

AMERICAN UNIVERSITY RESPONSE SECTION

NCAA REQUIRED RESPONSES FROM THE FIRST SELF-STUDY

1. Recommendations made by the NCAA to AU – Educating Athletic Boosters -- Develop and implement a systematic approach to educating its athletics boosters regarding NCAA rules.

American University, through its department of athletics, has used a multi-faceted approach to educating boosters regarding NCAA rules. This has included a newsletter, direct mailings, presentations to alumni chapter leaders and the development of a web-based booster reference guide to educate its athletics boosters. The athletics department prepared a pamphlet to assist friends and supporters of AU athletics in complying with NCAA rules governing the conduct of AU's athletics programs.

The university produced a quarterly athletics newsletter through fall 2000. In each edition of this newsletter, the compliance coordinator wrote a column dealing specifically with NCAA rules and how boosters are affected by rules. The department of athletics has generated direct mailings to donors and season-ticket holders that outline some of the rules relating to boosters. Future letters will direct donors, season-ticket holders and others to the booster reference guide being developed for the university's athletics web site. The athletics department is moving from a paper-based dissemination of booster information to a web-based system as part of the university's policy to convert to on-line paperless applications. It is similar in content to guides produced by other universities, which are distributed in paper form.

The compliance coordinator has made presentations both on- and off-campus to alumni chapter leaders regarding activities of the athletics department, including presentations that educated its athletics boosters on NCAA rules.

Please see *Appendix 1*.

**2. Recommendations made by the NCAA to AU – Formalized Budget Process --
Develop a formalized budget process for athletics with input from all units in the
athletics department that are affected by its outcome.**

Budget: Formulation

All departments within American University submit annual budget recommendations, which, once approved, are incorporated into the university's annual operating budget. This annual budget becomes the basis of authority for the financial operations of each individual department within the university during the fiscal year, which begins May 1. It is the department of athletics' general budgeting policy to specify resource allocations on the basis of program justification. The budget formulation process is intended to:

1. Define objectives, which determine the direction and thrust of each department's operations;
2. Establish the goals to achieve these objectives within the budgeted time frame;
3. Identify the activities and quantify the elements needed to achieve established goals;
4. Describe the factors and situations, which may affect planned activities.

The assistant athletics director for business operations (AADBO) begins the department of athletics' budget formulation process. Employees with budgetary responsibilities are given copies of the previous year's budget. These reports are reviewed carefully and used to make budget recommendations for the coming year in all non-salary and grant-in-aid related areas. Requests for new positions and fifth-year scholarship funding may also be made at this time.

Requests for capital equipment, sports-related equipment, and administrative expenditures are itemized and fully described. The AADBO and the Athletics Director (AD) then review these recommendations.

The Athletics Business Office (ABO) begins the planning cycle in early December of each fiscal year; coaches and administrators begin in late December. The process is completed by January 15. Throughout the process, the ABO works closely with the AD, reviewing the current budget and making adjustments as necessary.

Revenue Estimates

Short and long-term revenue projections are developed annually and utilized as the basis for overall budget preparation. Generally, departmental revenues are derived from the following sources:

- Ticket sales and game guarantees;
- Television/radio rights fees;
- Advertising and promotion revenue;
- Premium seat monies (floor seats for men's and women's basketball);
- Revenue from the Patriot League and the NCAA;
- Sale of merchandise, concessions, game programs, and licensing;
- Donations and gifts.

Revenue estimates are made by the AD and the AADBO, based on historical trends and aggressive marketing and sales strategies. Should the anticipated revenue projections not be realized, managers must be prepared to adjust their expenditures accordingly.

Once the program coordinators turn in their budget request forms, the ABO will tally the figures and review the individual line items in the university budget structure. The ABO will then review the salary, operations, and grant-in-aid numbers established with the AD. Once the budget is established and approved by the AD and the department of athletics, it is submitted for approval to the university budget office.

The university budget office then provides the department of athletics with the approved budget number for the upcoming fiscal year. At that time the AADBO and the program coordinators review the individual budgets to determine which areas need to be adjusted based on the budget amount approved by the university.

Budget Approval

Once the budget is established and approved by the AD and the department of athletics, it is submitted to the vice president of development for approval and is included in the vice president of development's budget presentation to the cabinet for discussion and to the president for approval. Once approved by the president, the budget is submitted to the Finance and Audit Committee of the Board of Trustees.

Step-by-Step Budget Development

The budget request packet (*Appendix 2*) is distributed to each program coordinator in the beginning of December. It is the responsibility of program coordinators to review all aspects of their individual operations budget. The budget request forms and the accompanying definitions for each form are included in the packets distributed to the coordinators. Each program and the AADBO then review the following eight operational areas:

1. **Team Travel Budget** – typically, sports will have their individual schedules complete at least one or two years in advance.
 - A. Opponents and destination
 - B. Departure dates and times
 - C. Return dates and times
 - D. Number of people in travel party
 - E. Air travel (if necessary)
 - F. Lodging (if necessary)
 - G. Meals
 - H. Transportation (van or bus)
 - I. Mileage (if necessary for van travel)
 - J. Miscellaneous (bus driver tips, tolls, etc.)

