



# National Collegiate Athletic Association Board of Governors (BoG) SWOT Compilation Report



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# Strengths

## General Themes

- ***Alliances and Partnerships***<sup>1</sup>
- **Brand and Marketing**
- **Business/Financial Model**<sup>2</sup>
- **Commitment to Mission and Values**
- **Commitment to Student-Athletes**
- **Diversity and Inclusion**
- **Framework for Collegiate Athletics**
  - Fair Competition/Championships
  - Enforcement
  - Structured Processes
- **Leadership**
- **National Office Resources**
  - People
  - Data
  - Sports Science Institute
  - Other resources
- **Other**<sup>3</sup>

## Select Comments from SWOT

### Brand and Marketing

- **Huge scale:** 500,000 student participants, 1,000 schools.
- **Powerful brand.**
- **Deeply embedded** in America higher education traditions.
- **National visibility and brand.**

### Business/Financial Model

- The NCAA is a **well-funded organization**.
- **Fiscally sound.**
- **Long-term revenue sources.**

### Commitment to Mission and Values

- The NCAA has an **inherently “good” mission** for amateur sports.
- Mission and values.
- Values.

### Commitment to Student-Athletes

- Extensive ecosystem of **support for and understanding of the student-athlete experience.**

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<sup>1</sup> Themes in *italics* represent those that were included in the stakeholder analysis summary report, but not identified within the BoG SWOT based on comments provided.

<sup>2</sup> The blue color text indicates the creation of a new theme based on the comments received from the BoG SWOT. These new themes were not previously identified in the stakeholder analysis summary report.

<sup>3</sup> There were two comments that did not pertain to any of the specified general themes and did not warrant the creation of a separate theme. The specific comments are included in the following section.



- Promotes **student-athlete safety**.
- Protects **student-athlete health**.
- Values **graduation and academic integrity**.
- Creates a **great student experience** for thousands of intercollegiate athletes.
- **Provides opportunity**.
- Collegiate athletics as **preparation for life skill development**.
- **Momentum on reform** and NCAA **focus on academics, fairness, well-being** and integration into campus community and life.
- Provides an **academic structure for participation of athletes** that prioritize the need to earn a degree.
- Student-athlete **visibility as students, and community service, career development**.
- Student-athlete advisory committee.
- Culture of **student centeredness**.
- **Protects overall well-being** of student athletes.

### Diversity and Inclusion

- NCAA provides training and development for athletics leaders, focusing on the skills needed and **ensuring diversity**.

### Framework for Collegiate Athletics

- NCAA **provides rules of engagement for all sports**.
- NCAA **provides best practices and controls** that keep athletes safe and healthy.
- Managing rules or practices in a diverse landscape: **3 divisions with institutions of all types of money and sports**.
- Providing and supporting **high-level championships** – this, for most student-athletes, is a pivotal experience.
- The concussion protocols set a **GREAT STANDARD for addressing SAFETY issues**. It will be a model for future protocols.
- Preserves **fairness**.
- Eligibility clearing house.
- NCAA is **THE governing body for college athletics**.
- There is trust within the membership – overall, consistent application of the **framework for governance, enforcement is predictable and consistent**.
- One organization that **contains membership across all sectors of University** – people who touch athletics (e.g., FAR, AD, presidents, compliance officers, chief medical officer) and is ultimately run by presidents/chancellors.
- Perception that **student-athletes in largely non-revenue sports**.
- Communications with member institutions.
- Rules protecting student-athletes and enhancing the college experience for them.
- Provide high-level **amateur competition**.
- **Maintaining the integrity** of college athletics.
- Broad **participation across all divisions**.

### Leadership

- **Dedicated individuals** in each governing body.
- NCAA provides **training and development** for athletic leaders, focusing on skills needed and ensuring diversity.



- **Worldwide leadership** position.
- Deep well of **skills and experience** within sports.
- The NCAA has **strong leadership** organizationally and through its member institutions.

