



National Collegiate Athletic Association Stakeholder Analysis Summary Report November 21, 2018



Contents

Executive Summary.....	4
Introduction.....	4
Summary.....	4
Purpose.....	7
Question(s).....	7
General Themes	7
Select Comments from Stakeholders.....	7
Data Analysis.....	8
General Observations	9
Vision.....	10
Question(s).....	10
General Themes	10
Select Comments from Stakeholders.....	10
Data Analysis.....	12
General Observations	12
Values/Behaviors	13
Question(s).....	13
General Themes	13
Select Comments from Stakeholders.....	13
Data Analysis.....	16
General Observations	16
Priorities	17
Question(s).....	17
General Themes	17
Select Comments from Stakeholders.....	17
Data Analysis.....	21
General Observations	21
Strategies and Actions.....	22
Question(s).....	22
General Themes	22
Select Comments from Stakeholders.....	22
Data Analysis.....	25



General Observations	26
Strengths.....	27
Question(s).....	27
General Themes	27
Select Comments from Stakeholders.....	27
Data Analysis.....	29
General Observations	29
Weaknesses	30
Question(s).....	30
General Themes	30
Select Comments from Stakeholders.....	30
Data Analysis.....	33
General Observations	33
Opportunities.....	34
Question(s).....	34
General Themes	34
Select Comments from Stakeholders.....	34
Data Analysis.....	37
General Observations	37
Threats	38
Question(s).....	38
General Themes	38
Select Comments from Stakeholders.....	38
Data Analysis.....	41
General Observations	41
Appendix A	43
Interviewee List.....	43
Focus Group/Town Hall List	44



Executive Summary

Introduction

Upon announcement of the National Collegiate Athletics Association's ("NCAA" or "the Association") strategic planning initiative in late September 2018, Attain, LLC ("Attain") commenced its stakeholder collection activities as the initial step of the strategic planning process. The purpose of this report is to provide a summary of the input received from Attain's stakeholder collection activities. We will reference this report throughout the strategic planning development process as it will help shape and inform the content for specific portions of the Association's strategic plan (i.e., Purpose, Mission, Vision, Values, Priorities/Goals, Strategies, Actions and Performance Measures).

The stakeholder collection process involved conducting one-on-one interviews and facilitating focus group sessions and one town hall meeting. Stakeholders included individuals across Divisions I, II and III of the Association as well as executives and staff within the National Office. The comprehensiveness of these outreach activities allowed the Attain team to gain a holistic understanding of the perspectives and ideas stakeholders had in shaping the future of the Association.

This report consists of the following nine sections:

- Purpose
- Vision
- Values/Behaviors
- Priorities
- Strategies and Actions
- Strengths
- Weaknesses
- Opportunities
- Threats

We created these nine sections as the questions asked pertained to one of the categories listed above. Further, the identified sections effectively align with the components of the strategic plan as well as provide an overall current state scan leveraging Strengths, Weaknesses, Opportunities and Threats ("SWOT") dimensions. This alignment will allow the Strategic Planning Working Group to easily reference specific sections of the report that correspond with the component of the plan that is in the process of development. Each section of this report first provides the corresponding question(s) asked to participants, followed by key themes identified across stakeholder groups, and then a sample of stakeholder responses provided to the posed question(s). The next section, as applicable, consists of data analysis in the form of graphs and/or tables that were used to provide additional context to and substantiate observations noted within the 'Summary' section of the report. The final part of each section consists of general observations, if necessary, that the Attain team wanted to note in reference to the development of the strategic plan.

Summary

A total of 52 individuals were interviewed across Divisions I, II and III of the Association, as well as members of the National Office. Their roles varied from Presidents/Chancellors, athletics directors and commissioners to student-athletes and executives within the National Office. Additionally, 13 focus group meetings and one town hall forum were held with various committees and councils across the Association and National Office. A complete list of interview participants and focus group/town hall sessions is included in Appendix A of this report.



Our analysis of the stakeholder data, presented the following themes from members of the Association and the National Office:

A key insight gained from our collection activities pertained to the ***lack of agreement of and commitment to the NCAA's purpose, mission and values*** within the membership. The current purpose is multi-dimensional and leaves room for interpretation among stakeholders. Individuals often interpret the NCAA's purpose based on the dimension(s) that resonate the most with their role and responsibilities. This has resulted in a lack of alignment around purpose, mission and values. As the NCAA moves forward, it is critical for the entire membership to gain a unified understanding of and commitment to the purpose, mission, and values of the Association.

At the forefront of the major themes identified during Attain's stakeholder collection process is the NCAA's ***commitment to the student-athlete***. Student-Athlete success (academic and personal), health, safety and well-being is a common priority of the membership across all divisions, levels, and roles. Further, the appointment of Dr. Brian Hainline as the Association's Chief Medical Officer was consistently mentioned as a major asset for the NCAA. Members and the National Office identified the continuation of his research and initiatives as a top priority for the future of the Association. However, while the NCAA both understands and is committed to serving the student-athlete, the level of commitment, among members, within individual institutions, and between levels/roles, can vary significantly. This variance needs to be addressed to ensure the Association develops a unified stance on its commitment to the student-athlete.

The notion of effective and strategic ***communications*** was noted throughout our focus group sessions, town hall, and one-on-one interviews. The suggestions and perspectives varied to include enhancing internal and external communications, building public and student-athlete trust, ensuring consistency in messaging and in telling the Association's "story", and improving the overall NCAA brand. Stakeholders also noted the importance of partnering with the National Office in telling the Association's story, rather than heavily relying on headquarters to serve as the sole source of communication. They also identified ideas for improving general communication such as partnering with influential leaders and the media to help shift the conversation from negative to positive and from reactive to proactive.

The NCAA's ***governance*** structure was noted as a strength of the Association in managing, organizing and governing over 1,100 member institutions and creating a level and fair playing field for student-athletes. The membership and National Office also identified areas for optimizing the overall governance structure and operating model. Areas for optimization included modernizing/simplifying rules, changing the overall championship structure for various sports, consistently holding members accountable for setting and abiding by the rules, promoting equity in the distribution of resources, and ensuring the voting process is equitable across all divisions and includes the student-athlete voice at the highest governing body level.

The need for the Association to engage in a more ***forward thinking, innovative*** manner is another key theme that rose to the top. There are several emerging trends and issues on the horizon that the Association needs to stay abreast and ahead of in addressing. These trends and issues include addressing and/or planning for the overall concept of amateurism, sports wagering, esports, football concussion research, international opportunities, and the changing, higher education, media and technology landscapes. These trends and issues have the potential to significantly impact the Association's entire



operating model, therefore the importance for planning for and addressing these items will be critical over the course of the next five (5) to 10 years.

Lastly, ***diversity and inclusion*** was a popular topic among the members and the National Office. While diversity and inclusion is a core value of the Association, it was noted repeatedly as an area of improvement and challenge for the NCAA. While the Association is taking significant steps to ensure diversity, inclusion and gender equity among its student-athletes, coaches and administrators, stakeholders noted that the data does not support the progress made. Further, stakeholders emphasized a need to address diversity and inclusion within the overall membership governance structure (e.g., Board of Governors [BoG], Councils and Committees) as well as within the National Office.

The following sections of this report will add additional context and substance to the insights and themes noted above.



Purpose

Question(s)

- In one to two sentences, describe the purpose, as you see it, of the NCAA.

General Themes

- Integrate Athletics and Academics
- Govern College Athletics
- Govern College Athletics and Commit to the Student-Athlete Experience

Select Comments from Stakeholders

Integrate Athletics and Academics

- To **integrate higher education with athletic preparation and competition.**
- To provide an opportunity for student-athletes to **engage in competition while being a college student.**
- To **represent the collective interest of higher education and athletic oversight.**
- To support member institutions in their **desire to have successful and educational athletic programs.**
- The primary purpose of the NCAA is to provide an **opportunity for higher education.** And this is **done along with sport.**
- It clearly relates to the educational mission and model of intercollegiate athletics. **Athletics performs an educational benefit for its participants, and it needs to be integrated into the overall academic mission of the institution.** We're the organization that is designed to **make sure athletics maintains its proper place within the academy.** We still perform this role for the majority of schools, but it can be a challenge.

Govern College Athletics

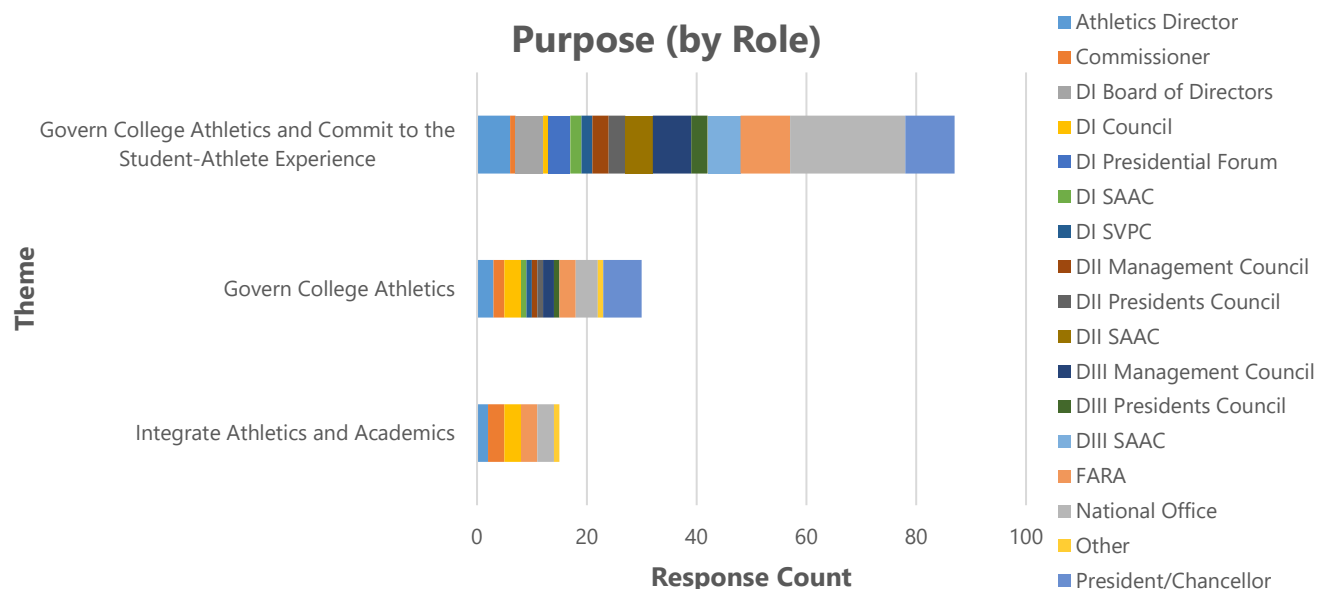
- To **govern intercollegiate athletics** and to **write policies regarding its membership.**
- Opportunity for **fair competition between students who are also athletes.**
- It serves as an outside entity utilized to **govern the rules of college athletics.**
- To provide a framework for a varied group of colleges and institutions and to provide a platform for their student-athletes to compete. It's all these institutions who come together with the NCAA. This **provides the platforms and rules for students to participate in intercollegiate athletics.**
- NCAA was created because college students want to compete with college students from other institutions in an athletic environment. The NCAA was created to facilitate this process and **create schedules and rules.**
- To **promote amateur, intercollegiate athletics** and to provide a **framework for competition.**
- The role is to create a structure that **fosters a competitive environment that promotes the academic environment and championship opportunities for all of our student-athletes.**
- The purpose is comprised of two principles, which are to **create a regulatory framework and structure for the administration of U.S. college sports** and **conducting the national championships.**