2. **Recruiting Travel Budget** – some sports have a pre-set number of recruits they can bring on campus. There are other restrictions to recruiting that allow us to dictate the number of trips taken, and most of the sports we sponsor know ahead of time where and when the prestigious recruiting tournaments will take place.
 - A. Recruit name and visit (on campus, home visit, competition)
 - B. Date of visit
 - C. Number of people recruiting
 - D. Air travel (if necessary)
 - E. Lodging (if necessary)
 - F. Meals
 - G. Transportation (bus or train for recruit, rental car for coach)
 - H. Mileage
 - I. Recruiting publications (tournament packet, programs, etc.)
 - J. Miscellaneous

3. **General Travel Budget** – typically called the administrative or “performance enhancement” travel.
 - A. Event and destination (coaches convention, NCAA convention, etc.)
 - B. Date
 - C. Number of people for event
 - D. Air travel (if necessary)
 - E. Lodging (if necessary)
 - F. Meals
 - G. Transportation (rental car if necessary)
 - H. Mileage
 - I. Miscellaneous

4. **Equipment Request** – all apparel, shoes, game and practice supplies needed to run the program.

5. **General Supplies and Administration**
 - A. Computer equipment
 - B. Video equipment and supplies
 - C. Subscriptions and publications
 - D. Memberships and dues
 - E. Telecommunications needs
 - F. Mailing services
 - G. Others

6. **Guarantee or Tournament Budget** – typically used when a sport or program is going to host a tournament at AU. All tournaments are subject to approval from the assistant athletics director for facilities and the AD.
 - A. Event and date
 - B. Destination or teams competing
 - C. Same as team travel requirements

7. **Officials’ Fees** – based on the previous year’s rates and a 4-5% increase in rates received by officials.
 - A. Event date and opponent
 - B.** List appropriate number of officials

8. **Extraordinary Items**

- A. Items not necessarily needed for day-to-day operations
- C. One-time purchases to enhance program that may not fit under budget proposal.

The grant-in-aid budget is based solely on the number of grants the department currently has been allotted, plus the cost of potential summer school attendees and the inflationary increases in tuition. Even though various models for athletics grants may be proposed, the budget is a projection of the current number in place. It's the intention of the present department of athletics' administration to control the funding of grants to no more than the pre-approved levels. Understanding these levels may change over time, it sets the amounts given in particular budgets as the baseline. Should the department need to alter the mix for gender equity purposes, it would be prepared to do so.

The AD, the Associate Athletics Director for Compliance (AADC), and the AADBO will review the number of grants-in-aid to be allocated from the budget. The following factors are considered when determining the number of grants-in-aid to be allotted:

1. Number of grants-in-aid allowed by NCAA per sport;
2. Number of grants the program currently has for participation;
3. Number of athletics-related financial aid in similar sports at Patriot League institutions;
4. Potential summer school costs;
5. Review of various models to enhance performance by particular sports.

The salary budget is based on the existing and current positions and salaries in the department of athletics. That number is also affected by additional position requests, inflationary costs, and performance management planning increases. Evaluation will be done for each program, based on staffing needs, staffing requests, and part-time and student needs in the respective programs.

3. Recommendations made by the NCAA to AU Official Operating Procedures - Establish official operating procedures for the handling of funds raised through boosters.

Funds that are raised through efforts of the university's development office and the department of athletics are processed as follows.

The Athletics Department

Checks that are received in the department of athletics for development purposes go through the following channels for deposit:

1. All checks are recorded in the check log book located in the athletics business office ABO (name, information, check number, amount, date received, and purpose). This information is primarily used for donor recognition as well as information for the department of athletics data warehouse.
2. The program coordinator is made aware that a donation has been received in athletics.
3. Correspondence is then sent to the development office with explicit instructions for deposit.
4. The correspondence will notify the development office of the sender, the amount of the check, and the specific program and its account number to be credited.

The Office of Development

The American University Eagles Club

The American University Eagles Club was established in 1997 to recognize donors who made annual gifts in support of American University's intercollegiate athletics program. The Eagles Club exists for the purposes of creating a network of alumni, parents and friends of AU who have a specific interest in supporting any of AU's athletics programs in order to foster a sense of community and to inspire others to become a part of the AU athletics family.

Below are procedures for the Office of Development for processing and acknowledging all gifts that are received by American University, including those for the Eagles Club. Eagles Club members who receive special benefits are informed of the tax ramifications of those benefits on all Eagles Club solicitation brochures.

Gifts and Pledge Payments

Gift acknowledgment receipts and letters (with the exception of continuing payroll deductions) will be printed within 24 hours of a gift or pledge payment entry in Benefactor (the development office's database).