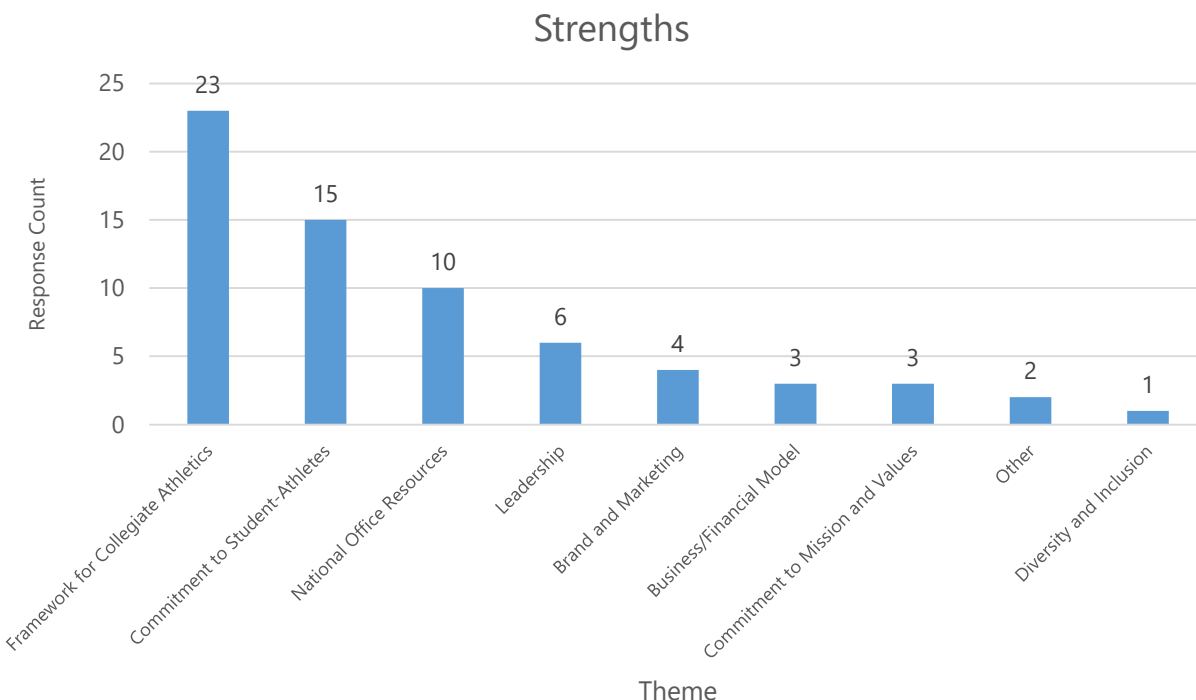
#### National Office Resources

- NCAA provides **resources for championships**.
- NCAA provides **education for presidents, athletic directors, and students** in regards to best practices in athletics.
- **Student health and safety programs**.
- **Brian Hainline**/the steps to address **health and safety is invaluable** to the ethos of the NCAA model.
- The staff is very strong – the NCAA can **recruit talent**.
- **Association-wide education**.
- Institutions can have backing of all of higher education sports and large amount of funding so as to have powerful impact. For example, **current work by the NCAA's chief medical officer on sports injuries**.
- Cross-institutional (national) **work on concussions**.
- Incredibly **capable staff** at all levels.

#### Other

- Strong lobbying of Congress.
- Ability to strategize.

## Data Analysis





## Weaknesses

### General Themes

- **Alignment of Purpose, Mission, Values**
- **Business/Financial Model**
- **Communications and Branding**
- **Diversity**
- **Divisional Disparity**
- **Governance**
- **Plan for the Future (Be Ready for What's Next)**
- **Student-Athlete Experience**

### Select Comments from SWOT

#### Alignment of Purpose, Mission, Values

- Challenge of **finding common ground** among diverse schools.
- **Conflicting priorities** within higher education – e.g., academic excellence, finances, athletic excellence.

