, it cannot be ignored. HNU can increase its rating with a viable plan to address facilities deficiencies.

## **CONCLUSION**

Oliver & Lindemann Athletic Consulting, Inc. believes that, if Holy Names University follows through with the plans it has outlined for intercollegiate athletics, it will be well positioned to make application for NCAA Division II. The actual timing for filing an application will be determined by accomplishing the plans to achieve an overall assessment score of 3.5 or higher.

There are a number of reasons we believe, continued membership in the NAIA holds little value for Holy Names University. In our view HNU has outgrown the NAIA and the Cal Pac. Its broad-based program and commitment to properly fund athletics is trending away from those institutions joining NAIA and remaining in the Cal Pac.

NAIA lacks name recognition with potential student-athletes and students generally. This will be increasingly true for HNU as more institutions in the Bay Area become NCAA Division II members.

NAIA is losing membership to NCAA both nationwide and in California. As a result, HNU no longer enjoys the benefits of local rivalries with schools like Notre Dame de Namur and Dominican University of California. This trend will also make it difficult for the NAIA to maintain championship competition in a broad array of sports.

NAIA costs more. It charges \$4,500 per year in dues, requires its members to participate in a catastrophic insurance program at substantial cost to member institutions and does not fund most championship competition.

A move to NCAA seems to be consistent with the overall direction of the University as articulated by the President and the senior staff we met. Division II has defined admission requirements for freshmen and transfers, and stringent continuing eligibility standards for all student-athletes. The result is better academic performance among student-athletes than among general students. The Division II “Life in the Balance” initiatives restrict practice activities and contact between coaches and student-athletes to ensure better balance between academics and sports participation.

NCAA is better funded than NAIA. NCAA annual membership dues are one fifth what NAIA charges. NCAA provides an annual distribution of enhancement funds to Division II institutions to cover general operating expenses (approximately \$10,000 per school). Division II distributes more than \$150,000 in enhancement funds to each conference annually for operating expenses. As a result, conference services are greater for NCAA institutions. Division II conferences also receive grant money for conference strategic initiatives total more than \$100,000 per conference, per year. NCAA provides grants to institutions and conferences to hire full-time administrators or coaches in Division II.

NCAA covers all expenses for Division II national championships, including transportation and per diem for coaches and student-athletes. NCAA provides free training and programming in compliance, rules-education, professional development, and student-athlete leadership each year. NCAA provides Division II Degree-Completion Scholarships for Division II student-athletes that total over \$400,000 per year. NCAA provides super catastrophic insurance (up to \$20 million per occurrence) to all member institutions at no cost. Premiums total over \$10,000,000 annually.

NCAA Division II membership would allow HNU to renew traditional rivalries and benefit from affiliating with the most recognized brand in college sports. NCAA branding and media coverage extends to Division II. Division II men’s and women’s

national championships playoffs receive national television (CBS, CSTV, ESPN, ESPN2, ESPNU) coverage.

Aside from the “up front” costs associated with applying for membership, O&L believes Holy Names will be able to reallocate resources in an NCAA Division II environment to conduct a solid, competitive athletics program. Oliver and Lindemenn Athletic Consulting, Inc want to thank President Hynes; Vice-President for Finance and Administration, Koop; Vice-President for Student Affairs, Miller; Director of Athletics Jones and all other staff that participated in the preparation of documents and the on-campus visit. We were impressed with the openness and candor by all individuals we met with. We would welcome the opportunity to continue our working relationship as Holy Names engages in further discussions regarding its national affiliation and conference membership.