Govern College Athletics and Commit to the Student-Athlete Experience

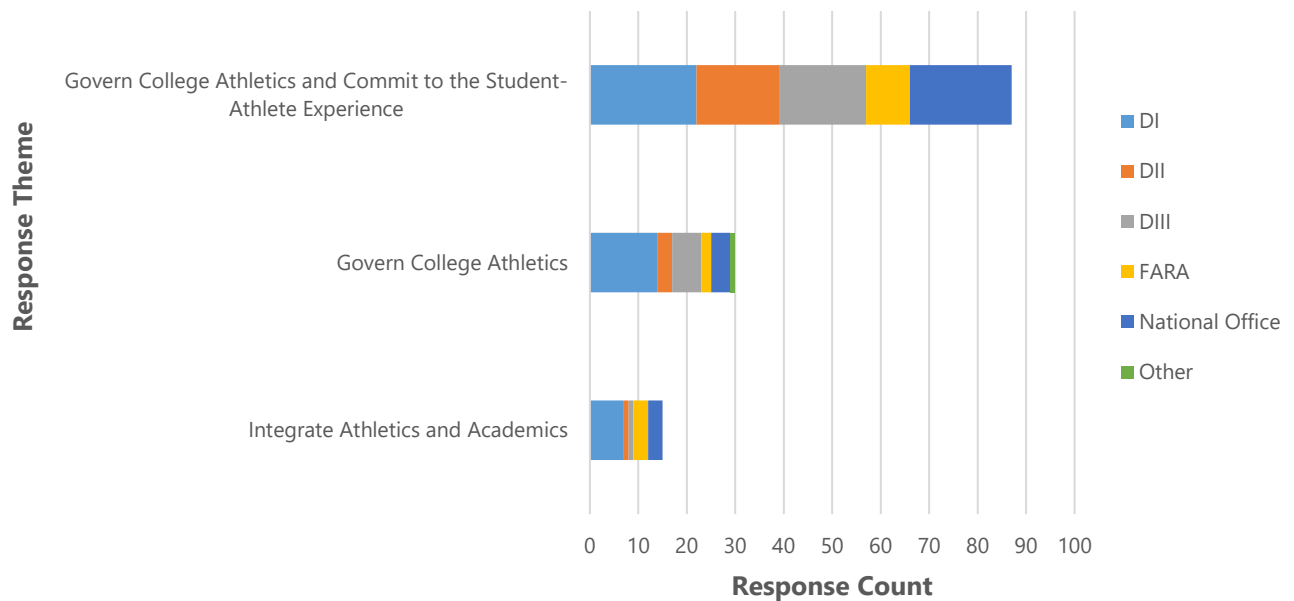
- The NCAA is the organizer of college athletics within the United States. It **serves the function of managing championship opportunities, governance, and health and safety options**. On the business side, it's about conducting championships.
- Oversee and organize intercollegiate athletics under an umbrella where **student-athletes are cared for in terms of health, safety and general welfare** and where our **members abide by rules** and **serve as a voice for student-athletes throughout the nation**. We should also speak to the **power of intercollegiate athletics and the impacts it has on the lives of young people** and how its mission is consistent with those of the institutions.
- The purpose is to **collectively govern and execute college sports programs to benefit student-athletes and prepare them for life**.
- Purpose is a group of member institutions that have **vested interest in the support of student-athlete's safety and well-being** as well as providing a **platform that allows us to have the highest competition as possible as an amateur**.
- It is to create an environment for college sports that **fosters academic success, health and well-being, and fairness amongst universities**.
- To oversee the **health and well-being of intercollegiate athletics**.
- The mission is to **provide athletic opportunities to students** in a manner that **promotes health and safety, wellness, fair competition**, and all incorporated within a higher education environment. With that I mean with graduation and quality education as a priority.
- To help the membership **coordinate the ability to compete at the highest levels** (championships) while helping to **develop student-athletes through sport** and helping membership **provide the best student-athlete experience** from an athletics and academics perspective.
- The NCAA commits to **providing structure and governance related to collegiate athletics by pursuing excellence in athletics**, a balance between academics and athletics, **sharing best practices, sponsoring ethical championships and protecting student-athletes**.

Data Analysis

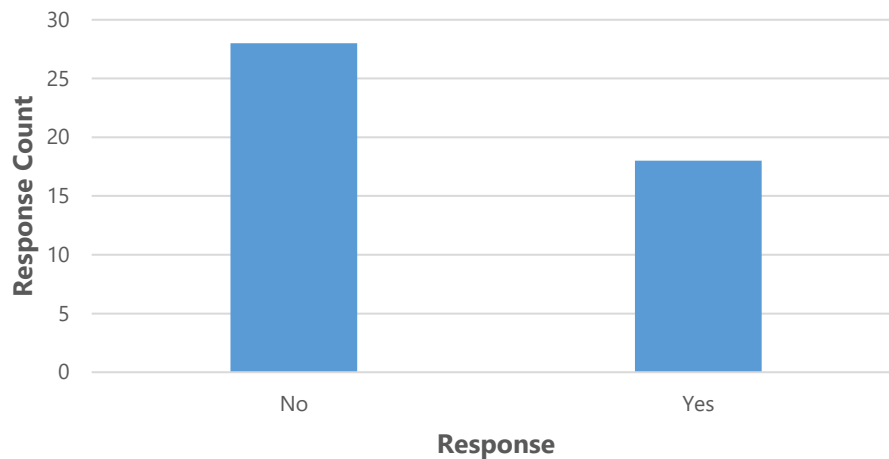




Purpose (by Division)



Understand the Purpose?



General Observations

In reviewing the data, Attain observed that the stakeholders' responses were more focused on the management and business side of the Association. As we develop the mission statement, it is important to consider the strategic and aspirational objectives of the Association beyond what is noted in the above responses.



Vision

Question(s)

- In your mind, what is the “north star” for the NCAA (i.e., what should the NCAA be striving for if it could achieve perfection in terms of its mission)?

General Themes

- Educate, Develop and Graduate every Student-Athlete
- Provide Access, Opportunity and Experience for the Student-Athlete
- Obtain Trust and Confidence in the NCAA
- Connect Athletics and Academics
- Maintain and Champion the Importance of Intercollegiate Sport/Amateurism
- Create a Governance Structure that Fosters Fair Play and Integrity

Select Comments from Stakeholders

Educate, Develop and Graduate every Student-Athlete

- To **ensure the education and ultimately graduation of every student-athlete** who is challenged physically, emotionally and maturely through their athletic endeavors.
- To ensure that every student **obtains a degree** and has had the opportunity to experience intercollegiate athletic competition. I imagine a world where our **students are experiencing the value of intercollegiate athletics, along with joy in obtaining their degree.**
- I think that having **100% of athletes come into the NCAA and graduate with a degree.** That is an audacious goal, but I think it is the gold standard.
- It is that every **student-athlete that enters college graduates**, and with an **athletic experience that was positive and at the competitive level that they wanted it to be at.** I think in a perfect world institutions of higher education would graduate every student that comes through the doors.
- **Every student-athlete graduates from college.** They are students and that's why they are here. They should **develop other skills** too, but plain and simple they should graduate.
- Have every student-athlete **obtain a college degree**, have a **life-changing experience**, and be **set up on their best possible trajectory for life.**
- My ideal world would be student-athletes who **graduate and succeed across the board so that they can contribute to society.**

Provide Access, Opportunity and Experience for the Student-Athlete

- Providing opportunities for students to **compete and enjoy sport competition while at the same time ensuring to develop the whole student and prepare them for life after.**
- The North Star should be to provide a framework for student-athletes to **engage in competition** at the highest level they want to achieve **while being a student.** The **student piece is the key here.** If you think about that as the North Star, anything outside of that ought to be something else.
- **Producing good and productive citizens for life** based on what they learn and become while in college.
- Providing **access to intercollegiate athletics** for all students who have a desire to participate in it, **in a manner that instills character, integrity and leadership for student-athletes, and**



allows them to earn a degree and become leaders in society. Not only do these student-athletes **come to compete, but they also become great leaders.**

- To **provide a fair, competitive, safe environment** for student-athletes so they can **fully realize their academic and athletic pursuits.**
- It would be a focus that always strives on doing **what is best for student-athletes, academically and athletically. In that order.**
- Our campus has adopted a really simple statement of **providing transformational experiences to our students.** Maybe it can be something that simple for the NCAA? **Excellence in sports? Quality experience for student-athletes?**
- **Equitable, safe, and fair opportunities** for all student-athletes.
- I think it has to be to **acknowledge the athletes.** That's a current trend. I've heard people in our league say that we are living in the renaissance of the student-athlete. Over the past few years, there has been more time spent on the experience of the student-athlete. I think there is recognition that **students are the engine for college sports** and we need to **make the experience of these students optimized.**
- I look at it two ways: From the student-athlete perspective, it is to **support them in a way to achieve lifelong success.** The Association's North Star is that athletic participation on a campus is **appropriately resourced to address health and safety, and wellness, as a priority.**

Obtain Trust and Confidence in the NCAA

- It would be an organization that **people that support college athletics have confidence in.**
- From a student-athlete perspective, they should be able to **completely trust that we are taking care of them from an academic, fairness and health and safety place.** Every student-athlete can **look at what we are doing and think we do it right and they trust us.**

Connect Athletics and Academics

- To create a **competitive fairness and academic connection in a genuine way** to athletics. Genuine connection between athletics and academics.
- **Education through athletics.**
- It should be aiming for **excellence in championship opportunities, and academic success for our student-athletes.** For academic success, this is that you'll come and **compete for four to five years, and we'll educate you to be successful** in your chosen path in life.
- The student-athletes who participate in collegiate athletics are getting the most out of their institutions from an academic perspective as the institution is getting from the student-athletes from an athletics perspective. We need a **balance between athletes participating at the highest level and also garnering the highest amount of education they possibly can.**
- It would be to work tirelessly with the various constituents to **help students best understand what best practices are, and how to be an effective athlete and student.**

Maintain and Champion the Importance of Intercollegiate Sport/Amateurism

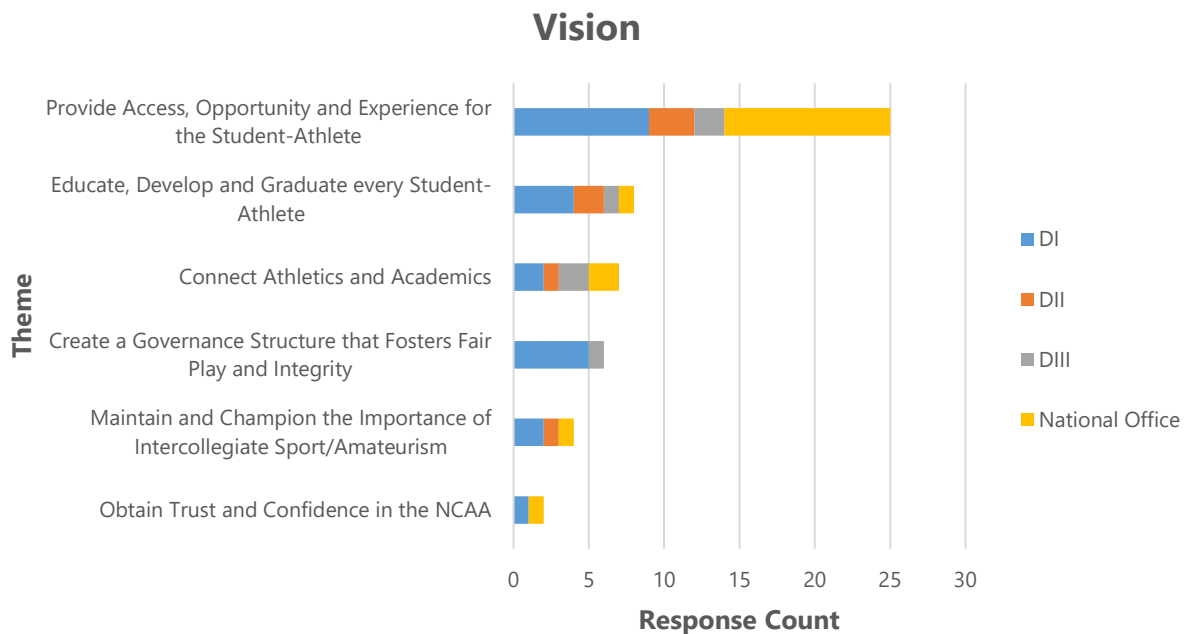
- We need to **champion the importance of amateur sports** and why it is important to our faculty, students, and alumni.
- The North Star is about **supporting college sports.** It is creating an environment for students to play each other within the environment of a college/university. It has to be about **students competing athletically at the collegiate level.**



Create a Governance Structure that Fosters Fair Play and Integrity

- To provide a structure that **promotes competition and championship opportunities** for our student-athletes.
- I think it would look like **collegiate athletics is truly an advancement in higher education**, and it **operates with integrity**.
- The North Star would be to **compete with integrity** across all sports and all divisions.
- A diverse, well-crafted, **formal thinking organization** that **leads in a collaborative manner**, **holds members accountable**, and **ensures long-term sustainability of the organization**.

