

NCAA Division I Transformation Committee

Final Report

January 3, 2023

FOR THE DIVISION I BOARD OF DIRECTORS: For a full list of recommended actions, please see the addendum at the end of this document.

Reintroducing the Transformation Committee

Jere Morehead, chair of the NCAA Division I Board of Directors and president of the University of Georgia

The NCAA exists to provide student-athletes with a fair, inclusive and fulfilling environment in which to study, practice and compete. That mission has remained steady for more than a century, but over the last decade, it has become vastly more complicated. College sports are undergoing a significant transformation.

Those of us involved in college athletics are stewards of something that is powerful and beloved. Each year, college sports provide hundreds of thousands of student-athletes an opportunity to pursue their dreams while gaining an education and preparing themselves for a lifetime of success. College sports inject vitality and passion into our campuses in a way that is irreplaceable. And they bring families and communities around the country together, providing entertainment that captures our hearts and imaginations. Few moments as president of the University of Georgia bring a smile to my face like memories of our Bulldogs triumphs.

In recent years, court challenges and state legislatures have dramatically changed the landscape for college sports. Suddenly, the NCAA's authority to apply consistent rules to schools across the country has been thoroughly strained. Issues that are common to student-athletes and athletics departments across the country are being regulated by vastly different state laws. We're already seeing that with name, image and likeness compensation, which has inspired 30-plus individual state laws. In short time, this patchwork of state laws will cripple the notion of integrity of athletics competitions, diminishing the number of teams in a position to fairly compete for national championships.

For the aspects we love about college sports to exist for future generations, it must continue to transform. Leaders across college sports and higher education recognize that, and we're taking action to put that transformation in motion. Last year, we ratified a new NCAA constitution that drove added responsibility down to our three divisions, dozens of athletics conferences and individual institutions. We also initiated a Division I Transformation Committee to address issues specific to student-athletes and athletics departments at that level.

For the last year, that committee, whose work is encapsulated in this report, has examined issues pertaining to Division I from every angle and put forward a sweeping series of recommendations for modernization. Our goal has been to ensure that our Division I systems fundamentally support the needs of current and future student-athletes.

The recommendations and proposals you'll see here will be closely scrutinized, as they should be. Student-athletes pour their hearts and souls into their studies and athletic pursuits and contribute to their universities in immeasurable ways. They deserve an experience worthy of their effort.

As you read the recommendations, I hope you'll realize they were developed by people who are deeply steeped in college sports. These are complex issues that lack easy or clear solutions. However, I am confident that as these recommendations are further refined, adopted and implemented, they will have terrific real-world impacts. I am proud of the work this committee did and thank all its members for their effort.

In pursuit of transformative change

Julie Cromer, director of athletics at Ohio University, and Greg Sankey, commissioner of the Southeastern Conference — co-chairs of the Division I Transformation Committee

Over the past several years, changes in the environment surrounding college sports have outpaced Division I's ability to respond. While the needs and expectations of student-athletes have evolved significantly over time, our approach has remained largely the same.

In October 2021, the Division I Board of Directors appointed our 21-member Division I Transformation Committee to not only rapidly remake Division I to serve the needs of today's student-athletes, but also to give Division I the speed and flexibility it needs to meet its most significant challenges going forward. Consisting of leaders from across Division I — including university presidents, athletics directors, student-athlete representatives and more — the committee has embraced the opportunity to reimagine Division I for the future and worked diligently over the course of the past year to live up to our charge.

As our work took form, our recommendations coalesced in three areas of priority, which are reflected within this report. Across each of these areas, we sought to fundamentally improve the student-athlete experience.