#### Business/Financial Model

- **Economics of higher education** and college sports.
- **NCAA sports are all about money.**
- **Dependent on one primary revenue source** – men's DI basketball tournament.

#### Communications and Branding

- Members are **not always supportive** of NCAA efforts and often undermine its effectiveness.
- **Perception of revenue drive compromising all areas** of the Association.
- **Perception of being driven by autonomy [power 5] conferences.**
- **Public perception – taking advantage of student-athletes** and not compensating them.
- **Public perception – not able to make tough decisions.**
- A public perception that the NCAA is **not capable of preventing major amateur / \$ violations.**
- NCAA has **difficulty fully communicating its values** to the public in part to the myriad of the other voices that weigh in.
- Reputation of NCAA can be **negatively affected by forces outside** its control.
- Many people in public **think NCAA has more power than it has** and thus don't understand why it doesn't make certain changes.
- **Public confusion over mission** and who is in charge.
- NCAA should **continue to push communications to its members** regarding its work and the impact of that work.
- **Proactively marketing/promoting positive counter-narratives** to bad media publicity.
- Our main weakness is that we still **do not do an adequate job of informing the public about the good work we do.**
- **Lack of ability to address scandals** at athletic/academic interface (e.g., North Carolina).
- The **uneducated educating the uneducated** on what the NCAA is/does creates a lot of issues with poor public perception.
- **Promoting the advantages that all 3 divisions offer** to student-athletes.
- Others erroneously **believe we do not adequately protect student-athlete health and safety.**



- **Promoting the philanthropy** our athletes engage in.
- **Marketing/telling the story** of what the NCAA does to support collegiate athletics and the full spectrum of its activities.

#### Diversity

- **Lack of diversity and inclusion.**

#### Divisional Disparity

- The variety and **financial ability of member institutions differs** greatly.
- **Disjointed**: autonomous conferences vs. all others.
- **Broad spectrum of resources** among the membership creates a wide bandwidth of expectation.
- Inter-association **differences with health and safety.**

#### Governance

- **Complexity of rules.**
- NCAA's **governing process can make it difficult to respond quickly** to new regulations or procedures that might help athletes.
- Committee on **infractions works too slowly** in coming to conclusions.
- **Complex decision making system.**
- Intense focus on prevention of rule breaking and best practice adoption by institutions is not top priority.
- Members don't understand that they ARE the NCAA.
- Perception that **not all member institutions have an equal say and vote** on important issues.
- The UNC **case was poorly decided** and has hurt the NCAA's authority with regards to academic standards.

#### Plan for the Future (Being Ready for What's Next)

- Creating opportunities for **international competition.**
- **Too slow** to change.
- The "collegiate" model has been framed throughout the history of the NCAA as an "amateur" model. The concept of "amateurism" no longer is sufficient to defend for the NCAA.