- *Gifts below \$100.00:* Acknowledged with a gift receipt and thank-you card to be printed within 24 hours of the gift being entered into Benefactor. All entries will be checked and corrected on the gift spreadsheet prior to receipts being printed. The receipts are then stuffed and mailed by gift-processing staff.
- *Gifts of \$100.00 - \$499.99:* Acknowledged with a gift receipt and thank-you letter signed by the senior director of development for annual campaigns and alumni programs, to be printed within 24 hours of the gift being entered into Benefactor. Acknowledgment letters and receipts are merged by gift processing and forwarded to the executive assistant to the vice president (VP), who checks, prints and mails the letters, after they are signed.
- *Gifts of \$500.00 - \$999.99:* Acknowledged with a letter signed by the VP. Acknowledgement letters and receipts are merged by gift processing and forwarded to the associate director of campaign operations (ADCO), who checks, prints and mails the letters.
- *Gifts of \$1,000.00 and up:* Acknowledged with a letter signed by the VP and a letter signed by the president. Acknowledgment letters and receipts are merged by gift processing and forwarded to the ADCO, who checks, prints and mails the letters.
- *Matching Gifts:* A gift specialist in the office of development is the contact for all matching gift materials. Matching gifts of under \$500.00 will be issued proper acknowledgments by the gift specialist on a case-by-case basis (some companies prefer that no acknowledgment be sent). Matching gifts of \$500 and up will be forwarded to ADCO.

At the end of each business day, a spreadsheet of the day's transactions (excluding payroll deduction gifts) processed for that day, is e-mailed to appropriate staff including the VP, major gift officers, directors and assistant directors of development for each school, a library representative, an athletics representative, the annual campaign staff, and the research staff. Others may be added as needed.

Gifts made to accounts that do not currently exist will be entered into Benefactor under the correct fund designation to be set up immediately upon receipt of the gift by gift processing. Gifts are no longer be entered under "Temporary Gift

Holding”. This way, acknowledgments are not held up while the office of development wait for a general ledger account number from the university’s finance office. Funds will not be transferred to the university’s accounting system until an account number for the general ledger is given to development by finance; however, these funds will be recorded in Benefactor.

Delivering/Forwarding Checks to Gift Processing

A gift/payment processing form (this can be obtained through gift processing) should accompany all checks delivered to gift processing along with the outside envelope with postmark and any and all other supporting materials. This will ensure that gifts are entered in the correct manner.

Stock Gifts

A listing of stock transactions is received from the treasurer’s office on a weekly basis (the report is sent on a more frequent basis during higher volume times, i.e., December). This report is sent to senior staff members, directors of development, major gift officers, research staff and gift processing staff. The stock report does not contain designation of the gift, so, in the case of stock gifts, development staff must inform gift processing as to where donors would like their gift designated. Development staff are to notify gift processing in advance, whenever possible, of the name of the donor, the designation, and the approximate amount of a stock gift to ease the entry of the stock gift in Benefactor.

If the donor of a stock gift is “unknown,” this will appear on the weekly stock report. Gift processing will then notify other development staff of the unknown gifts so that the gift information can be collected and the gift can be entered on Benefactor.

The amount entered into Benefactor is the amount at which the university has valued the gift, which appears on the stock report. This is the amount that is entered onto Benefactor whether or not the stock has actually been sold.

Payroll Deduction

1. When a person sets up a gift via payroll deduction for the first time, a thank-you letter will be sent out from the VP stating the following:

- Total gift
- Breakdown of amount(s) and designation(s) to be deducted from each paycheck

- Frequency of deductions
- Total amount that the donor will have contributed and what membership recognition level he or she will be by the end of the fiscal year (April 30). For all gifts of \$1000.00 or more, the membership level should simply be “President’s Circle” (and not the specific levels within the President’s Circle).

Gift processing provides the merge to the ADCO, who copies the appropriate individuals (dean, director of development, etc., depending upon the area of gift designation), and mails the letters.

2. When a payroll deduction pledge is completely paid, a thank-you letter signed by the Senior Director of Annual Campaigns will be sent out detailing the designation(s) and the total amount of the payroll deduction gift. Donors are given three options in this letter: (1) they can choose to continue their payroll deduction as is; (2) they can choose to change the amount/designation/frequency, etc., of their gift, using the enclosed payroll deduction form or by visiting the web; or (3) they can choose to discontinue payroll deduction. Donors requesting continuous payroll deduction until further notice will be coded not to receive these “renewal” letters and will be handled on a case-by-case basis.

3. Each January, tax receipts with standard gift receipts and cards will be issued to payroll deduction participants for their tax-year giving (January 1- December 31). Gift receipts are not sent out for each payroll deduction – only once each year.

4. If the donor requests that a payroll deduction be cancelled before the pledge is completely fulfilled, a cancellation letter will be sent thanking them and stating the total value of the gift. A payroll deduction form, should they wish to renew, should accompany the letter.