- 1. Elevating support for student-athletes' mental, physical and academic well-being.*
- 2. Enhancing the Division I championships experience for student-athletes.*
- 3. Building a faster, fairer and more equitable Division I.*

From the beginning, the Division I Board of Directors made clear: Leave no stone unturned. Over the course of this committee's work together, we have wrestled with big, complex questions that have necessitated hard conversations. These include:

- How can we provide additional support to student-athletes, and what other resources are needed to improve their experience?*
- How can we make that experience more equitable?*
- What should be expected of all Division I member institutions?*
- Are the range of schools in Division I too broad? Are the differences between our athletics departments irreconcilably large?*
- How should revenue and resources be distributed across Division I?*
- How do we address the budgetary needs of Division I schools with clear resource limitations?*

- *How do we balance fairness and autonomy?*
- *What are the emerging legal issues that impact our rule-making?*

As we considered these questions and worked to refine and finalize our recommendations, we grounded our approach in listening. Over the course of the last year, we've received consistent input from student-athletes, membership, NCAA leadership and key voices from inside and outside college sports. The priorities we heard reflected in those conversations — such as student-athletes' desire for heightened support for their mental health, the need for universities to have greater latitude in investing in student-athletes' academic and professional training programs, concerns for athletics departments with structural budget challenges, and opportunities to enhance the experience in a Division I championship — are reflected in this report in different ways.

We also made a critical choice early on to maintain a “big tent” approach for Division I. While the breadth and diversity of Division I presents challenges, it's also a fundamental part of the magic that is college sports. In the committee's view — and in the view of most outside voices who joined us — breaking Division I apart would damage what is vital and essential about college sports. So long as their universities can meet minimum expectations in terms of the support they provide, ultimately, we want as many student-athletes as possible to start each season with Division I national championship dreams.

We view this report and actions presented by the Division I Transformation Committee as a meaningful step to both begin and accelerate the process of change. The process of transforming the NCAA cannot be limited to a committee or a 12-month timeline. The commitment to transformation must be accepted by all in Division I, particularly for those in key leadership positions. Reluctance to change the status quo must be overcome through a continuing commitment to both the discomfort and opportunity created through an ongoing transformation effort.

This report and the committee's work is just the first step. Throughout this report, we'll discuss several areas where we know that more transformation is required, yet additional time and consideration are needed to align membership support with proposed solutions that will further modernize Division I.

Thank you to all involved with Division I athletics — in any capacity — for their invaluable inputs, perspectives and support.

Fundamentally Transforming the Division I Student-Athlete Experience

When the Transformation Committee was formed, its members agreed that success would be measured by two factors: **whether its recommendations modernize the experience of today's student-athletes and whether they ensure the continued integrity of intercollegiate athletics.**

Throughout the past year, the Transformation Committee's commitment to the Division I student-athlete experience has been unwavering. Student-athletes have remained at the center of all our conversations, and we've evaluated all recommendations based on their fundamental impact on student-athlete success and development. Further, all recommendations were developed with a lens of ensuring gender equity and principles of diversity and inclusion. In consultation with a wide range of affiliate organizations, student-athletes, commissioners, athletics directors, presidents, faculty members, senior woman administrators, coaches and other sports communities, the Transformation Committee helped enact or recommended changes across a variety of areas.

I. Elevating Support for Student-Athletes' Mental, Physical and Academic Well-Being

In support of student-athletes, today and in the future

Kendall Spencer, attorney, member of the Division I Transformation Committee and former track and field athlete at the University of New Mexico

Student-athletes have been at the center of the Transformation Committee's process from beginning to end. We've worked diligently to ensure that our voice as student-athletes is inextricably woven into the fabric of college sports in ways that transcend the student-athlete experience. The themes heard were consistent, and we spoke with great conviction alongside other prominent leaders in college sports to facilitate transformational improvements in ways that will resonate with every student-athlete who dreamed of participating in Division I.