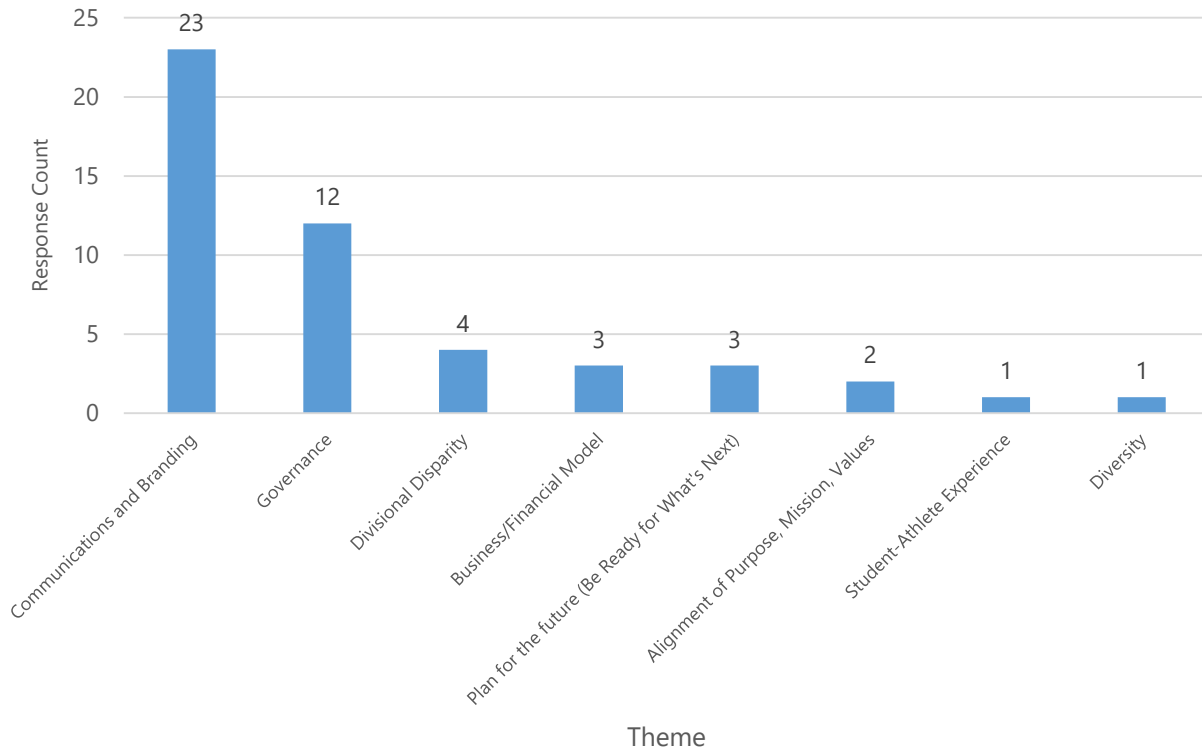
#### Student-Athlete Experience

- Perceived as **disconnected from current realities facing student-athletes.**



## Data Analysis

### Weaknesses







# Opportunities

## General Themes

- **Address Legal Action (pending and emerging)**
- **Assess New Ventures**
  - Other new Sports
  - E-sports
  - International Reach
  - Youth sports
- **Assess/Leverage Changing Media Environment/Landscape**
  - Technology
  - Agenda
  - Branding/Image
- **Business/Financial Model**
- **Communication**
- **Consider Evolving Requirements/Legislation**
  - Sports wagering
  - "One and Done" (Rice Commission Report)
- **Consider External Economic and Competitive Pressures**
- **Create Partnerships/Alliances**
- **Student-Athlete Experience**

## Select Comments from SWOT

### Address Legal Action (pending and emerging)

- **Favorable court rulings.**
- Increased interest in having **litigation managed consistently by its members.**

### Assess New Ventures

- One opportunity is to **expand to be an international**, not just a national, organization.
- **Evolving fan experience** interests.
- The NCAA could become the **global leader in building a culture of health and safety**- a culture of well-being that respects and protects our young people.
- **E-sports.**
- **Emerging sports** (e.g., e-sports, triathlon, and new participants).
- The **growth of women sports and women athletic leaders** as well as the growth of diversity in athletes has been positive for the NCAA.
- Set **strategy for growing some sports** (lacrosse, men's soccer) **and shrinking other** (men's gymnastics).
- The NCAA could provide leadership in **integrating the participants in sports – ranging from youth sports to the professional.**
- Athlete **educational service for high school athletes** (how to visit colleges and programs, what to expect, etcetera).

### Assess/Leverage Changing Media Environment/Landscape

- Using **new technology to promote games.**
- Using **new technology to create a better fan experience.**



- **Digital platforms** to heighten engagement.
- New and developing **media models**.
- **Society needs a leader in this space**. The recognized voice for all matters impacting youth athletes.

