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Strengths

General Themes

- **Alliances and Partnerships**
- Brand and Marketing
- **Business/Financial Model**
- **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**

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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1 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.
2 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.
3 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.

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• 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**

**Strengths**

<table>
<thead>
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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

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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

Opportunities

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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 **gaming**.
- “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

Threats

![Bar chart showing response counts for different themes]

- **Legal/Regulatory**: 25
- **Competitive and Economic Pressures**: 13
- **Public Perception**: 7
- **Health and Safety**: 2
- **Higher Education Environment**: 2
- **Lack of Alignment across Divisions**: 2
- **Technology**: 1
- **Lack of Accountability within Membership**: 1

Theme