More than anything, what we heard is that student-athletes want to enjoy their college experiences with a sense of safety and know that their short- and long-term well-being are protected. If they encounter mental health struggles — which are all too prevalent right now — they want to know they have access to care and treatment. If they have academic or professional aspirations that require financial investments, they want to know their universities will help them outside of athletics. This committee's first order of business was understanding the modern student-athlete and the montage of challenges that find their way into their lives. As such, our committee has a responsibility to find ways to ensure that every Division I athlete — regardless of sport, conference or major — can study, practice and compete with confidence.

As a former student-athlete and a passionate advocate for student-athletes, I am proud of the work we've done to elevate support for all Division I student-athletes' physical, mental and academic well-being. Taken together, I believe the recommendations and actions detailed below will prove transformative for the next generation of college athletes.

I am especially proud to have helped advance what we've referred to as the "holistic model" for modern student-athlete support. Traditionally, regulation of Division I has revolved around caps on permissible benefits intended to achieve fairness and maintain a level play field. We've undoubtedly raised the ceiling, adopting a slew of new permissible benefits. Much of our focus to raise Division I standards, however, was narrowly tailored to comprehensively promote student-athlete well-being.

The holistic model raises the standards for Division I membership in transformative ways. In our vision for the future Division I, all student-athletes will be able to pursue their academic and athletic ambitions knowing that they'll have access to:

- *At least two years of medical coverage after college or the completion of their athletic career if they sustain an athletically related injury.*
- *Mental health treatment and services in accordance with recognized best practices.*
- *Degree completion funds for 10 years, should they choose to step away from their studies before reaching graduation, before eventually deciding to return.*
- *Academic, career and life skills counseling so that they are given every resource needed to make informed decisions about their minds, bodies, careers and finances.*

If you're reading this as a current, former or future student-athlete, I hope you can hear the echoes of our voices in these changes. These are your school's changes, your conference's changes and your sport's changes. But more importantly, these are your changes. If we want to continue making progress in these endeavors, we have a responsibility to work collaboratively to continue addressing core issues directly. While I take great pride in seeing these recommendations — so earnestly fought for — meet the light of day, the needs of student-athletes will continue to evolve with time. As such, it is the responsibility of each of us to meet that need, embracing whatever challenges come our way face to face. I look forward to seeing this new Division I come to life. All of us should want the absolute best for our student-athletes because our society depends on it!

We serve, we lead!

Today's student-athletes face new challenges and realities that warrant enhanced and holistic support by member schools. In conversations with members of the Division I Student-Athlete Advisory Committee, the mental health of student-athletes is frequently cited as their utmost priority. Challenges presented in the past few years, including COVID-19's impact on student-athletes' academic success and social relationships, have placed new strains on student-athletes, requiring a renewed focus on mental health. At the same time, the Transformation Committee acknowledges the need for expanded support by the NCAA and member schools in areas related to a student-athlete's physical, mental and academic well-being. The Transformation Committee encourages the NCAA and its member schools to continue efforts to provide additional support to student-athletes beyond what has been accomplished to date.

Transformative Changes Made to Date

Newly Permissible Benefits for Student-Athletes

In the past few months, the Transformation Committee made a number of recommendations that were adopted by the Division I Board of Directors. These actions represent significant, widespread changes to how student-athletes are supported by their schools, their teams and the NCAA. Building on previous changes and newly adopted recommendations, effective immediately, member schools have been empowered to provide additional support to student-athletes in the following ways:

- **Health and safety** — Division I schools are now permitted to purchase insurance for student-athletes. This includes student-athletes who may face severe or critical injuries, get sick, lose their ability to play and more.
- **Financial support and expenses** — Division I schools are now permitted to do the following:
 - Provide benefits that are incidental to their academic success. This includes expenses like parking, cap and gown, transportation to campus and more.
 - Provide student-athletes with travel expenses related to institutional athletics competition, regardless of whether the student-athlete is eligible to compete.
 - Provide expenses for student-athletes to participate in elite-level training, tryouts and competition, including regional, national and world championships, and other events used for consideration for selection to a national team.
- **Complimentary admissions** — Division I schools are now permitted to provide complimentary admissions for student-athletes' friends and family with fewer restrictions. Additionally, schools can arrange for student-athletes to purchase tickets at face value.
- **Entertainment, housing and meals** — Division I schools are permitted to do the following:
 - Provide reasonable entertainment to student-athletes at any time.
 - Provide student-athletes meals and snacks at any time.
 - Use discretion in providing vacation expenses.
 - Allow student-athletes to rent dormitory space during the summer.
 - Provide preseason practice expenses for specific circumstances, like international travel.