#### Business/Financial Model

- NCAA **distributing money based on university's performance** in academic metrics.
- Is there a way to **equitably share/distribute revenues** to more programs/student-athletes/institutions.

#### Communication

- Continue to deepen and strengthen **financial transparency on revenues**. Show how much revenue to NCAA interests is its students, members, and partners.
- **Promote student-athletes in marketing** as student scholars, community service, career development, life skill development.
- **Share the message** of the many wonderful things being done by the NCAA and its members that transform the lives of student-athletes.
- Better ASR/GSR/ARP data – we are **graduating more student-athletes and should be telling that story**.
- Is there a way to **educate/inform the culture of sports** in America- from early years through college so young people focus on amateurism rather than performance sports.

#### Consider Evolving Requirements/Legislation

- **Modernization and adaptation** of the rules.
- Develop policies to **gain public confidence** in the NCAA.
- A consideration of **new infraction process**.
- Potential 4 new **outside members of board of governors**.
- Basketball **reform** (implementation of Rice Commission report).

#### Create Partnerships/Alliances

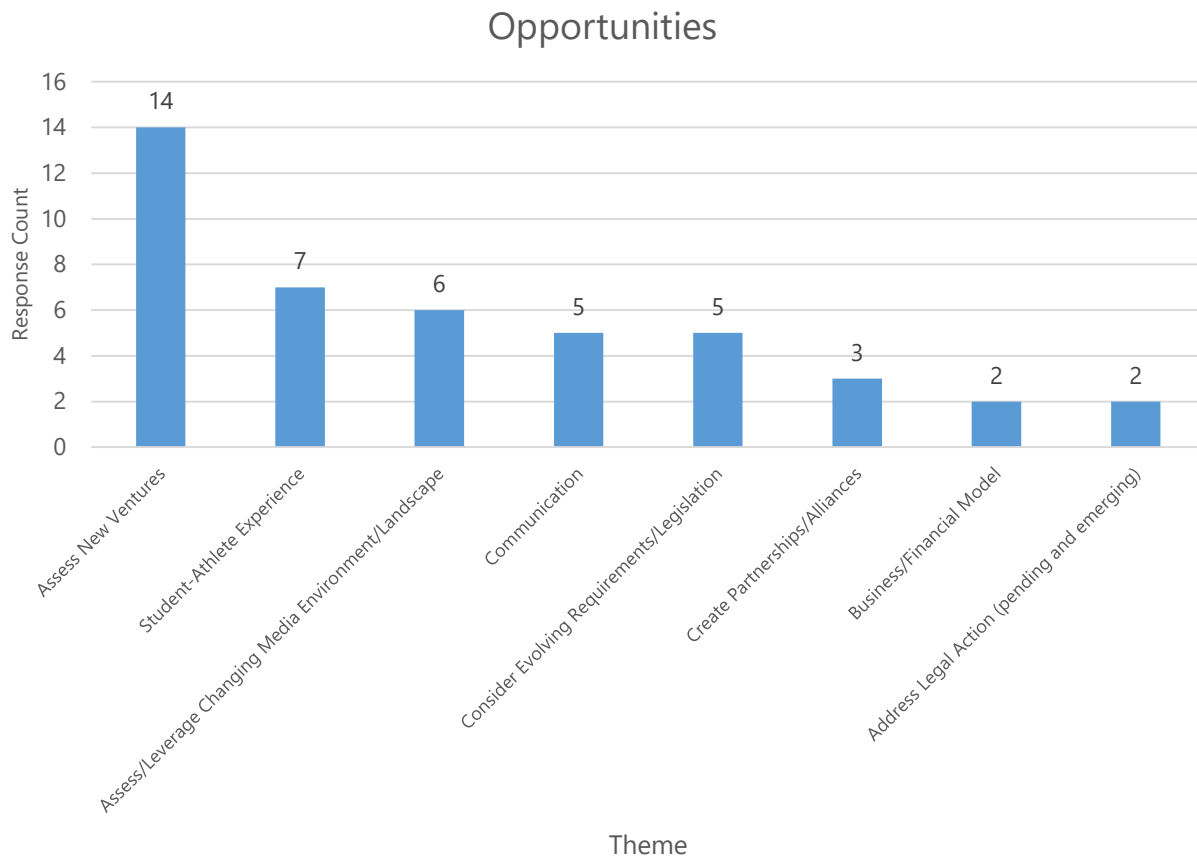
- **U.S. government involvement** to help protect the collegiate model.
- Work doing on student-athlete health and wellness particularly **research partnership with DOD**.
- **Engaging our faculty** to conduct academic research on international athletics.