Pledges of \$10,000 and Above

Pledges of \$10,000 or more will be entered into Benefactor only when the university receives a letter of intent signed by the donor and/or a gift agreement signed by the president and the donor. Pledges of \$10,000 or more will be acknowledged with a thank-you letter signed by the VP to be printed within 24 hours of being entered into Benefactor. This letter will include total pledge amount and pledge designation. Any pledge of \$500,000 or more will be specially acknowledged by the president.

Any other acknowledgements are left to the discretion of the fundraiser who is responsible for the gift. These may include a letter from the fundraiser and a letter from the dean or department head.

Funds raised by volunteers or representatives not employed by the university must undergo stringent review to assure all development policies and procedures are followed. In following the university's established procedures for accepting major gifts, all gifts or pledges of \$50,000 – \$999,999 must be approved by the VP, the vice president of finance and treasurer, and the president. The president must approve all gifts up to \$5,000,000; all gifts of more than \$5,000,000 must be approved by the Board of Trustees.

4. Recommendations made by the NCAA to AU – Formal Procedures for Expenditure Review -- Establish formal procedures for expenditure review that link the compliance coordinator and the athletics business manager.

In American University's Department of Athletics, the AADBO has responsibility for reviewing and approving all departmental expenditures. Responsibility for the review and approval of grant-in-aid expenditures is held jointly by the AADBO and the Associate Athletics Director of Compliance and Administration (AADCA). In addition, all athletics department expenditures are reviewed by the controller's office and are subject to review by the university's designated external auditor. These reviews are completed to make sure the department is following all generally accepted accounting practices and procedures.

Purchasing Procedures for Goods and/or Services

The AADBO must approve all departmental purchases. These purchases are processed through American University's purchasing department. Each university policy is listed in the business and travel guide (*Appendix 3*).

In an effort to minimize costs and expenses for operations, the department of athletics has formed several business relationships with the assistance of the controller's office. These relationships have fostered trust with local, regional, and national merchants, and this has led to several product and service discounts and additional customer service.

Procedures for Grants-in-Aid Expenditures

1. Yearly Awards

It is the responsibility of the AD to propose the number of grants-in-aid to be used for each sport. The financial aid office, the budget office, and the office of the president determine the actual dollar amount that is budgeted for athletics grants-in-aid. The AADCA and the AADBO will inform head coaches of how many grants-in-aid they have for their respective sports for the academic and fiscal years.

Coaches then have the flexibility to utilize these grants-in-aid or scholarships to run their programs effectively. For example, a specific sport may have five (5) grants-in-aid to work with for an academic year. Head coaches are able to make the decision on how to utilize these grants, and most use them in the following ways:

- They will distribute five (5) full grants-in-aid to five (5) student-athletes;
- Coaches will distribute money on a percentage basis rather than distributing a specific amount to student-athletes, such as a half scholarship or a quarter scholarship, based on the overall cost of tuition (the department is currently reviewing this procedure in an effort to de-emphasize this process); and
- Coaches will distribute specific dollar amounts to student-athletes, which cumulatively will add up to the scholarship budget in dollars.

American University awards athletics financial aid -- scholarship or grant-in-aid - based on the academic and athletic ability of prospective student-athletes, at the recommendation of the head coach, and pursuant to the rules and regulations of the NCAA, the Patriot League, and the university's financial aid office.

Throughout all of these procedures, the AADCA works directly with the NCAA, the Initial Eligibility Clearinghouse (the body formed by the NCAA that determines freshman eligibility), the financial aid office, and the head coach of each sport.

The coach recommends the financial aid offer to the AADCA by submitting a grant-in-aid request form (*Appendix 4*). The coach completes the applicable sections of the form and gives the form to the AADCA. He/she verifies that the prospective student-athlete is eligible for competition and to receive a grant-in-aid, certifies that the coach has submitted all recruiting paperwork for the prospective student-athlete, and signs the form before forwarding it to the AADBO.

The AADBO will verify that the coach has the proposed grant-in-aid money available in the scholarship budget, and the AADCA will then forward the form to the AD for final approval.

Upon approval by the AD, the athletics department recommendation is sent to the director of financial aid. The financial aid office enters the amount of the grant-in-aid into Colleague (the university's financial recording system), making any adjustments to other sources of aid if necessary. The director of financial aid then offers the athletics grant-in-aid agreement to the student-athlete. The offer of a grant-in-aid is made in writing by the director of financial aid and is valid for a period of fourteen (14) days from the date of issue. The offer of athletics financial aid is accepted

when the student-athlete and the parents or guardian of the student-athlete sign and return the paperwork to the university.

For prospective student-athletes only, acceptance of the athletics grant-in-aid agreement also requires the student-athlete and the student-athlete's parent or guardian to sign the national letter of intent. In the event of a renewal of a grant-in-aid, the director of financial aid will notify the student-athlete in writing by providing the student-athlete with a letter announcing renewal of athletics financial aid no later than July 1, preceding the academic year for which the student-athlete will receive the aid. American University is the only member of the Patriot League that utilizes the national letter of intent. We believe its contractual nature to be a valuable and effective part of recruiting top student-athletes.