A New Model for 2023 and Beyond

The significant changes the Transformation Committee has accomplished to date represent a strong step forward for the larger transformation of Division I athletics. Still, the committee has advanced more

aggressive recommendations to fundamentally transform and improve the student-athlete experience, but more must be done.

Enhancing Division I Membership Expectations

The Transformation Committee spent several months evaluating membership expectations for all Division I schools, teams and conferences. As members of the committee pointed out, standards for Division I membership have not changed substantively in decades, and expectations for membership must evolve to better suit the unique needs of student-athletes. Given the broad range of Division I schools, the committee's intent is to provide a baseline experience for all student-athletes regardless of size, geography and more.

The Transformation Committee endorses the following recommendations related to Division I membership expectations:

- **Enhanced mental health support** — The Transformation Committee recommends the establishment of a requirement that Division I schools must provide a direct pathway for full-time clinical services of a licensed mental health professional exclusively dedicated to serving student-athletes.
- **Greater student-athlete representation in decision-making processes** — The Transformation Committee has worked closely with the Division I SAAC to identify ways to meaningfully enhance the voice of student-athletes in the decision-making process. SAAC has developed a series of recommendations that the Transformation Committee supports and recommends the Division I Board of Directors approve. These include:
 - Requiring institutional and conference student-athlete advisory committees to be directly overseen by a senior staff member.
 - Requiring institutions and conferences to establish a student-athlete advisory committee executive team.
 - Requiring student-athlete representation and/or participation in institutional and conference ad hoc or special issues committees.
 - Recommending that conferences establish sport-specific student-athlete engagement groups, as applicable.

The Transformation Committee also supports further discussion regarding concepts requiring student-athlete involvement and engagement on conference sport committees, at institutional coaches meetings and on conference/institutional operational-level committees.

- **Increased career preparation and support** — The Transformation Committee recommends the establishment of an annual attestation requirement for schools regarding career services availability for current and former student-athletes.

- **Ongoing education and programming** — In addition to providing student-athletes with access to educational programming that will be outlined later in the report, the Transformation Committee recommends that each Division I member school be required to annually attest that its coaches have completed required education in the following areas:
 - Mental health.
 - Diversity, equity, inclusion and belonging.
 - Campus sexual violence prevention.
 - Transfer requirements.
 - Strength and conditioning.
 - Nutrition.
 - Financial literacy.
 - Career preparation.
 - Name, image and likeness.

- **Additional student-athlete health and safety measures.**
 - **Review of physical and mental health, safety and performance support services.** The Transformation Committee recommends requiring schools to complete a regular review of physical and mental health, safety and performance support services, which may be overseen or facilitated by a conference office.
 - **Coverage of athletics activity.** The Transformation Committee recommends establishing a requirement that Division I institutions comply with the following:
 - > Medical personnel with training in the diagnosis, treatment and initial management of acute concussion and other injuries must be present at all NCAA practices and competitions in the following contact/collision sports: acrobatics and tumbling, baseball, basketball, beach volleyball, diving, equestrian, field hockey, football, gymnastics, ice hockey, lacrosse, pole vault, rugby, skiing, soccer, softball, volleyball, water polo and wrestling. To be present means to be on site at the campus or arena of the competition. Medical personnel may be from either team or may be independently contracted for the event.
 - > Medical personnel with training in the diagnosis, treatment and initial management of acute concussion and other injuries must be “available” at all NCAA practices and competitions in all sports not listed above. To be available means that, at a minimum, medical personnel can be contacted at any time during the practice via telephone,

messaging, email, beeper or other immediate communication means. Further, the case can be discussed through such communication, and immediate arrangements can be made for the athlete to be evaluated.