Data Analysis



General Observations

The majority of the responses noted above pertain more to a mission statement for a strategic plan, rather than a vision statement, which is bold yet aspirational. A lot of these statements could be leveraged in drafting components of the Association's mission statement and deriving priorities/goals, strategies and actions.



Values/Behaviors

Question(s)

- What are three to four critical values of the NCAA in terms of how it delivers on its mission to its members?
- Are there other values that the Association should exude that they currently are not?
- What behaviors do you value and do you expect the NCAA and leaders of the Association to stand by?

General Themes

- **Collegiality**
 - Community
 - Engagement
 - Love
 - Respect
 - Teamwork
 - Unity
- **Diversity and Inclusion**
- **Fairness and Integrity**
 - Accountability
 - Equity
 - Ethics
 - Fair play
 - Honesty
 - Trust
- **Efficiency and Effectiveness**
 - Agility
 - Innovation
 - Responsive
 - Transparency
- **Student-Athlete Commitment**
 - Academics
 - Excellence
 - Opportunity
 - Well-being

Select Comments from Stakeholders

Collegiality

- I think **engagement with each other**. However you try to define that as a value. I think engagement wise, it feels like it is three different Associations. The very fact that there are three different divisions probably precludes some unity. But I don't think that there is much **unity**.
- **They stand for community and the importance of teams and students working together and being in community**. That's what teams are all about. Any alumni will tell you that they learn more outside of class (**teamwork, working with others**, competition, losing well, and importance of dealing with difficult situations). The closest bonds are born between athletes - everlasting bonds. The NCAA in its messaging and visual images convey this, but could probably talk about it more.



- Integrity, honesty, and **collegiality**.
- **Love and respect all** (from athletes to presidents).
- **Inclusiveness** or inclusion. If done the right way, intercollegiate athletics has a way to provide **inclusive cultures**.
- Integrity, academics, education, and **collegiality**.
- **Representation of the membership**.

Diversity and Inclusion

- **Diversity. We aren't leading by example.** If we look at the data of who are in top leadership positions (Presidents, coaches, etc.), we will see that the population of student-athletes is much more diverse than leadership itself.
- **Diversity and inclusion** are listed as core values, but we still **have a lot of work to do** on these values.
- I don't think they've been as strong as they need to be in the past few years in **gender equity**.
- There has been some level of **commitment to diversity and inclusion** that you don't see in other parts of the Association. We do this well - not perfect but consistent at least.
- I think that the standard is about **messaging diversity and inclusion**. They could probably be a little louder on that.
- It would also be good if the NCAA did more to **identify, develop and support aspiring Presidents who are women or people of color**. Not just Presidents but leaders, which includes athletics directors, coaches, and senior leaders at universities.

Fairness and Integrity

- Making sure that everyone knows that **everyone is being held accountable**. It goes **back to fairness**. As sports fans, we don't think that one school is being pardoned while another gets away with things. **Equity is important**.
- **Integrity is the overlying theme**. On fairness, that to me is a broad category. It includes gender, LGBTQ, fair play, everything. I think the Association strives very hard to put all of these *[values]* forward. I don't doubt anyone's commitment in Indianapolis to this.
- There could be **more focus on integrity**. Often **what we find is situational integrity**. For example, we have concussion protocols and have safeguards in place to lessen incidents of concussions, but every year we see players who have obviously endured a concussive event and have been put back in the game.
- **Integrity, honesty, and collegiality**.
- **Ethics, trust, integrity, and doing the right thing** even when it is not popular.
- I value **integrity** and I expect members to exhibit it. I **value following the rules in spirit even more than in the letter**.
- **Integrity**. This goes back to creating a **level playing field**. We've got to have integrity in sports. That **doesn't just mean compliance** in recruiting rules. Sometimes people say we need to do away with the NCAA, but if we did, we would have to create something just like it. The NCAA serves the extremely important core value of regulating college sports and unifying rules.
- The attempt to **make the competition fair** (for recruiting, eligibility, and so on).
- **We have to be honest**. We have to be honest in our advocacy for college sports. And with all this money involved, people can be pulled away from this.



Efficiency and Effectiveness

- **Innovation and agility.** I think going forward the **Association is going to need to be very agile.** This could get outside of the NCAA umbrella. Higher education itself is not known for its agility, but the NCAA is notably slow to respond. We need to respond more quickly to all of these things that beat on us. The NCAA needs to **be adaptable and lead.**
- I value efficiency and I would suggest **efficiency in governance.** The bureaucratic approach and processes could be enhanced.
- **Openness. Transparency within the Association in procedures and policies** and opening of intellectual aperture. Not sure that the NCAA or our institutions have actually opened themselves to the fact that talent is distributed widely in society and with that comes different viewpoints.
- You have to have **responsive leadership.** It's hard to listen to 1,000 plus schools, though.
- Maybe international games like study abroad programs. The challenge with this is that every division has the disparity of resources. We need to get things done in an **innovative way.**
- It's best to **find innovative ways to combat complex issues** that affect student-athletes at all levels.

Student-Athlete Commitment

- Supporting **excellence in an athletic competition** particularly in post-season. They do well at **supporting the educational endeavors** while respecting the autonomy of institutions and conferences. Involving a lot of voices in a lot of different things (e.g., governance, decision making and input).
- **Commitment to student-athletes** even though at times decisions may fall short. Commitment to education and academics. Student-athlete well-being is one thing but related education and academics are pivotal.
- Amateurism as juxtaposed to the pay-to-play employer model. We need to **preserve the value of student-athletes as students.** We need to constantly reemphasize this value. Without criticizing the professional ranks, but they are in the entertainment business. We (the NCAA) are in the business of **improving the whole-being,** and making sure they leave our institutions better off.
- **Commitment to the development of a student-athlete (mental, intellectual, and athletic ability)** that is all tied to sport and being in an academic environment.
- They've gotten better at being **student-athlete friendly.** They've been better at having common-sense in their approach. We're all trying to find the **balance on campus of serving our student-athletes.** I think they are headed in the right direction.
- I talk about our **commitment to our student-athletes and to their health and well-being.** They are not just chess pieces. These are student-athletes. We have a deep commitment to ensure their safety and well-being. This has moved to the near top of the list in terms of things that I think about.
- **Putting the needs of student-athlete well-being ahead of university objectives.** I expect the approach to serve the interests of education of student-athletes.
- **Elevate academic success and fair competition over winning.** If we could get that right and the integrity of the game and emphasis on the kid, then most of the challenges we have would correct themselves.
- I think well-being is a core value. Diversity and inclusion is listed as a core value, but we still have a lot of work to do on these values. I think our **core value at the end of the day is providing educational opportunity for student-athletes.**



Data Analysis

N/A

General Observations

- There were several responses that referred to well-being. For the purposes of this analysis, we categorized "well-being" within the "student-athlete commitment" theme.
- Several responses to the questions posed within this section provided guidance on improvements or specific actions the NCAA should make, rather than identifying behaviors or core values. With this in mind, we aligned/reconciled those responses against the more relevant questions to make sure they were covered under the appropriate topic.
- Many of the values and behaviors identified above are in the form of adjectives. When developing the strategic plan, it is important to transform these adjectives into action statements as core values and behaviors should be statements that you expect the entire Association to instinctively practice.



Priorities

Question(s)

- What should the near-term priorities of the NCAA be?

General Themes

- **Governance/Legislation**
 - Enforcement Process
 - Clarity on Rules
 - Leverage Independent BoG Members
 - Title IX
 - Include Student-Athletes within Governance Structure
 - Football Governance
 - Implement Recommendations from Commission report
 - Sports Wagering
 - Acknowledge Differences between Divisions
- **Communication**
 - Communication of Championship
 - Communicating/Educating the Public and Shifting perceptions
 - Build Public Trust and Restore Confidence
- **Student-Athlete Focus**
 - Health, Safety and Well-Being of Student-Athletes
 - Create More Academic and Leadership Opportunities for Student-Athletes
 - Integration of Student-Athletes in the Student Environment on Campus
- **Lawsuits**
 - Address Amateurism and Intercollegiate Model
- **Diversity and Inclusion**
- **Reaffirm our Focus and Objectives**
- **New Ventures**
- **Economic Challenges/Financial Model**

Select Comments from Stakeholders

Governance/Legislation

- The **enforcement process is screaming for the right kind of focus**. What do we care about legislatively and what should the NCAA be spending their resources and time on holding schools accountable?
- Things that fall under the **umbrella of enforcement**. Peer enforcement does not work and they have no teeth! They can set guidelines for fairness. Cheating just drives people insane and it should. And the truth, which I hear all the time, is that the **NCAA can't just police themselves**.
- The **increase in clarity of the rules**. Streamline rules and **increase transparency of infraction process and penalties and consequences**.
- Adding **outside members to the Board of Governors** is important. We will need to **look to see how those voices influence policies and procedures** and how we move forward.
- **Title IX** is important.



- **Including the student-athletes within the governance structure** even more and at the highest level of governance within the NCAA. I think the more the NCAA can do that, the more the core values of the NCAA can be fulfilled. With more student-athlete voice, we can say things come both from the students and from the NCAA.
- **Football governance.**
- **Institute the changes approved for men's basketball.** Develop a sustainable model for appropriately funding NCAA championships.
- We need to address changes like the **legalization of sports wagering**. We need to decide how we are going to address this very thorny issue.
- The influence of money, and the impact of **sports wagering**. I think that every state in contending with this.
- Over the next five years we are going **to develop a better understanding of health related issues**, and **convert these to new policies and rules**.
- There needs to be an acknowledgement of the great **differences that exist within DI** and there will have to be a national conversation about how we maintain this big tent philosophy of DI yet understand the differences and perhaps different levels of input and **different decision making programs**.
- Discussing how to address the **rapidly growing gap between resource rich and resource challenged schools in DIII**. Should there be **another way on grouping DIII schools**?

Communication

- To really **educate the public on what the NCAA** is and stands for and the many ways we fulfill our mission, vision and values. The point is that athletics sits on one island and academics sits on another - we need to show how they are intertwined.
- **Increase positive public perception** of what the Association does.
- A priority has got to be to **discuss the value of college athletics and the story**. I think both the universities and NCAA headquarters need to do this. I definitely believe a better job needs to be done at the institutional level. Headquarters and the institutions need to partner to do this.
- The **defense of the amateur model - how do we tell that story** - we are being questioned and we need to go back to our first principles and how we have pulled communities together; it has allowed local areas to develop community and rally around a university - these **stories need to be told**. Athletics plays a big part in sustaining the loyalty of the universities.
- **Improve public perception**. Keep the focus on student-athletes in all decision making.
- The **depth and breadth of leadership we have taken in health and safety needs to be communicated, instituted and operationalized**.
- **Restore confidence in the public** regarding college athletics.
- **Build public trust**.