2. Summer School Awards

Summer school expenses fall under the overall grant-in-aid budget. The athletics department has established rules and regulations for summer school expenditures. The AD, the AADCA, and the AADBO meet during January as the university approaches the end of the fiscal and academic years to prepare for summer school.

Coaches are given a summer school request sheet, which includes a priority scale for summer school attendance. The priority list provides several reasons for student-athletes to take summer courses, and then ranks the priority the department of athletics has on those reasons. The coaches are asked to identify summer school needs for their respective student-athletes and to turn in their lists to the AADCA.

The Athletics Director and the Associate Directors of Business and Compliance assess summer school requests based on the following prioritization schedule:

- 1) Needs credit for graduation
- 2) Needs credits to be eligible for the upcoming year
- 3) Needs credits to get on-time for graduation
- 4) Credits in summer school will result in future G-I-A cost savings in subsequent semesters
- 5) Will be ahead of graduation pace
- 6) Mitigating circumstances

The lists and the accompanying priority scales are thoroughly reviewed by the AADCA and the AADBO. Several factors are taken into consideration in summer school expenditures and the department's efforts to balance academic needs and programmatic needs with budgetary constraints. These are two factors and supporting examples: the student-athlete's permanent residence (i.e., if he/she lives in the Washington, DC area, the department will suggest living at home for the summer to save on the cost of room and board); the number of credits taken during the summer (students taking more than three credits are asked to take them during one summer session in an effort to save the expense of room and board in the second session).

Recommendations are given to the AD, based on a scale of “yes,” “no,” and “needs further review.” The AD then takes all information under review and makes the final decisions for the summer school attendees. Typically, this process is scheduled to be complete in late March or early April in an effort to allow the student-athletes proper time to schedule summer courses.

Avoiding Recruiting Inducements

When monitoring departmental expenditures in regards to recruiting inducements, the following areas are constantly under review: contact and evaluation forms, coaches' reimbursement expense reports, student-athlete host forms, prospective student-athlete expenses, and the special assistance fund policy.

1. Contact and Evaluation Forms

Contact and evaluation forms are the basis of all recruiting reviews when it comes to monitoring coach expenditures throughout the year. Coaches turn in contact and evaluation forms to the AADCA after all recruiting travel takes place during a specific period of time (*Appendix 5*). Coaches turn in these forms to justify and confirm all recruiting trips and the accompanying travel expenditures (including coach travel or prospective student-athlete travel to campus). These expenditures include mileage reimbursement, airfare, bus or train travel, lodging, meals, and other miscellaneous items. When respective coaches turn in an expense report (*Appendix 6*), expenditures are reviewed by the athletics business office and then compared and contrasted with the contact and evaluation form by the AADCA.

2. Reimbursement Expense Reports

Each coach certified by the NCAA to go off-campus and recruit prospects must complete the contact and evaluation form each month, detailing all off-campus contacts and evaluations of prospective student-athletes. If the coaches of a particular

sport wish to complete one form among all coaches, they may turn in only one form, provided that all coaches whose activities are detailed on the form sign the form under the verification of adherence to NCAA recruiting rules on the back of the form. Coaches must fill out all columns of the contact and evaluation form for each recruiting event detailed on the form.

The information needed is:

- Name of prospect/parents
- Contact number – which contact this is;
- Evaluation number – which evaluation this is;
- Date and time;
- People present – who was present during the contact;
- City and state – location of the contact or evaluation;
- Approved by – for a recruiting event at a prospect’s educational institution, which school administrator approved the event.

Reimbursement expense reports are turned in to the ABO after recruiting travel (or any department travel) is completed. Once the expense report is reviewed and approved by the AADBO and reviewed by the AADCA with the contact and evaluation form, the reports are sent to the accounts payable office for reimbursement.

3. Meal Ticket Receipts

During official visits (any visit by a prospective student-athlete that has been deemed eligible by the NCAA Clearinghouse), coaches may provide on-campus meal tickets to a prospective student athlete. These tickets are used by individual programs and are distributed by the AADCA upon a coach’s request (*Appendix 7*). These tickets are used at the dining facility on campus, and the department is then charged the appropriate amount for the number of tickets used during the semester.

4. Student-Host Forms

The student-host form (SHF) (*Appendix 8*) is distributed to the coach of each program and used for all prospective student-athlete official visits to American University’s campus. Current student-athletes consent to and sign this form prior to the prospective student-athlete’s visit and then serve as hosts for the prospective student-athlete. The host student-athlete will receive \$30/day (\$15 for the host and \$15 for the prospective student-athlete).

This money can be used for entertainment purposes only, and these expenses typically include, but are not limited to, shows, concerts, sightseeing tours, movies, arcades, sporting events, etc. At the conclusion of each trip, the host student-athlete will turn in the SHF with all accompanying receipts.