- **Empowerment of athletics health care administrator.** The Transformation Committee recommends empowering the athletics health care administrator to effectuate Association physical and mental health, safety and performance guidance, policy, legislation and other requirements.
 - > The athletics health care administrator is a legislated designation that is part of a broader obligation to establish a structure that supports the delivery of independent medical care. The athletics health care administrator serves as primary point of contact on health, safety and performance issues and oversees a school's athletics health care administration and delivery.
 - > The Transformation Committee recommends the guidance in the Athletics Health Care Administrator Handbook be formalized to further empower the AHCA and establish clearer expectations for member schools.
 - ◇ Changes to the handbook may include setting consistent or standardized divisional expectations and/or requirements, developing training and education, designating specific responsibilities (see above), and mandating appropriate staffing and reporting structures. In addition, the committee recommends promoting the importance of or seeking partnership for the creation of an AHCA professional organization to build culture and resources and legitimize the responsibilities of the designation.
- **Reconsider and update Football Bowl Subdivision membership requirements** to determine the appropriateness of maintaining the current attendance standard while focusing on other elements that more directly link the student-athlete experience to expectations for FBS membership criteria. This review should be established by the Division I Board of Directors, involve experts and key leaders from the FBS membership and focus on establishing more effective distinctions between the football subdivision.
- **Potential changes related to compliance.** The Transformation Committee recommends establishing a periodic compliance audit requirement (e.g., once every three to four years) for institutional compliance operations to confirm that compliance programs are appropriately serving and supporting student-athletes.
 - In addition, the committee recommends establishing education requirements for individuals who support athletics compliance, but are housed outside of athletics (registrar, admissions, financial aid, etc.) due to the important role they play in a shared responsibility model. Lastly, the committee recommends these critical staff members be required to attest on a periodic basis that they are adhering to established best practices related to their compliance duties.

- **Diversity, equity, inclusion and belonging.** The Transformation Committee recommends establishing a membership expectation that an institution's athletics department must employ at least one full-time staff member, with appropriate training, whose primary focus is on diversity, equity, inclusion and belonging. The committee also supports further discussion about establishing additional membership requirements in this area.
- **Surveying student-athletes.** The Transformation Committee recommends establishing a requirement that schools administer an NCAA-managed survey about the student-athlete experience and that schools regularly examine the results for areas of improvement when the school is not meeting recommended benchmarks. Schools would be required to seek student-athlete feedback and then conduct a self-study in areas where the institution is an outlier or falls below benchmarks. The current NCAA Division I Institutional Performance Program database could be used to house the student-athlete survey data.
 - The IPP system would allow for benchmarking against conference institutions and other self-selected peer groups.
 - Institutional-level data would only be available to select individuals at the institution and at the conference office and could not be viewed by other institutions.
 - The data would be intended for institutional self-study and would allow NCAA research staff to examine aggregate trends to support membership decision-making bodies.

The Transformation Committee noted the following considerations regarding its recommendations related to membership expectations:

- **Role of mission-based exceptions and subsidization.**
 - The Transformation Committee noted that the NCAA should continue seeking new revenue streams, which may be used to assist member schools and conferences in meeting enhanced membership expectations.
 - Exploration of a need-based model or mission-based filters for subsidization may be a helpful and/or necessary tool for assisting existing members in Division I while still providing enhanced support for Division I student-athletes.
 - The committee noted the importance of maintaining the integrity of membership expectations by pairing any subsidy with an expectation that membership standards will be met to maintain access to membership benefits.
 - A strategic approach to membership growth in Division I must also be considered if a subsidization model is deployed.
- **Access to membership benefits.**

- The Transformation Committee noted that membership expectations should be satisfied for schools and conferences to access the benefits of Division I membership: championships participation, governance representation and revenue distribution.
- **Effective dates.**
 - The committee discussed an appropriate runway for the effective date of enhanced expectations to provide an opportunity for schools to budget and plan for meeting new requirements.
 - A runway of approximately two years is generally supported by the committee. It was suggested that immediate action could be taken to permit the provision of benefits outlined in the new membership expectations along with an expectation that those benefits and expectations will become required in two years.