Student-Athlete Focus

- **Health and safety of student-athletes**, championship opportunities (memorable), and fair play. Also **serve as a leader in national health issues** (especially with the youth). We should aim to **graduate student-athletes** (student success).
- **Address mental illness, substance abuse, sexual aggression, and concussion protocols**.
- Continued emphasis on **research/data informed guidance to improve the safety of student-athletes and resources to support student-athlete well-being**.



- **Health and well-being of the student-athlete.** The one thing people can believe in about the NCAA is the hiring of the CMO. The concussion studies he's doing and the changes we have made to rules to focus on well-being is great. For the first time in history, we have actually taken steps to **ensure the health and well-being of student-athletes**. This has come from CTE issues. This extends across all sports. That is the one good thing that we can do and do better - we **develop the whole person** and not take advantage.
- We should **focus on our pillars. Academic success and well-being**. We today as a society tolerate less risk when it comes to physical or mental injury. Today somebody gets hurt in a football game and we cringe. We used to shrug it off twenty years ago. We need to **take the expectation of today and evaluate how we're doing**.
- Leadership should be a priority. **We are in the people development business**. We are **developing future leaders through sports**. There are many facets of this - not only how we do this for student-athletes, but also **how we prepare and support those who do have day to day access to the student-athletes**. We should be able to **see our values at play**. This is how we will perpetuate greatness.
- **Academic success of the student**. They should have a great experience on the field, but shouldn't detract from academics. There needs to be **more conversation on how we support students better both academically and athletically**. For example, DI has a bunch of tutors only available to DI athletes. They have the budget. Could there be a fund to help DII and DIII who don't have these types of resources. Also student health. We need to continue researching and giving grants to major medical centers to perform research. For instance, how do we make equipment safer and how do we play safer. We should **focus on the different levels of safety**.
- Create opportunities for student-athletes to have the ability to do more things academically (we've changed a variety of the rules to **provide more non-athletic experiences [study abroad] to promote a well-rounded student-athlete**).
- The larger **umbrella of student welfare, which should drive more of our decision making** than not. Often decisions get made because coaches want something.
- To call yourself an NCAA member school should require more than having a sports team. There needs to be an accreditation that the school can fully support athletics not only from an academics or sports point of view. It **requires a core commitment to medical, health and safety infrastructure**.

Lawsuits

- **Protecting the student-athlete model**. And that is easy for me to say because I work in the industry and believe in it. But with all of these court cases, that could be an issue, and that is not going to leave any time soon. To the extent that an organization can, I think right sizing. I realize that the NCAA is an Association for intercollegiate athletics, but it is also within the institutions themselves and there are significant threats on whether colleges and universities can stay open.
- **Preserving the collegiate model where we provide opportunities for hundreds of kids** on each campus to compete in a sport that they love and at the highest level.
- **Getting through these lawsuits and the changes that are necessitated from the lawsuits** (amateurism and name, image and likeness area). I know people fear the pendulum will swing too far to support student-athletes' rights. How do we strike a balance so we are still mentoring, educating and developing young people?
- **Deal with the litigation and solve the litigation**. Lawyers will have these things last forever.



- **Planning for lawsuits.** If there is a change to the model where the NCAA can't have a rule that limits scholarships to cost of attendance and their starts to be **pay for play**, we will need to determine what that means for our Association and what does it do for amateurs? We need to **plan for this and the cost**. What will the financial costs for the Association be if pay for play goes into effect?

Diversity and Inclusion

- **Increase diverse and equitable opportunities.**
- I would add **diversity and inclusion as a top priority**. There have been a myriad of reports of noting women, people of color, who are working in college sports, and the numbers don't jive with the number of student-athletes who are diverse. How do we **move the ball on making the leadership in college sports more diverse?**
- I think we have **severe diversity issues in the pipeline**. I'm talking about African-American administrators and coaches, and women administrators and coaches.

Reaffirm our Focus and Objectives

- **Focus on core activities as a high priority.** There have been a lot of working groups and initiatives and we have **lost focus on excellence and attentiveness to key activities (e.g., communication of championship, and support of national competitive issues)**.
- I think they should **stay true to the mission**. The mission is to provide competitive opportunities through a championship perspective. They have **expanded into areas that, in my opinion, ultimately are the responsibility of member institutions**. Any time they start requiring as a condition of membership to educate students on nutrition, sexual assault, etc., we should question if that is really something the national organization should be doing. These things, in my opinion, are ultimately the responsibility of the institutions to ensure their students are supported and protected in athletics. Sometimes I feel like **they are trying to do so much and it takes so many resources to get it done**.
- I think it would first come back to **finding common values and common mission**. I think this would lead to greater agreement in the deployment of resources. And this relates to our values and integrity.
- We need to **make sure our initiatives are clear and strong**. Continue to capitalize on the strength of the overall Association.
- We need to educate people and help **get them beyond the parochial thinking**. They need to **think broadly about the enterprise**.

New Ventures

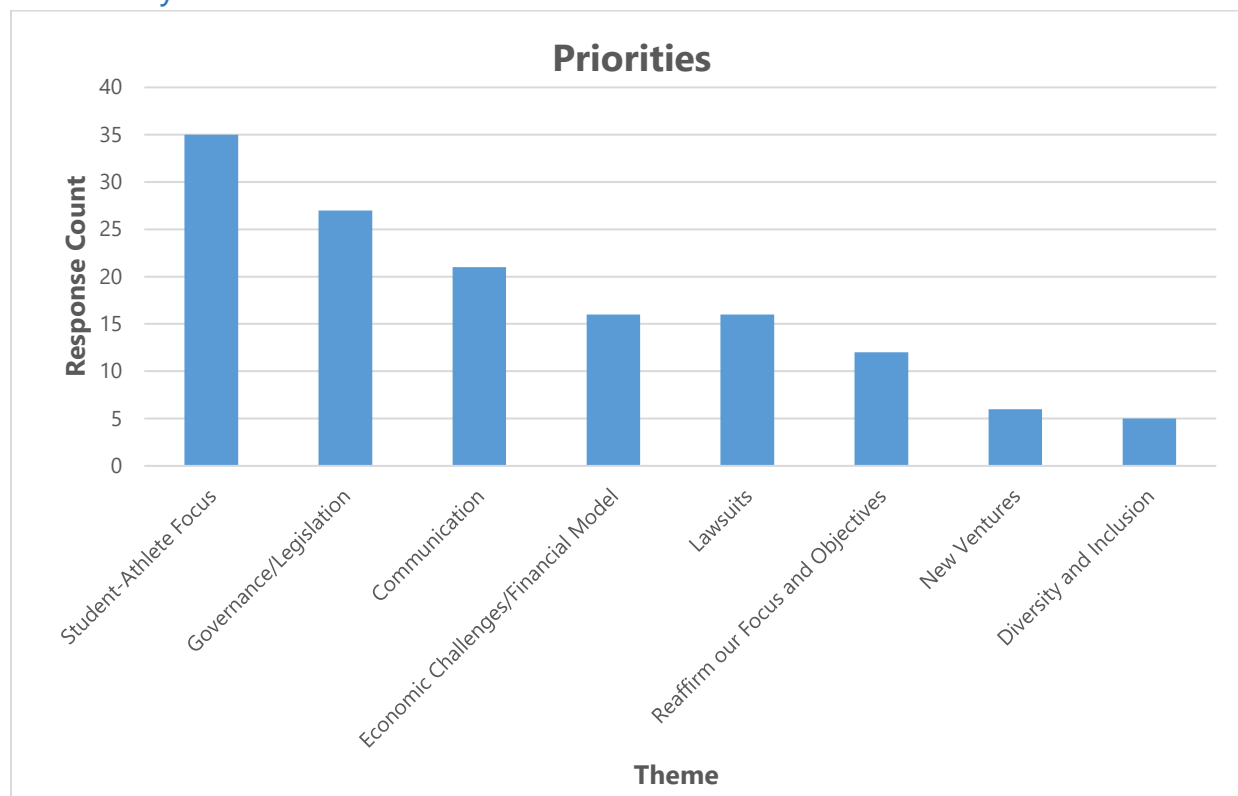
- **International competitions.**
- Will we expand? Example would be **esports**. Also, will we continue to be **national or international**? We've done some pilot runs with Canada and Mexico. Are we going to stay within the confines or branch out?
- **Evaluating the role of esports (gaming)** which is growing dramatically and involving a lot of students in competition. We need to determine if this is athletic or not. We should regularize what is going on there. This would be helpful to the community as a whole.
- I think in the next 5-10 years we are going to need to decide if we are **in or out of esports**.
- **Expand revenue sources so we are not singularly reliant on DI men's basketball.**



Economic Challenges/Financial Model

- **Financial security** for the enterprise.
- **Develop a sustainable model for appropriately funding NCAA championships.**
- The **economic challenges of running a university**. The economic viability of athletics on campus can be a challenge with all the other priorities on a campus.
- Focus short term on its **business model**. Because a large percentage of membership is extraordinarily resource challenged from a financial point of view. The current system creates inequities across institutions and exacerbates the inequity and makes it extremely difficult for another place to compete. The rest of us therefore are hard pressed to compete on even smaller scales. The Association ought to think about how they make it a **more equitable business model**.
- Find a **better financial model**. If we are all truly student-athlete driven, **then find ways to trickle down money from the other schools and conferences to all schools/leagues**. Develop a **sustainable model for appropriately funding NCAA championships**.

Data Analysis



General Observations

No comments.



Strategies and Actions

Question(s)

- What is one piece of advice you would like to provide as we move forward?
- Can you provide thoughts on strategies or actions that the NCAA might undertake for moving forward?
- Could you provide one piece of advice you would like to share with the NCAA to benefit its future?
- Is there anything else you would like to share or ask?

General Themes

- **Implement 2019 Strategic Plan**
- **Focus on Student-Athlete Experience**
 - Implement Practices to Ensure Well-Being of Student-Athletes
 - Review Academic and Educational Standards
- **Develop Communications and Branding Strategy**
 - Get Membership Aligned
 - Create Transparency
 - Reshape Image and Brand (Create Own Story)
 - Develop a Robust Public Relations Strategy and Plan
- **Respond to Trends and Conditions**
 - Review Concept of Amateurism
 - Implement Rice Commission Recommendations
 - Address Legal/Legislative Risks
- **Consider New Ventures**
 - International
 - New Sports
- **Review Governance Framework**
 - Simplify Rules
 - Trim Bureaucracy
 - Review and Address Economic/Financial Inequities
 - Reduce Power of Autonomy
 - Enable and Empower Risk Taking
 - Engage More Stakeholders (Where Appropriate)
 - Develop, Align, Implement Incentives
 - Review Accountability
 - Ensure Fairness (In Competition and Governance)
- **Continue Focus on Diversity and Inclusion**

Select Comments from Stakeholders

Implement 2019 Strategic Plan

- I really believe this is an important effort - to **continue with the strategic plan**. We really need to know where our compass is heading. This is very timely and extremely important. The Association has so many threats.
- I think I would say it is a **good time to be going through this process**. It is good to go through this process to try and find out how to go along over the next five to 10 years.



- There needs to be **clear leadership at the national office that continues to facilitate the strategic plan**. It's someone who needs to be able to put all those pieces together. You need the energy and trust and belief that will help plan that.
- With all due respect, **I hate strategic planning**. I know **we need goals**, but they have to **decide first principles as an organization, what are we truly about and what is at stake**. What do you all really want to be about? Be authentic and honest about it.