5. Prospective Student-Athlete Reimbursement

Each coach will turn in a copy of the official visit form (*Appendix 9*) for each pre-approved official recruiting visit. The department will attempt to utilize all resources and outsourcing agents to book lodging and arrange travel for the prospective student-athlete so that there is no out-of-pocket cost to the prospective student-athlete. If the prospective student-athlete does incur expenses, all expenditures are reviewed through the same procedures (typically, these expenses are mileage reimbursement, parking and/or tolls, airfare, or lodging).

6. American University Athletics Events

Whether it is an official or unofficial visit, prospective student-athletes are allowed to receive one complimentary ticket for themselves and two complimentary tickets for guests for any ticketed athletics events. The athletics ticket office will provide the prospective student-athlete complimentary ticket form (*Appendix 10*) to every head coach. The program must turn in this sheet in order for the prospective student-athlete to receive his/her tickets. Valid identification must be presented, and the individuals must sign for the tickets they receive.

7. Special Assistance Fund Policy

Student-athletes may take advantage of the NCAA special assistance fund if they meet the criteria set out by the NCAA. Specifically, domestic student-athletes must be receiving a Pell Grant as part of their financial aid package to qualify. The office of international student services (ISS) can certify that international student-athletes have additional financial need, and they would be eligible for the special assistance fund.

8. Clothing and Other Essentials

Student-athletes receiving Pell Grants and international student-athletes both certified by ISS and receiving a full grant-in-aid may use the special assistance fund to receive a reimbursement of up to \$250 per semester spent on clothing and other essential items as defined by the NCAA. Essentials can include things like laundry detergent, soap, toothpaste, etc. Student-athletes using the fund for a second, third, fourth, or fifth year may only use up to \$250 for the entire academic year.

These student-athletes may use the special assistance fund for up to \$200 per year for medical and dental costs not covered by other insurance. They may also use the fund for up to \$30 per year for course supplies. The special assistance fund may be used for costs associated with student-athlete or family emergencies. All limits and/or funding may be exceeded only with the prior approval of the AD or his/her designee (i.e., AADCA).

In the fall semester, the AADCA notifies those student-athletes who are eligible to receive the special assistance fund. He/she will work with the financial aid office and ISS to determine who is eligible to receive reimbursement from the fund.

The student-athletes will provide the AADCA with receipts for any items purchased. The AADCA, as well as the AADBO, will review these expenditures. Upon approval, an expense reimbursement will be processed for the student-athlete who will be reimbursed within a couple weeks.

The Patriot League administers the special assistance fund for American University. In order for student-athletes of the university to receive reimbursement for money spent, the university must provide a complete special assistance fund form with copies of the receipts to the compliance coordinator at the Patriot League office. The student-athletes will get the forms from the AADCA, and the student-athletes will complete the form and sign where appropriate.

5. Recommendations made by the NCAA to AU- Minority Opportunities Plan -- **The Committee on Athletics Certification has the expectation that the university will revise its minority-opportunities plan for its intercollegiate athletics program based upon the university's plan for addressing diversity throughout the campus once this latter plan is finalized.**

American University, through its department of athletics, is committed to providing opportunities throughout its intercollegiate athletics program for qualified minority individuals, irrespective of gender, ethnicity or sexual orientation. It is the plan of the department of athletics to actively consider and interview qualified minority individuals for available employment opportunities within the department of athletics as administrators, coaches and support personnel as they occur or are created. The department of athletics works closely with the office of human resources to identify qualified applicants for employment.

In addition, the department of athletics is engaged in recruiting qualified minority student-athletes who meet the university's standards of admission and matriculation. The department of athletics works closely with the office of admissions to identify qualified minority applicants for admission and matriculation.

American University's minority opportunities plan was submitted by AU to the NCAA in March 1997, in a letter from AU President Benjamin Ladner to Mr. David A. Knopp, Director of Compliance Services, NCAA. This submission to the NCAA included nine items pulled from the university's strategic plan, section C, "The Quality, Diversity, and Inclusiveness of the University Community" that were to be made specific to the department of athletics. This document included the following:

#1 – Meeting Diverse Needs -- The AD will ensure that student-athletes and departmental staff, especially from minority and multi-cultural populations, are supported and their inclusiveness needs met as members of the campus community.

The AD has helped minority students become aware of the university's very active outreach and support system for meeting the needs of the diverse and multi-cultural constituents of the entire AU community. The athletics department and its student/athletes have been active participants. These programs have included (but have not been limited to):

- Summer Transition Enrichment Program (STEP)
- Multi-cultural Mentoring Program
- Black History, Hispanic Heritage, and Asian-Pacific American Heritage Celebrations
- An active program of multi-cultural clubs, sponsored through Campus Life.

#2 – Student Recruitment – The Director of Athletics, working with the coaches and the Office of Enrollment Services and Student Services, will ensure that recruitment of student athletes comes from a diverse pool and meets the academic and diversity expectations of the university.