A New Holistic Model for Student-Athletes

In the fall of 2022, the Transformation Committee deliberated on a new model with suggested recommendations to usher in added support for the 21st century student-athlete. The Transformation Committee recommends that the Division I Board of Directors endorse the key commitments identified below to enhance the student-athlete experience and that it direct legislation be drafted consistent with these commitments and informed by the work of the Board of Governors Subcommittee on Congressional Engagement.

This new holistic model would go above and beyond current standards and do the following:

- **Require all Division I schools to provide medical coverage** for athletically related injuries for a minimum of two years following graduation or completion of athletics experience. This would also include assistance for out-of-pocket medical expenses during a student-athlete's playing career (of note, a national coverage model may need to be created to assist schools with costs).
- **Require all schools to provide current scholarship protections** that are required of autonomy schools (e.g., four-year aid agreements) to further benefit student-athletes, like protection against reduction or cancellation of aid based on injury, illness, physical or mental medical condition or any athletics reasons.
- **Require all schools to offer degree completion funds** within 10 years of separation to any student-athlete who was on full scholarship.
- **Create an updated Division I governance structure that will include increased participation by student-athletes** at the campus, conference and national levels. In collaboration with SAAC, there will be an emphasis on including voices from student-athletes in all sports, with attention toward ensuring engagement of those from highly visible, revenue-producing sports.

- **Track and report on schools' commitments related to mental health services and resources directly provided to student-athletes** consistent with the [Inter-Association Consensus Document: Mental Health Best Practices](#).
- **Require schools to attest that they provide academic support services to current student-athletes** consistent with current NCAA legislation, like academic counseling and tutoring services.
- **Require schools to attest that they provide career counseling and life skills programming to student-athletes** that include, at minimum, the following:
 - Mental health.
 - Diversity, equity, inclusion and belonging.
 - Campus sexual violence prevention.
 - Transfer requirements.
 - Strength and conditioning.
 - Nutrition.
 - Financial literacy.
 - Career preparation.
 - Name, image, and likeness.
- **Require schools to attest that they follow concussion management protocols** consistent with the [NCAA Concussion Safety Protocol Checklist](#).
- **Require schools to complete a post-incident review** of circumstances surrounding any athletically related catastrophic injury or death.

By requiring schools to fulfill these expectations, Transformation Committee members believe these recommendations will help hold schools accountable to the needs of their student-athletes. These actions will offer meaningfully enhanced support so student-athletes have the best academic and college athletics experience.

Importantly, the NCAA Board of Governors Subcommittee on Congressional Engagement and Action will work with members of Congress to determine whether there is mutual agreement on a federal approach to some of the challenges in college sports.

Additional Recommendations for Consideration

In addition, the Transformation Committee recommends that the following concepts be further studied and considered by the appropriate governance entities. The committee spent the past year reviewing all possible options to transform, and sees the following as viable, impactful avenues the NCAA should

continue to evaluate. As such, the Transformation Committee recommends that the Division I Board of Directors:

- Refer to the NCAA Division I Committee on Academics a recommendation to create an NCAA Division I Academic Progress Rate score that could be used as a benchmark for meeting membership expectations in the areas of academic support.
- Direct appropriate governance entities to review sports-sponsorship minimums, including consideration of a model in which schools are not permitted to count a sport toward meeting minimum sports-sponsorship requirements unless it demonstrates a certain level of financial commitment to student-athlete scholarships in that sport.
- Direct appropriate governance entities to review overall financial aid minimums once the impact of changes in other areas of the Transformation Committee's review become known, with a focus on prioritizing the provision of financial support to student-athletes.