Focus on Student-Athlete Experience

- **Always put student interests first!**
- We just need to **elevate the conversation surrounding intercollegiate athletics**. We give it away so easily. People don't understand there are areas in which we don't have jurisdiction. The conversation needs to be more than just professional athletes and television revenue. It needs to be much more of a higher conversation. How we think about it and position it and how we tell that story is important. We don't think about it in those terms. **We need to inspire people to speak more about it and link more of our mission and results together**.
- Leverage the Sports Science Institute to **develop best practices or promote the well-being of our student-athletes**. **Stay focused on issues such as equity, inclusion and prevention of sexual violence**.
- **Health and safety initiatives measured through research** to determine their effectiveness.
- Take the **lead on increasing graduation rates** for students of color.
- Assist colleges with **priorities of athletics as a way/tool to promote enrollment strategies/initiatives**.
- Aim to **prevent sexual assault in college athletics**.

Develop Communications and Branding Strategy

- **Communication and transparency cannot be overdone**.
- **Consistent messaging** is important. Anytime you can get information in front of fans is important. The athletics directors and coaches and student-athletes usually hear the messages but any platform we can use to better educate the public (masses) would be helpful.
- We don't do well enough in **emphasizing how broad our base is** (over a 1,000 schools). We don't represent who we are as an Association (the full extent of the membership). We have had discussion over the years with communications, but we're told the media doesn't care. We spend too much time trying to address and appease a group who can never be appeased
- **Transparency with media**. **Communicate the purpose and rationale for legislation** that is passed.
- **Brand/market as all three divisions**. This should **improve our reputation**.
- There is a need to better **define its rules for the general public**. Therefore, **new branding and marketing** may be in order.
- **We have to be the ones creating the story**. Because in today's day and age of everyone wanting to get clicks, we will have a lot of people out there who will take shots and say things that aren't accurate and/or factual. We need to make sure people really understand a student competing at an NCAA member institution.
- **Engaging with broadcast and corporate partners**. They invest in us because they believe in us, but they generally have our best interest in mind. There is valuable insight there.
- We are not taking advantage of **our clout, global recognition and the opportunity**. As such we are a **powerful, powerless organization**.



Respond to Trends and Conditions

- How is the deepening **pre-college involvement** impacting other sports? I think the opportunity here is for the NCAA to redouble its **commitment to amateurism**. And I think the **NCAA should be the leader of amateur athletics in this country**. They need to stop doing things so overtly to the "athlete" side of the student-athlete part of the equation.
- There are so many moving parts to what is going on in college athletics. There is so much. **It will be an interesting time in the next three to five years**. All this stuff with football. Fewer and fewer youths are playing football. It will be particularly interesting to see how the health and safety stuff impacts other sports. Soccer is talking about playing all year.
- As you're probably aware, there is a court case going on right now in California on **whether or not the NCAA will have to pay college athletes**. If the court system were to say we need to start paying athletes, most presidents are not athletes. Many begrudgingly accept athletics on their campuses. These Presidents might drop sports before they would look at paying collegiate athletes.
- **Address issues with men's basketball [Rice Commission]**.
- **Manage the name, image, and likeness to give student-athletes what they deserve**.
- With the strategic planning process, when we look down the road (10 years), take a hard look at **where higher education is going**, where the **economics of higher education is going**, and what is the **demography of student bodies** going to look like. Then ask ourselves, how does intercollegiate athletics fit into that environment in five to 10 years? There is rapid growth in Asian and Latino students and what they have in common is that they don't play sports or watch them. What does that mean when that is the norm rather than the exception? As schools continue to struggle with running their business, what do we want to do and how do we think about that going forward?
- **Stick with the era. If society goes one way, you need to follow** (weed legislation, concussions).
- The **sports wagering issue** could derail many of our efforts. Work through this issue thoughtfully.

Consider New Ventures

- As the NCAA explores **esports**, be sure to assess **video game contests** as it relates to the organization's mission and values.
- I'm looking for perhaps **recognizing other sports**, and not regulating sports outside of the collegiate level.
- More **opportunities to study abroad**. Provide incoming student-athletes more knowledge of college life. **More opportunities to get involved at the national level**.

Review Governance Framework

- **Take more risks. We are very risk averse**. We spend millions of dollars on legal fees to win cases that don't do much for us. Plaintiff's lawyers are always going to sue us because we are the NCAA. We should not be so risk averse. Be willing to change our model to make it a 21st century model. When people say modernize the rules it means to me that they don't understand the rules.
- **Trim the bureaucracy**.
- Sometimes **"less is more" when it comes to rules and regulations**. Especially for compliance attestation, **please keep it simple**.
- **Revise governance to reduce influence of Power Five and increase influence of other conferences and divisions**.
- The Presidents must be willing to **hold member institutions accountable** when they engage in behavior inconsistent with our values.



- Continue **providing greater financial incentives to those institutions showing marked progress in achieving the overall goals/purposes** of the NCAA.
- Be as **inclusive as possible in decision making**. They do as well as they can but continue to do that and have broad conversations throughout the membership so everyone's voice can be heard.
- **Modernize - in terms of your thought process and your rules**. We've held focus groups with members of the public and one of the key issues that always comes up is University of North Carolina and how they weren't held accountable from an academic standpoint. There wasn't an infrastructure for us to do it.
- I would like to see the NCAA continue to **expand the role of student-athletes in the governance process**.
- One element that is worth discussing is the **governance continuity. Terms on governing boards are four years**. The average tenure of college president is about six years, so when you combine those two things it is difficult to have much continuity of leadership and experience in the Association. It reduces our effectiveness and works against an institutional memory on the board.
- **Provide salary caps for coaches and executive positions**.
- The NCAA should **look into the affect Title IX has had on college athletics** and perhaps try to tweak some things. Title IX has almost completely terminated specific Olympic men's sports. Are headcount scholarships necessary? Should football be removed from Title IX considerations?
- **Do not make revenue generation and financial growth the most important goal**.
- **Stop being beholden to or "ruled by" the money collected because of Division I basketball**. Provide more **equal representation for all its members** - equity in terms of voice.

Continue Focus on Diversity and Inclusion

- I believe the NCAA should put a **greater emphasis on diversity and inclusion**.
- Have **minorities better represented at the council** and BoG levels (e.g., black men on council).

Data Analysis





General Observations

No comments.



Strengths

Question(s)

- What are one or two key strengths of the NCAA?
- What does the NCAA do that you like? How does the NCAA help meet your needs?
- Which is the NCAA most effective in executing and how so – Academics, Well-Being, Fairness?

General Themes

- **Alliances and Partnerships**
- **Brand and Marketing**
- **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

Select Comments from Stakeholders

Alliances and Partnerships

- **Ability to build alliances** is something the NCAA does well.
- NCAA provides a unique benefit about **building community** context.

Brand and Marketing

- We have a **strong brand. We are well known**. Best known for something real and fun and cool (basketball). That's not bad.

Commitment to Student-Athletes

- We hold **incredible championships as opportunities for student-athletes**.
- **Endless life changing impact you have on students and their education and sports**. This creates incredible potential and value.
- I think they do a nice job of providing opportunities for **promoting the student-athlete experience**, broadly. They have scholarship recognitions that they do a really nice job with. They hold us accountable to maintaining the legislative process and structure.
- **Creating and executing a holistic student-athlete experience**.
- The NCAA **supports and strengthens the relationships between athletics and academics**. It helps demonstrate the skills that student-athletes acquire outside of the classroom that can transfer toward academic success.
- There is a **genuine commitment to the value of sport**. We wouldn't have a relationship with our 20,000 students and the area [we live in] without sports.



- I like that the **NCAA helps the underprivileged athlete population and provides opportunities for higher education.** They do this by cultivating athletic scholarship.
- What the NCAA does that I like is **provide life-changing experiences for athletes** to travel the country, playing the sport they love. The NCAA allows student-athletes to challenge themselves through competition, and within the classroom.
- The NCAA **cares about each individual student-athlete**, coach, President, etc. The NCAA governs/protects the **health and well-being** of each member.
- Well-being: ever growing **emphasis on the student-athlete** experience and paying great attention to that with best practices, greater awareness.
- Well-being: The **NCAA is a leader in bringing to the forefront student-athlete welfare.** Life in the balance is an example of listening and implementing change.

Diversity and Inclusion

- **Diversity and inclusion.**
- One program that we have benefited from is **giving opportunities to minority students and women.** Coaching clinics for underrepresented groups.

Framework for Collegiate Athletics

- What it does to support national competition. It **provides and produces post-season competition and national championships.**
- The **framework is really good** and we embrace it and have set it up structurally to succeed (98% try to make it work but 2% are in the spotlight). At the National Office, we provide really good customer service (94% customer satisfaction in DI and 98% in DII and DIII).
- They provide a reasonably **competitive level of balance.** The membership is so diverse that the resources institutions have are different, but we create a level playing field (scholarships and playing rules). We don't get nearly enough credit in all of our sports and they're about as good as they could be.
- The **comprehensiveness – includes Divisions I, II, and III.**
- They do a good job in **assuming responsibility to ensure athletics is done the right way. Championships are done very well.**
- The **NCAA provides us the ability to compete in championships for sports.** They provide the **governance structure necessary to create a "national champion".** Individually, the NCAA doesn't meet my needs, but it meets the needs of college athletics as a whole. **They make college athletics relatively "fair".**
- Fairness by providing **fair and equitable championship and in sports operations.**

Leadership

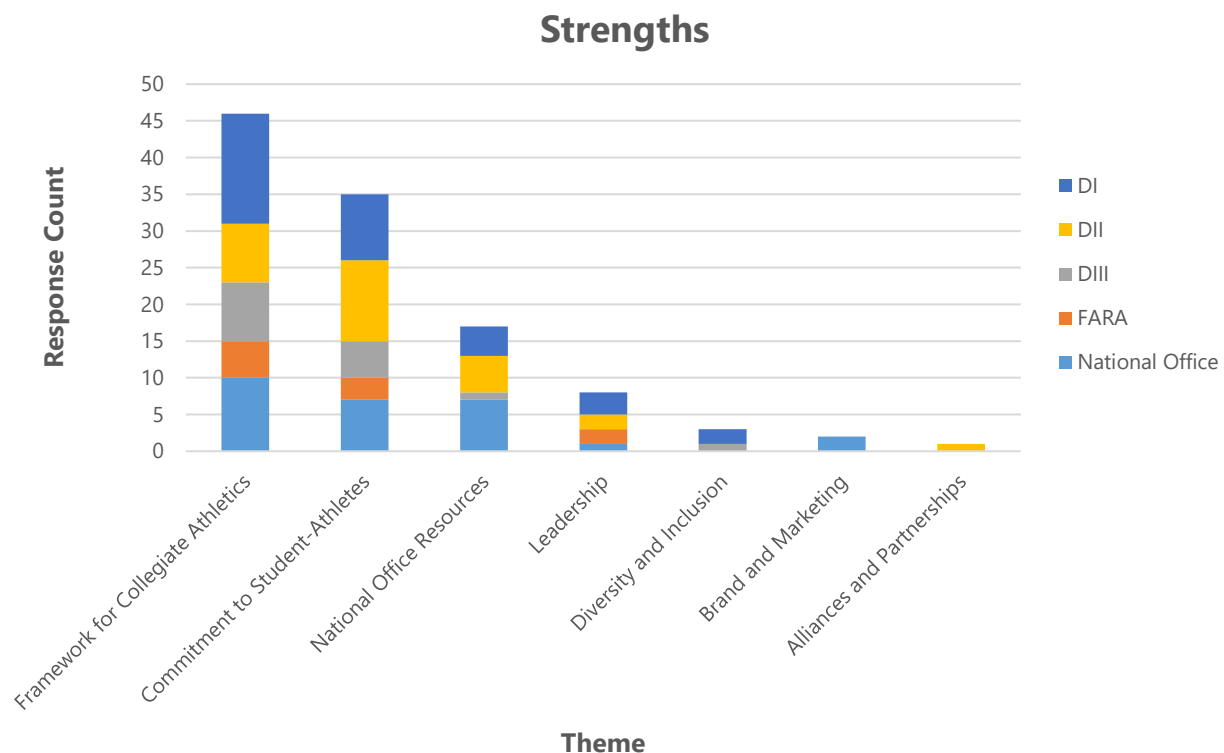
- **Good leadership within the Association** (SAAC and BoG is strong and it will be stronger).
- Their **leadership development programs for faculty and staff** are really good.
- I think the **professional staff of the NCAA is strong.** Attracting C-suite, top executives is important.
- **Recognition as the leader in intercollegiate sports.**
- The NCAA **offers leadership development and leadership opportunities.** Also, they help us to pursue a passion in sport while developing ourselves for post-college life.
- The NCAA provides the platform in which I compete. **It provides leadership opportunities.**
- **Leadership role in health and safety.** No one comes close to doing what we are doing in the regard.