The department is committed to the same goals of ethnic diversity as those of the university in its recruitment of student-athletes. In the three years reported, the number of minority athletes has continued to increase. In the final year reported, the number of domestic minorities in the student-athlete population was a full 25% higher

than in the general student body. The department feels that the diversity of the AU student body is a recruiting advantage and it has been emphasized in athletic recruiting efforts.

#3 – Faculty/Staff Appointments – The AD, with support from the office of human resources, will aggressively pursue minority hiring in all administrative and coaching positions.

It is the policy of the athletics department that for every hire, the department will actively recruit minority applicants. The goal is to have at least one qualified minority candidate in every applicant pool, and all of the internal “short lists” for potential head coaches must include qualified minority candidates. In 2002, four new positions were created, which included: an additional coach for women’s basketball; two marketing positions; and a ticket manager. Two of these positions were initially filled with African Americans.

The department filled two replacement positions on the senior administrative staff. For these, at least one African American was interviewed. For the assistant director for compliance, the minority applicant pool was expanded through active phone solicitation of the NCAA, the Minority Leadership Institute, and historically black colleges and universities. This enhanced the applicant pool with five minority candidates. A white female internal applicant was subsequently promoted to the position; however, two of the candidates from the pool of minority applicants have been recommended for the now vacant academic coordinator position. Two head coaching vacancies became open in the past year. The golf coach position was filled internally, and the head wrestling coach was filled with the hiring of a white male through a national search. A qualified minority applicant was identified, but a screening interview determined that the requisite undergraduate degree had not been earned.

#4 – Addressing Diversity Issues – The AD, working with the office of the provost, will ensure that issues affecting minority and multi-cultural issues in athletics are addressed publicly as part of this series (of colloquia, conferences, brown bag seminars).

As part of the university’s strategic plan, the office of the provost sponsored a seminar series titled “The American Mosaic,” to examine the many facets of American life, culture, and history. Featured on April 16, 1997 was “Race, Gender, and

Intercollegiate Athletics,” which included as discussants, Dan Boogan, NCAA chief operating officer; Deborah Brake, attorney at the National Women’s Law Center; Adrienne Davis, professor, Washington College of Law; Kerri Gordon, captain, AU women’s tennis team; Alex Wood, head coach, James Madison University and vice president of the Black Coaches Association. In addition, Kareem Abdul Jabaar spoke to the campus community on October 15, 1997 on his book, Black Profiles in Courage.

#6 – University Diversity Committee – The AD will nominate candidates for this committee and work with the committee to ensure that the department is utilizing new approaches in achieving and maintaining diversity.

A university diversity committee was established as part of the strategic plan to serve as means to ensure the successful implementation of AU’s campus-wide strategic goals and objectives. The former AD, Lee McElroy, was an active member of the first diversity committee for two years (1997 to 1999), and he made presentations to the committee regarding diversity in AU athletics. The committee’s final report, issued to campus in March 1999, summarized the department’s strengths and made suggestions for improvement. The second diversity committee existed from 2000 to 2002; data on minorities in athletics was requested by the committee and provided by athletics for its analysis and use.

#7 – An International Campus Life Council – The AD will seek representation for international student-athletes and nominate candidates to serve on this council, to ensure that the needs of international student athletes and departmental employees are being met.

The International Campus Life Council, established during the 1997-1998 academic year, meets three times a semester and is chaired by the director of international student services (Fanta Aw), and reports to the vice president of campus life (Dr. Gail Hanson). It is common for coaches to talk to the director of the office of international student services concerning immigration issues, cultural issues, and to facilitate the admissions and visa process. During the academic years 1998-1999, then Athletics Director Lee McElroy was a member of this council.

The mission of the Council is to foster intercultural awareness, understanding, and appreciation of American University’s diversity and to monitor administrative

systems and services to ensure that they are sensitive to and respectful of the needs of international students, faculty and staff. The three goals of the Council are:

- To review International Student admission and conversion efforts and recommend measures to streamline administrative processes, improve collaboration with interdependent units, and enhance customer service;
- To assess progress on measures recommended last year to increase graduate financial aid for international students;
- To create and update International admission web pages to ensure consistency and accuracy in information.

International students attend a three-day orientation that focuses on cross-cultural adjustment and classroom experience in the United States, while providing an opportunity to participate in sessions concerning immigration, health insurance information, financial management, and academic survival skills.

#9 – The Office of Learning Services – The department of athletics official responsible for compliance and academic support will work closely with Learning Services to ensure all student-athletes admitted under Project Challenge (minority, non-minority, and international) make satisfactory progress toward degree completion.

During academic years 1992-1997, students who were identified at the admissions stage as needing support in their freshman year were admitted to Project Challenge, which offered more extensive academic advising and a college reading class. Project Challenge students typically had high SAT scores but high school grades that were inconsistent with that potential.