II. Enhancing the Division I Championships Experience for Student-Athletes

Celebrating what brings student-athletes, schools and fans together

Lynda Tealer, member of the Division I Transformation Committee and executive associate athletics director at the University of Florida

NCAA tournaments are where dreams are fulfilled, lifelong memories are made and communities come together under a shared love for the game. Seeing student-athletes, both in victory and defeat, competing with passion and conviction wins our hearts long after the clock hits zero. Simply put, championships represent the very best of college athletics.

This deserves to be felt at every juncture. Transformation Committee members evaluated differences that exist across sports to find ways to improve equity and bring these experiences closer together. We recognized that championships are the pinnacle of a student-athlete's Division I experience and sought to grant greater access to championships for well-qualified teams while honoring the existing structure for entry. For travel to championships, our goal was to create new, elevated recommendations so teams and student-athletes would have a comparable experience when traveling, regardless of sport or gender.

Below you'll see recommendations we've made to create broader, fairer, more consistent access to championship tournaments. You'll see heightened standards for travel to and from championships, and you'll see aggressive measures to create more consistent experiences.

We also believe it's important that as part of transformation, the NCAA give critical and creative thought to enhancing the financial value of championship tournaments, particularly women's basketball and other sports. While not all sports share the same levels of relative popularity, I can attest that every national championship chase is thrilling and worth spotlighting. As the NCAA embarks on establishing a slew of new programs to enhance student-athletes' experiences, finding ways to increase fan following

of various NCAA tournaments, while generating new sources of media and sponsorship revenue, will be an immediate and long-term priority.

A defining characteristic of Division I is its championships: those passionate events that unify and rally teams, fans and conferences behind a shared love for the game. The Transformation Committee agrees that changes should be made to expand access to championships, ensure the highest level of bracket composition, and improve equity for all student-athletes, which includes creating a comparable experience for men's and women's teams. Championships are a pinnacle of Division I student-athletes' college experience and an area that should continue to be prioritized through an increase in the allocation of Association resources in the years ahead.

After months of discussions by the Transformation Committee's Championship Subgroup, informed by input from the Division I Council and the Division I Competition Oversight Committee, the Transformation Committee urges the Division I Board of Directors to thoroughly review, fully consider and, where appropriate, swiftly act on the following:

- **Accommodate access for 25% of active Division I members in good standing in team sports sponsored by more than 200 schools.**
- **Compose all Division I championships in a manner that reflects the highest level of bracket composition and quality of competition, including seeding at least 50% of teams.**
- Travel to Division I and National Collegiate championships directly affect the student-athlete experience. **As such, the focal point of championships travel policies must shift to prioritize the elevated travel experience for participants.**
- **Evaluate each sport for potential growth in visibility, digital engagement and revenue generation**, including additional sport-specific sponsorship and partnership opportunities to further modernize, elevate and, in some cases, finance the enhanced Division I championship experience.
- **Refine the Division I revenue-distribution program to reflect contemporary Division I values** and account for athletic performance in more sports than men's basketball. When redesigning the program, consider: (a) gender equity; (b) implementation timeline; and (c) commitment to broad-based sports sponsorship.
- **Increase the championship budget** to accommodate recommendations to expand championship access, ensure the highest level of bracket composition and elevate the travel experience for student-athletes.

The Transformation Committee recommends the Division I Board of Directors endorse these recommendations and refer them to championships and oversight committees and the Division I Board of Directors Finance Committee to review the financial support required to implement changes.