National Office Resources

- **The people.** They are intelligent, talented, and interested in collegiate athletics.
- We have **a lot of data that points to the effectiveness and impact of intercollegiate athletics** and now just use that data to tell our story.
- HQ provides membership with **good resources, research, data collection and statistics. They are rich and accurate and have integrity.** They put on really outstanding championships across all divisions.
- The **strength of their staff at headquarters and the professionalism.** Also, the regional seminars, the convention, and making the **educational experiences** present.
- **The Sports Science Institute and Brian Hainline are incredible.** This is a hidden gem that needs to be put out there so that more people understand this. This can help our student-athletes and our future athletes.
- All of the time they spend **educating the committee groups** and what the issues are. It takes time to improve things like health and well-being, but they are trying.
- The **financial situation with March Madness.** I mean, I'd like to lock in a billion dollars of revenue for the next 10 years. That really **gives the Association a really good foundation** on which to build.
- **Collects data, provides educational resources, and communicates top-down to membership.**

Data Analysis



General Observations

No comments.



Weaknesses

Question(s)

- What should the Association stop doing (if anything)? Are there areas where the NCAA could improve or further help you or your organization?
- What is the biggest weakness of the NCAA?

General Themes

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

Select Comments from Stakeholders

Communications and Branding

- **Embrace and accentuate the positive. Don't let the level of negativity consume and override what's been done.** There are enough smart people in the business who can take it and implement. We need to do some things differently too.
- Communication. **Be more effective. Social media is at our fingertips. People are thirsty for the right kind of story.** We also aren't aggressively tackling the negative attention. This isn't the job of headquarters, but the membership. It's hard because the campuses have different pressures.
- Communications. **What is our standard by which we will weigh into an issue or not and how do we communicate?**
- **Be intentional in communicating that there is this critically important and central link between education and athletics.** How do we communicate that we are more than just football teams/athletic programs. NCAA should link between athletics and education particularly at a communications standpoint.
- I think if you dig into the NCAA website, they say what they stand for and what they do. However, there is a **disconnect between what the public says and what it truly is.**
- **Stop being a punching bag for the media and the membership.** When the membership has pressures, they want to blame headquarters and say they are the Association. This happens mostly in DI because people care more about DI.
- We've had some difficult years and they have handled it well. They need to showcase more student-athletes in the press. We should highlight graduates who have gone on to be senators and CEOs. We should **highlight the success of graduated student-athletes.**
- I'm not sure we communicate on a consistent, uniform, coordinated basis (both internal and external). I hate to read things in the media that I haven't heard about through internal communication channels. **We definitely have a communication challenge.**
- Always **chasing the news cycle** - we need a way to pivot.

Governance

- Sometimes some of the **policies are outdated.**



- I wonder if there aren't **some areas that people assume the NCAA should have control over and acknowledge they shouldn't** (e.g., sexual misconduct; academic integrity). I don't feel like we need to necessarily. There are times where we should **consider where our boundaries are**.
- I think that **we get bogged down and lost in issues of eligibility and amateurism**. We would be a lot **better off if we simplified our rules**. If a student-athlete has a brilliant idea whether it's in physics or marketing herself, I don't have a problem. We shouldn't be paying athletes but all of the rules are stumbling blocks that get in our way. We have already begun to simplify. Stop focusing on the mundane and start focusing on a grander vision. You can hold onto basic principles of amateurism and eligibility but need to get out of the nonsense.
- **We need to remind the world that the regulatory process is up to the schools holding themselves accountable**. When someone cheats they aren't cheating headquarters, but the universities themselves.
- We need to **take ownership** and put stakes in the ground on a few things as opposed to blaming X, Y, and Z for a certain issue.
- The **restructured organization** from a few years ago was designed **to improve the efficiency of the operation, and to involve a more diverse group of individuals in the process**. I feel like this has actually moved in the opposite direction. There are too many **things being decided on by decree that are just coming down from above**. The Rice Commission is a perfect example. I might agree with the report, but there was no legislative process in this. The Board of Directors is making decisions on process.
- Sometimes a school is found to have done something questionable, like schools giving academic credit to keep someone eligible. And then people look at the NCAA and ask how that is not disqualifying. We need to have the NCAA be clearer about what they or the school is responsible for. **We need to be more clear and definitive**. I think all of the universities would be willing to have the NCAA help regulate, but there is a fine line here. One of the criticism is that we are **not hard enough on infractions**.
- What defines a full academic load? If you really want to address one and done you can look particularly in basketball which is a two term sport. You can have a **requirement for eligibility** requiring a check after your first fall term.
- President's and athletics directors come to membership and national policy on a part time basis. This influences their thinking and understanding. They are **thirsty for leadership**.
- We haven't figured out how to **address academic integrity**. We haven't come to terms with what we need to do.
- On healthcare stuff, who makes the decision for eligibility on students participating (coaches or the medical administrator)? The coach should never make the decision. That is **medical autonomy**. You have to have a framework that has a **protocol for administrators**. If you really know what it takes to keep people healthy, **how can you allow those decisions to be made by a coach who has other priorities?**

Diversity

- There really needs to be a **greater diversity at the governance/leadership** level of the Association.
- Across the divisions - **gender and race**.



Student-Athlete Experience

- Aggressively establish the NCAA as the most important leader in **health and well-being of athletes.**
- Greater and deeper promotion of the narrative to support our student-athletes in the areas of **academics, wellness, career preparation, and life skill development.**

Alignment of Purpose, Mission, Values

- **Figure out a different way of doing things that don't contradict our purpose.** I wish we were less bureaucratic as an organization and that we could be more nimble and move from being a very risk averse organization to being more willing to take calculated, intentional risk.
- We've lost that **we have a shared purpose** and that we **can't articulate** it well.
- **Serves so many masters.**
- There is a **mission creep** that exists in the National Office. **Let's get back to what we do at our core and examine aggressively that which is not central to our existence.** Perhaps we will also learn what is not being addressed.

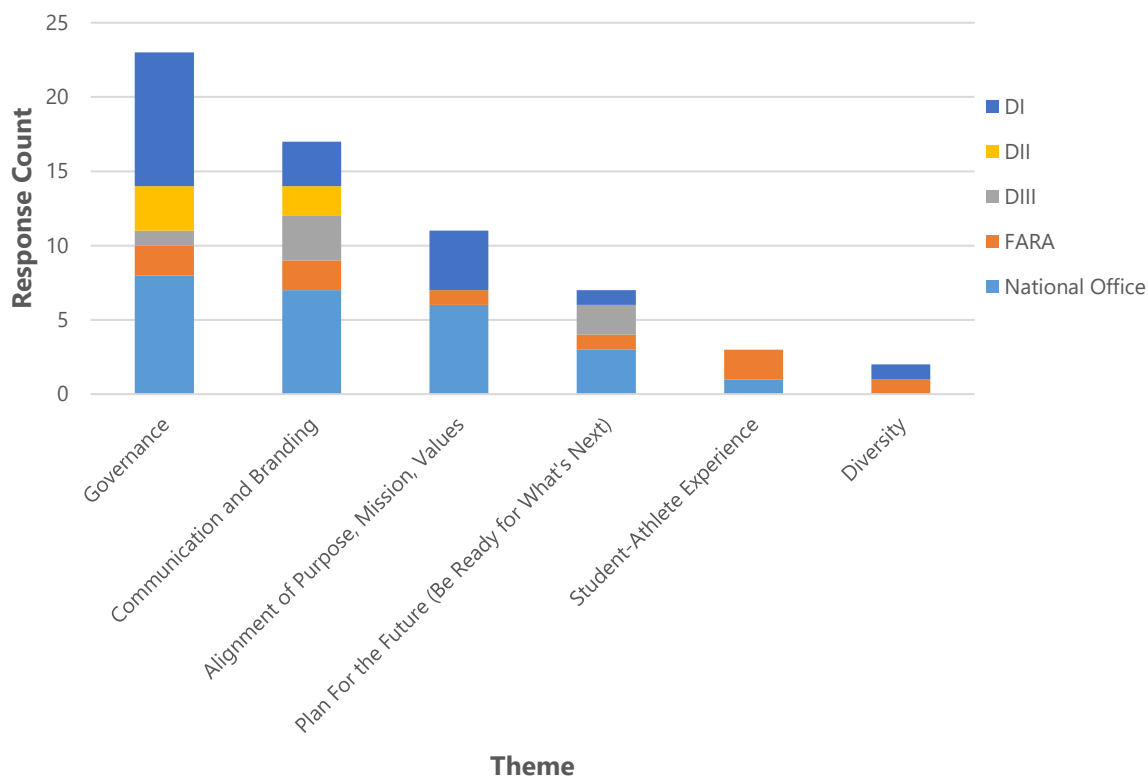
Plan for the Future (Be Ready for What's Next)

- I think they should always **keep an eye on deregulation.**
- We have an opportunity to integrate a values based approach in decision making. We need to operationalize around our values. Enforcement and infractions. Good work, but need to strengthen the program.
- **Get ahead of the issues. Stop responding/reacting when something happens.** We aren't the best at policing our own. That causes me concern. It damages the public trust.
- **Be very careful about stepping into politics.** The NCAA is an athletic organization, not a social justice or save the world organization. We have a very polarized country with very differing views and for the NCAA to play in that arena, we would have to be very careful. Stick to what the NCAA is and not try to become an organization promoting social change.
- I think they could do a **better job at looking to incorporate colleges and universities in other countries.** I think other countries are curious and envious on what the NCAA has done with intercollegiate sports. For example, in Canada, there is not a sense of comradery or alumni engagement. Schools don't know how to create what we have in the U.S. And it will be helpful to help cross lines.
- **Raise the issues before they come up.** Take the lead on student-athlete mental health and domestic violence. We need to take something we know is a problem and really be the beacon for the solution.
- Some organizations have **innovators.** We don't really have that. We need people **looking out in the future.** We are so ingrained in operations.



Data Analysis

Weaknesses



General Observations

As evident in the "Questions" section above, we grouped several of our focus group and interview questions into the "Weaknesses" section. Given the nature of some of the questions posed (e.g., suggestions for improvements), many of the responses provided recommendations to address weaknesses, rather than the identification of the perceived gap in capability. Further, some of the stakeholders' comments were in response to other questions, specifically those related to opportunities. Given these circumstances, we aligned/reconciled those responses against the more relevant questions to make sure they were covered under the appropriate topic.



Opportunities

Question(s)

- Is there an opportunity that the NCAA could/should take advantage of now that perhaps isn't being leveraged?