#### Student-Athlete Experience

- Continue to **focus on student wellness, academics, and fairness**.
- **Address student health** issues.
- The research **findings on health and wellness can have a lasting, long-term positive effect**.
- **To continue to develop what it means to be a student-athlete** and how do we better that experience.
- **Improve the college experience** for student-athletes.



## Data Analysis





## Threats

### General Themes

- **Competitive and Economic Pressures**
  - Reliance on March Madness Revenue
  - Coaching Salaries
  - Autonomy Five
- **Health and Safety**
- **Higher Education Environment**
- **Lack of Accountability within Membership**
- **Lack of Alignment across Divisions**
- **Legal/Regulatory**
  - Concept of Amateurism and Intercollegiate Athletics
  - Lawsuits
  - Sports Wagering
- **Public Perception**
- **Technology**

### Select Comments from SWOT

#### Competitive and Economic Pressures

- **Decline in revenue** from the NCAA basketball tournament.
- Inability to monetize media.
- **Corruption** amongst players/families/coaches/shoe companies.
- **Revenue:** long-term, to contract, public interests in sports.
- Scandals growing out of proliferation of **gambling**.
- **"Arms race" in facilities and salaries.**
- **Disparities in resources** across institutions.
- **Decline in attendance** (varies by sport and institution).
- The **cost of college and the college financial model** is going to put tremendous pressure on schools to drop sports programs.
- **Commercialization of college sports** and the difficulty in maintaining the student-athlete experience.

#### Health and Safety

- **Mental health** issues, **health and wellness** issues in general.
- Health and safety issues - and particularly **student-athlete well-being**.

#### Higher Education Environment

- Predictions that X percent of all **colleges will be out of business by 2023**. What impact to the NCAA of fewer members?
- Changing demographics with **less interest in traditional sports**.



### Lack of Accountability within Membership

- We can't defend the **lack of consistent, mandated, universal protocols for key health issues:** concussions – we have protocols but compliance is optional; we don't have NCAA-wide protocols on others.

### Lack of Alignment across Divisions

- **Division of interests** among schools and associated finances.
- **Power 5 dominance hurting all other conferences**, with regard to relevance, reputation, etcetera.

### Legal/Regulatory

- Marijuana usage and permissibility.
- Integrity of sport in **wagering environment**.
- **Negative involvement from U.S. government** that weakens the collegiate model.
- **Lawsuits that challenge the amateur model** of athletics.
- Litigation around various issues: amateurism/concussion/etcetera.
- **Legislation adverse to our values** is by far our greatest threat.
- **Unfavorable court rulings**.
- Litigation that **depletes our revenue**.
- External legislative environment.
- Key issues are outside our control: **1: one and done 2: pay for play**.

### Public Perception

- Perception that the NCAA is **only about money**.
- **Negative media attention**.
- **Changes in media marketplace**.
- **Public perception** of NCAA.
- Challenging wide-spread perceptions of the NCAA mission and purpose to student-athletes. It delegitimizes the organizations efforts.
- The **lack of confidence** in the NCAA's commitment to amateurism.

### Technology

- The **power of media** to upset our model. This will increase with the consequences of sports wagering.



## Data Analysis