In 1997, the program was transferred to Learning Services (now called the Academic Support Center - ASC) for more expanded programming, and the program's name was changed to Excel. In the fall of 1997, four student-athletes were admitted to Excel. Two had limited contact with the program, while the other two had none. Based on that experience, the recommendation was made not to include student-athletes in Excel but to provide additional academic support in athletics, if needed. None of the original four students graduated from AU, with only one staying at the university for four years.

In the fall of 1999, two student-athletes were again admitted to Excel, but they did not participate in the program and used academic support in athletics; both

students are progressing well academically. In summer 2002, the decision was made to phase out Excel as a formal program at American University. We will monitor how this will affect athletics.

#12 – A Wellness Center – The AD will ensure minority participation and mentorship opportunities in wellness center programming and activities.

The Williams I Jacobs Fitness Center, which opened in 1998, serves as a focal point for university fitness activities, health programs, opportunities, and sponsorships. Fitness center staffing and membership reflects a diverse population, with programming and activities to suit. A campus-wide wellness fair, sponsored by the Student Health Center, is held as an annual event for fitness promotion and health screening for all campus populations. In addition, the concept of wellness/fitness has been carried over into the university’s new 15-point plan for the future, with point #15 as: “we should take seriously our responsibility to encourage physical fitness throughout our community.”

#13 – Athletics – The AD, working with the individual coaches, will ensure that recruitment will focus on attracting the best possible athletes who fit the AU academic profile and that increasing numbers of minority and international athletes will be included. These student-athletes will be made to feel a welcome and participating member of the AU community.

Refer to item #2 “Student Recruitment,” for an appropriate response.

Additional NCAA Suggestion: “Consider reviewing, defining and communicating more effectively to all constituents of the institution the Athletics Department’s system of differentiating sports programs by Tier 1, 2, and 3.”

The three-tiered structure or classifications of American’s intercollegiate sports programs, designed in the early 1990s, was well-intentioned but ultimately flawed. Although no longer in effect, it was an attempt to provide a way of managing the expectations of programs and their coaches.

In its original form, the structure had the intercollegiate programs grouped into three tiers:

- **Tier I:** Programs in Tier I were meant to be fully funded or nearly funded in terms of the NCAA limit on athletics grants-in-aid. These programs would

receive superior operational and promotional budgets and aggressive coaches' salaries. Ideally, these programs had the charge to compete nationally.

- **Tier II:** Programs in Tier II would be partially funded in a relative to Tier I and would endeavor to compete on a regional and/or conference basis.
- **Tier III:** Programs in Tier III would be minimally funded and were meant to be competitive on a "local" basis.

Though the tiered system did have some management benefits, the ultimate results were negative and untenable. The net effects included:

- A perception of "inferior" and "superior" programs that becomes internally divisive.
- Tier II and Tier III programs understandably developed a sense of inferiority with little cause for hope of fiscal growth even in the event of on-field success.
- Some Tier I programs such as men's basketball, despite full scholarship funding, could not legitimately be expected to compete on a national level.
- Conversely, the athletics department determined that competing on a local basis for Tier III programs held little relevance. The general public ultimately judged them on a conference basis, similarly to Tier II programs, despite the management objectives of the tiered program.
- It was also viewed as detrimental to recruiting to have a designation as Tier II or Tier III. No matter the motivation, it nonetheless became "2nd and 3rd class"

Today, American University is using a less rigid approach. Under former AD Lee McElroy, AU dispensed with the Tier I, Tier II, and Tier III labels, a simple, though effective change. We are simply "fully funded" or "partially funded". The Tier III designation has disappeared. Though different levels of funding are still applied, they are applied much more fluidly and are based more on merit. There is also much more emphasis placed on each sport's relative position in the market and the general popularity of each sport. Men's and women's basketball are the easiest to define. To compete as a Division I institution, there is little doubt that time, effort, and full grants-in-aid funding are a requirement; however, to compete nationally will be a challenge. Under the old system, men's and women's basketball are Tier I in funding, yet our true objective is to compete at the highest level of the Patriot League.

This current view allows each program to attempt to earn more attention and funding based on the merit of their competitiveness. Competitiveness is defined as a combination of on-field success and exterior marketplace factors that determine an

individual sport's contribution to the overall athletics program's effectiveness. We attempt to balance the need for long-term planning with an ability to react to short-term opportunities.

One methodology is to leave a certain percentage of grants-in-aid funding per year unassigned to any particular program. This mechanism allows us to support and reward rising programs and extraordinary circumstances.

Currently, American has four fully or nearly fully, funded programs: men's and women's basketball, men's soccer, and women's volleyball.

We attempt to communicate our funding strategy to the coaching staff through periodic meetings -- both as a group and through individual meetings between the coach and the AD.

As an example, please find attached a copy of the department's Mission Statement (*Appendix 11*) and a meeting outline for individual coach's meetings (November 2001) with the then newly appointed AD, Tom George.