General Themes

- **Address Legal Action (Pending and Emerging)**
- **Assess New Ventures**
 - Other New Sports
 - Esports
 - International Reach
 - Youth Sports
- **Consider Evolving Requirements/Legislation**
 - Sports Wagering
 - "One and Done" (Rice Commission Report)
- **Consider External Economic and Competitive Pressures**
- **Create Partnerships/Alliances**
- **Assess/Leverage Changing Media Environment/Landscape**
 - Technology
 - Agenda
 - Branding/Image

Select Comments from Stakeholders

Address Legal Action (Pending and Emerging)

- How do we better **educate the country's leadership [about the NCAA's role]** in political offices, around the country, specifically in Washington, DC?
- The **NCAA doesn't really have a lot of influence or power in the legal process**. The reality is that when you're trying to conduct an investigation of abuse, there is a lot of limitations. Perhaps the NCAA can be given a bit more power to investigate.

Assess New Ventures

- **Esports**. We would need to have a values-based conversation rather than say "this is what people are doing." In all of our sports there is a physical, mental and cardiovascular piece and esports is very different. If our values are such that we are seeking to minimize violence and support collaborative endeavors, then we should proceed with caution on esports.
- I think there is an opportunity for the NCAA to take on the **leadership voice for sports in this country**. That includes aspirational leadership, to even **youth sports** that we can provide a model. If we look at how competition, rules, safety, and student-athlete well-being is done, we should boldly be the model that everyone aspires to. This is a void we haven't filled.
- **International is interesting**. We are the only country that has a strong intercollegiate athletics component. There are countries that are interested, and it could help expand NCAA's brand and reach that focuses on student athletics.
- There are a variety of them. I think one of the things that was noted in the old strategic plan was this whole **notion of new sports**. That was an opportunity. We can't get out of our way because of tradition. For example, they saw **beach volleyball** as a threat and not an opportunity. But yet



we were seeing at a high school level that participation was increasing. It was a chore to embrace and too difficult for people to take a leap of faith. We need to remind people that we have female athletes who want to play this sport and luckily now it is an NCAA sport.

- On the subject of women, I would love to see a **Title IX for the world**. I don't think the story has been told about all that has been done for women's sports. Other countries just don't have Title IX, so these countries are 40 years behind.
- The NCAA could become the **regulator of youth sports**. The most immediate way is to focus on health, safety, and well-being. Prioritize this as the priority across all activities.

Consider Evolving Requirements/Legislation

- We will have to work through the **sports gambling** issue. We need to know what our shared values are across the Association's membership related to sports gambling on college sports.
- I'm pretty positive on the Rice Commission but I've been very involved in the establishment and charging of it, so I feel very positive about it. The follow through will be hugely important. In 18 weeks, we have passed legislation that would have taken two years.
- **The G League announcement**. Now we don't have to deal with student-athletes who don't want to be there. That will be a huge step forward.
- **Allow students to earn money for name, image, and likeness**.

Consider External Economic and Competitive Pressure

- **All of this media rights money. People think of money as evil**. No, it provides better opportunity for football, basketball, and all these other sports. We only have 20-25 schools where the sports actually make money for the university. We might be in that group. But when you hear about barber shops, and laser tag, and all of the crap that we're putting in these facilities, it gives fodder and fuel to the critics. Those decisions are made by athletics directors and Boards.
- **Work with Congress to define what the collegiate model looks like** and then put the support in place to protect it from all other lawsuits.
- There are times when we focus too much on three sports in one division. I think we could do a better job at the balance. My concern is the **sustainability of sports in the long-term**. And some of these institutions are going to cut sports to do this. We currently have a minimum number of sports you need to have. I think we need to think beyond this, and give institutions an expectation that they need to devote certain resources to it. We shouldn't be everything to these institutions even if they can't afford it. If you look at the ranges of financial commitment, we have schools in DI that just shouldn't be in DI. And DIII has expanded so much that we can't support championship experiences. What are our metrics around defining quality metrics? If the gap between autonomy schools and other schools is so great, do we need to change this? For a number of sports, we suggest a minimum for scholarships. But not the minimum of resources that should be devoted and then membership complains. I think we need minimums for resources.

Create Partnerships/Alliances

- There is **not enough connectivity**! The NCAA needs to get more **embedded with international sports bodies**. We are not as connected as we should be with the international sports community.
- I do wonder about the political front. There are opportunities for us to build a better reputation for ourselves. **We need the support of the average person, and we need the support of Congress going forward**. I'm in a state institution, so I have to treat the legislature as our biggest donor. They're firing the cannon at kickoff.



- Biggest opportunity is to **partner with large organizations in higher education** (e.g., American Association of State Colleges and Universities). None of them talk athletics, but when you think of why Presidents get fired it's because of athletics. We don't do enough to partner with those entities to think about how we leverage who we are to advance our agenda. We should have partnerships with them because our goals are aligned and it creates an opportunity for us to become more aligned with organizations that are serving the same students we serve.
- There might be ways that we as an Association would have **connections with younger athletes**, both boys and girls but it will have to be the person development not just the athletic skills. For example, **we should pair up with girl and boy scouts** or other entities that are focused on girls or boys.

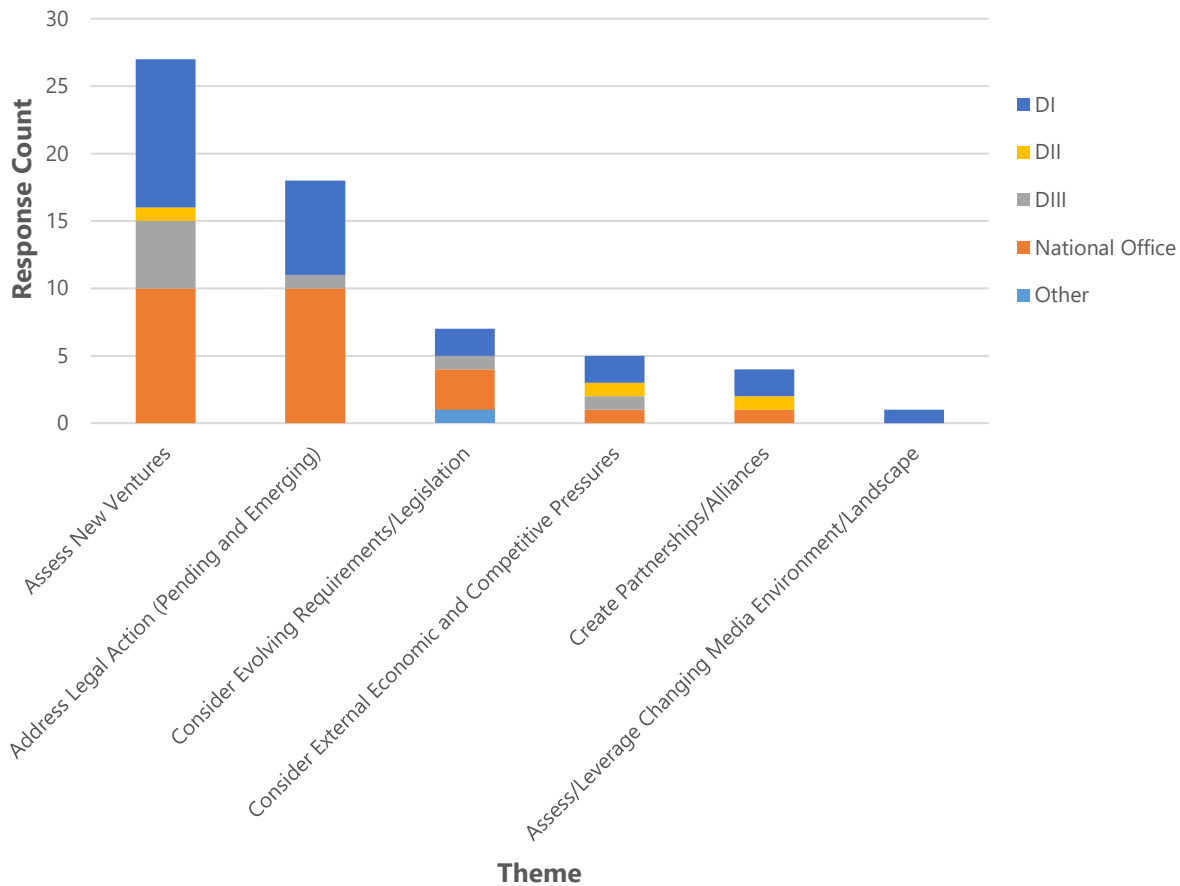
Assess/Leverage Changing Media Environment/Landscape

- The **changing media environment presents opportunities**. We should continue to explore new media options.
- It needs to somehow **derive greater benefit through economies of scale**. I don't know how that it will. But for example, **ESPN3 has provided streaming services** for some of the smaller conferences and there could be more done there as a way to address the business model. While we get exposure, there is little revenue out of it. The problems that the NCAA has are structural and not about public relations.
- There is an **opportunity to improve its public perception, operations and be much less insular** through the addition of the five external directors. We have a lot riding on it and we will need to select the right people who will spend the time and energy necessary to drive the organization. If we can get people like Rice to be an external governor with her level of respect it will gain a lot of credibility. We have a process for what an external member is but we should be very selective and do it right.
- I think it needs more **spokespeople to show the value of intercollegiate sports**. It [NCAA] needs the Condoleezza Rice's. NCAA needs people other than itself finding ways to tell the story and the value of intercollegiate sports.
- I still think there is a **lot of work to do in the area of communication and educating the general public**. The general public does not view the NCAA in a positive light. There was a huge communication plan to fix this, but then the scandals ruined that. **But they have to be engaged in really positive public relations**. It is a hard environment with these sports writers who think amateurism is ludicrous. I think there is room for the definition of amateurism to evolve. In some sports, it is okay for students to compete in non-collegiate competition, like the Olympics, where there is an opportunity to make money through endorsements. And this inconsistency is ridiculous to me. Treat student-athletes like other students. If a pianist got an endorsement from Steinway, we go, yay. If it is an athlete, totally different story.



Data Analysis

Opportunities



General Observations

Based on the strategic planning definition of "Opportunity", we define this term as areas of external influences that the Association can take advantage of to create a positive impact. In reviewing all feedback from stakeholders, we received responses that did not align with this definition. In this case, we realigned those responses to the appropriate subject matter (e.g., suggestion for improvement/weakness). In other cases, several opportunities evolved from identified weaknesses, which accordingly remained in this section.



Threats

Question(s)

- What is the biggest threat to the Association in achieving its mission and/or vision?

General Themes

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

Select Comments from Stakeholders

Lack of Alignment across Divisions

- A **lack of shared values across the divisions**, particularly DI among university leaders, athletics directors and coaches.
- **Fraction between divisions.**
- Trying to **minimize DI and DII.**
- Overregulation in DIII.
- The **power in DI, not focused on the true philosophy of the NCAA.**
- **Disagreement between and among members** which is part of being an unincorporated organization. It's **not only DI and DIII disagreement** - you can have **different views on the same campus.**

Lack of Accountability within Membership

- The membership doesn't quite understand the importance of athletics to the institution and society as a whole. **We are our own threat.** We aren't proactive enough in safeguarding this thing we call intercollegiate athletics. This allows student-athletes not to graduate at a respectable rate and persist with injuries that were never reported. We **don't quite understand the responsibility we have as members of the institution** to really preserve this sacred responsibility. People are entrusting their student-athletes. It's about preparing students for this thing called life. **We need to take this responsibility seriously** or we will continue on with this negative perception of the NCAA.
- Misunderstanding of what we do. For example, when something bad happens within collegiate athletics at a particular institution, often you hear "there's the NCAA again." They are **not understanding that the NCAA is not any individual college.**



- The **inability of the NCAA to govern itself** is real. The basketball scandal is a good example. NCAA is supposed to be the group in charge of this.

Legal/Regulatory

- **Amateurism - pay for play.** The pressure in this area has led to changes that are in the benefit of student's families. If we did away with amateurism all together, it would be very challenging for the industry. Condoleezza Rice spoke to it and said there was interest in discussing the issue of name, image and likeness and using the Olympics model. **Once those court cases are resolved and we have court mandated direction, I would be interested to see what could be considered.**
- **Pay for play and amateurism.** Are we going to need to pay players? It hampers the NCAA and is ultimately going to hamper the ability for the NCAA to operate. These are serious threats that are severely complex and are going to be difficult to work through.
- **If this becomes a free market where schools can start bidding,** this becomes an unknown. A **defense in the lawsuit is to say that if this happens, we may need to cut sports.** Because now we need to take that money and pay for the football players. How do we prepare for that reality?
- The biggest threat is that the **court system will force us to start paying athletes.** And that will be the end of amateur sports as we know it. I think that if we did a better job to show the academic benefits of playing college sports, it would take a lot of the wind out of the balloon. All of the perks like letter jackets, cost of attendance, ring, etc. We have to do a better job of letting folks know that athletes get a lot in return.
- People have their own views and they inject their own views (e.g., **pay your kids, notion of amateurism is antiquated**).
- The **fundamental structure of the enterprise could change.** If we **move from a system where we support amateur athletics to one where supporting semi-professional athletics...** I think the bulk of the membership is not there. The threat is that the **legal situation could lead to a fundamental change in the sports model.**
- The **issues with basketball and sports wagering.** Those different issues that pop up with people tampering with legislation.
- **Lawsuits as it relates to past incidents with student-athletes.**
- **Lawsuits** and keeping the DI men's basketball tournament intact.
- **Litigation and federal involvement is the biggest threat.** Every time the members pass a rule, it has antitrust implications. We need to have plans come out before a ruling comes out, but we don't. Therefore we are reactive to lawsuits. We just need to do a better job at predicting the legal and congressional likelihoods. I really believe so many of our ills would be cured if there were legitimate minor league basketball and football teams.
- What I worry about most...it is so important because I feel right now that **our future is being determined outside of our intentions.** We are going to **face a future that we are not creating.** It will be created for us by those in courts or outside of our boardrooms.
- Using the word **"amateurism" is a loser long term.** We are the only ones left who use it. It's a **lack of credibility** issue. We are using the word amateurism because we have to with these lawsuits.

Competitive and Economic Pressures

- **Greed.**



- Politics and **money**.
- Individuals who **place winning above education and student-athlete welfare**.
- **Money and the cheating**. And the influence of external companies. Everybody is trying to get the best athletes. I think the outside influences of corporations. The money is coming in to support what we do, but these companies sponsor because they want the general public to buy their product.
- I would say **economic pressures**. Those of the highly resourced schools create challenges. These institutions **lose the higher education nexus and gravitate to professional athletics**.
- **Competitive pressures**. This leads to some folks believing they need to **cut corners and cheat which erodes public trust**.
- **Financial pressures**. This pretty much sums it up because everything emanates from there.
- Economic – **reliance on revenue heavily from March Madness**. Including providing resources to the other two divisions.
- The **pursuit of profit-making ventures** that influence college programs causes a lot of problems. To mitigate this in a perfect world, if this is legal even, make more regulation. There is so much money at stake that institutions make decisions they shouldn't make. Make regulation to protect the mission. I think the **money is what is causing misguided decisions and corruption**.
- What's going on with the **power five conferences is a threat**. These are turning into professional leagues. What is coming down the road is a backlash against the **exorbitant salaries for football coaches**. The buyouts are ridiculous.
- Lawsuits and keeping the **DI MBB tournament intact**.
- **DI Basketball**.
- **Sports wagering**. It will corrupt us for sure.
- **Money - commercialism and funding**. The desire to **generate lots of revenue in particular at the DI level**.
- A lot of **money goes to head coaches and assistant coaches**. It also goes to support the Olympics. There needs to be a better understanding of where money goes. Also justification for coaches' salaries.
- Most **glaring is what coaches are paid and lavish expenditures with stadiums, locker rooms, etc**. It does present a substantial problem. In some ways, the members who are involved in those types of athletics need to discipline themselves.
- Our **membership stability (especially DI)**. There is a potential that the **highest revenue schools might break away**. These 65 schools can pursue their own interests.

Public Perception

- **Public criticism, perception, and misinformation related to social media**.
- The **public and its misperception of how the NCAA functions**.
- It is a **distorted perception around the role of athletics in young children**, and parents who encourage athletics as a key to college access and success in life.
- **Everyone has a platform and is a critic, especially the media**. We are terrible at relaying our position to the media. Our communications is the big failure in my view.
- **Media focusing on the negative** rather than accomplishments.
- We also have gotten **black eyes from DI men's basketball scandals**. These scandals **diminished the integrity and reputation of the NCAA**. Even though there were very few institutions involved, it still made College athletics look bad.



- The **excessive negative publicity** the NCAA gets from sports writers who have different agendas and different values. They don't buy into the whole success vision of the student-athlete. This has hurt the NCAA in the past number of years.

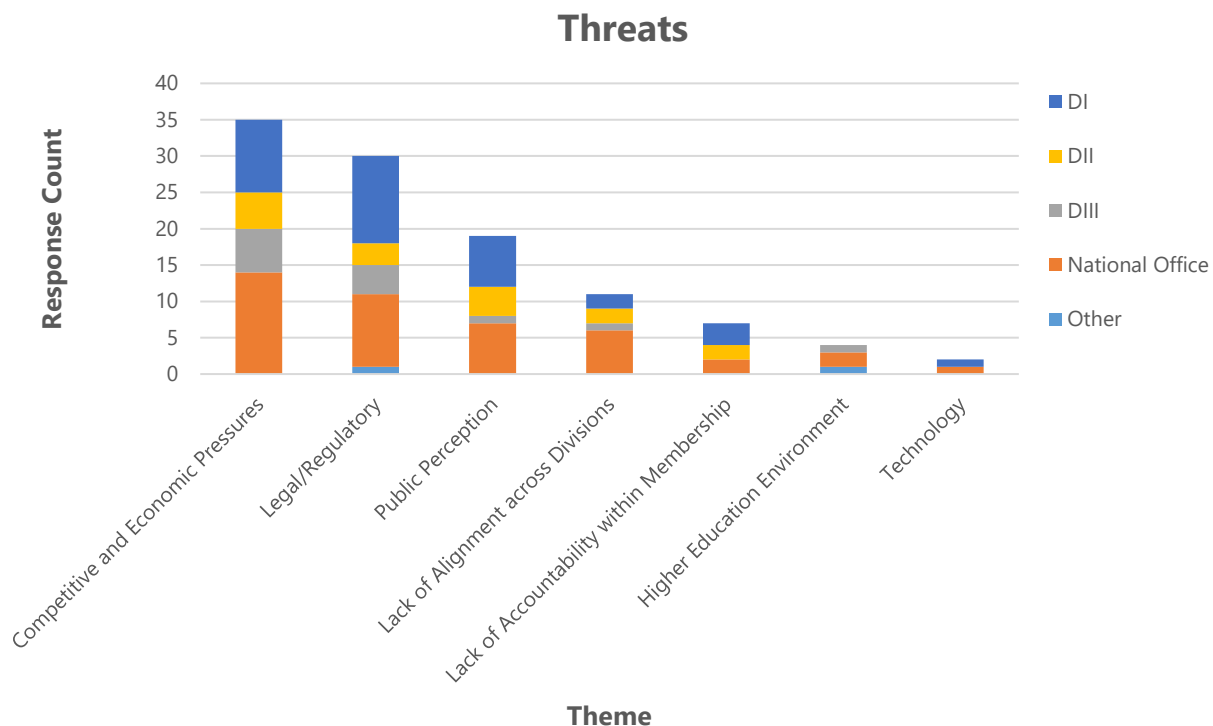
Higher Education Environment

- I think it is that **higher education is changing so quickly**. And that they probably don't have time to pay attention to things that are probably pretty important.
- **Higher education in general is going under a metamorphosis**. The whole model of higher education and the spending in athletics - I think this is a major risk factor for the NCAA. The **model of higher education is collapsing**. That is the reality. This new generation does not want to graduate with \$100,000 in debt. Add the athletic arms race too this... enrollments are down, and costs are up.
- **Ensuring alignment with academic mission of member institutions**.
- **Changing culture** that **doesn't value a college degree** and **lack of perspective** on what college athletics provides.

Technology

- **Change in technology and unwillingness of people to pay cable television bills**, etc. This may diminish the value of blockbuster contract that we have with CBS.

Data Analysis



General Observations

While the first two themes, lack of alignment across divisions and lack of accountability within membership, would typically, by definition, be viewed as internal weaknesses rather than threats, the



Attain team decided to leave these responses within this section as the nature of the themes also have an external impact and serve as an overall long-term threat for the Association.



Appendix A

Interviewee List

Interviewee	Role	Division/Affiliation
Andrea Savage	Athletics Director	DIII
Bill Chaves	Athletics Director	DI
Blake James	Athletics Director	DI
Bob Williams	National Office	National Office
Brian Hainline	National Office	National Office
Bridget Belgiovine	Athletics Director	DIII
Connie Gores	President/Chancellor	DII
Dan Dutcher	National Office	National Office
Dan Gavitt	National Office	National Office
Dave Schnase	National Office	National Office
Dianne Harrison	President/Chancellor	DI
Eric Kaler	President/Chancellor	DI
Erik Bitterbaum	President/Chancellor	DIII
Felicia Martin	National Office	National Office
Franklin Gilliam	President/Chancellor	DI
G.P. "Bud" Peterson	President/Chancellor	DI
Gary Olson	President/Chancellor	DII
Glendell Jones	President/Chancellor	DII
Greg Sankey	Commissioner	DI
Jack DeGioia	President/Chancellor	DI
James Delany	Commissioner	DI
Jeff Docking	President/Chancellor	DIII
Jill Bodensteiner	Athletics Director	DI
Jim Johnson	Athletics Director	DII
Jon Duncan	National Office	National Office
Joni Comstock	National Office	National Office
Julie Ruppert	Commissioner	DII
Julie Soriero	Athletics Director	DIII
Kathleen McNeely	National Office	National Office
Katrice Albert	National Office	National Office
Kevin Lennon	National Office	National Office
Lee Reed	Athletics Director	DI
Lynn Holzman	National Office	National Office
Mark Emmert	National Office	National Office
Mike Meade	Athletics Director	DI
Nathan Hatch	President/Chancellor	DI
Nayef Samhat	President/Chancellor	DI



Interviewee	Role	Division/Affiliation
Patti Phillips	Other	Other
Pennie Parker	Athletics Director	DII
Rich Ensor	Commissioner	DI
Robin Harris	Athletics Director	DI
Scott Bearby	National Office	National Office
Sharon Gaber	President/Chancellor	DI
Stan Wilcox	National Office	National Office
Steven Scott	President/Chancellor	DII
Sue Henderson	President/Chancellor	DIII
Taylor Ricci	Student-Athlete	Student-Athlete
Terri Gronau	National Office	National Office
Timothy Ladd	Faculty Athletics Representative	DII
Tom Sullivan	President/Chancellor	DI
Val Ackerman	Commissioner	DI

Focus Group/Town Hall List

Committee/Council
Focus Groups
DI Board of Directors
DI Council
DI Presidential Forum
DI SAAC
DI Strategic Vision and Planning Committee
DII Management Council
DII Presidents Council
DII SAAC
DIII Management Council
DIII Presidents Council
DIII SAAC
NCAA Managing Directors and Directors
NCAA Managing Directors and Directors
Town Hall
FARA