III. Building a faster, fairer, and more equitable Division I

Unlocking new opportunities for improved agility and equity

Pat Chun, member of the Division I Transformation Committee and director of athletics at Washington State University

The NCAA's mission is to provide student-athletes with a fair, inclusive and fulfilling environment. Ensuring adequate rules are in place and enforced to protect the health, safety and well-being of student-athletes, as well as their broad interests, is a key element of satisfying the mission, and it's a core reason for the NCAA's existence.

Within Division I, there exists a wide array of athletics programs, each with its own unique opportunities and challenges, as well as competing interests and priorities. In the past, creating and enforcing rules that consider the diversity of competing interests and priorities has evolved into slow, cumbersome and complex processes. As a Division I athletics director, I've heard the frustration voiced to the Transformation Committee firsthand.

In speaking with membership, we consistently heard the refrain that the NCAA needs to deconstruct and rebuild many of its core governance, rule-making and infractions processes to generate faster, fairer and more equitable outcomes.

Over the past year, we've challenged Division I governance from every conceivable angle to increase speed and efficiency and generally ensure that student-athletes' needs exist at the center of all structures and processes. This has included rigorous looks at how we approach the allocation of resources and investments; diversity, equity and inclusion; gender-specific issues; and elevating the student-athlete voice in institutional groups, among many other points of consideration.

As a result, we've made a number of significant changes. While they are wide-ranging, I think you'll see that they work to a few common ends. For instance, we've tried to inject flexibility and autonomy into Division I governance, most critically through decentralization of responsibility. An example will be the introduction of sport-specific management committees. These decentralized management committees allow each sport greater powers of self-governance, resulting in a student-athlete experience more bespoke to their specific needs.

Similarly, we have tried to make recommendations to amend processes so that when infractions occur, outcomes are aimed more squarely at perpetrators. Programs existing in perpetual limbo only for coaches and student-athletes far removed from violations suffering consequences is unjust and ineffective. It hurts our credibility as an institution. We know a fix is needed, and we believe this gets us closer to the right outcome.

Finally, it has been a guiding principle of the Transformation Committee that rules should exist more for purposes of protection than punishment. This was the rationale that drove our recommendation to codify protections for transferring student-athletes, so they are guaranteed scholarship maintenance if and when they choose to exercise their ability to move between institutions.

Student-athletes show incredible dedication to their academic and athletic pursuits. They deserve fast, fair and equitable oversight. As someone who has spent decades living and breathing college sports, I am confident the Transformation Committee's work will help us reach decisions faster. I know the NCAA will continue to build on the Transformation Committee's work in this area, continually revisiting and revising processes regularly to serve student-athletes' evolving needs.

Over several months of conversation, the Transformation Committee agreed that college athletics cannot continue to follow the status quo model. A number of changes must be made to the rulebook and governance processes to enable a more agile and equitable Division I. As part of the Transformation Committee's work, committee members consulted with membership to help shape recommendations that will ultimately lead to a timelier and more efficient infractions process, provide added protections for student-athletes who transfer, result in a stronger, more responsive decision-making process inclusive of student-athlete voices, and more.

Transformative Changes Made to Date

Introducing Added Protections for Transfers

The Transformation Committee previously recommended the establishment of notification of transfer windows in addition to guaranteeing a student-athlete's financial aid at the individual's next school through graduation. To ensure student-athletes feel secure and supported, these transfer changes will immediately and consistently be reviewed and adjusted as needed, based on factors like academic impact, graduation success outcomes, and more. The actions that were adopted by the Division I Board of Directors include:

- **Establishment of new notification of transfer windows:** Four-year college undergraduate transfer student-athletes may provide notification of transfer during applicable periods for their sports. If a student-athlete does not provide notification of transfer during the applicable windows below, the student-athlete must serve an academic year of residence at the new school. These new transfer windows provide some certainty in an evolving transfer environment. The certainty helps many key stakeholders, including student-athletes who remain on rosters.
 - **Fall sports:** A 45-day window beginning the day after championships selections are made in their sport, or May 1-15 (April 15-30 in football).
 - **Winter sports:** A 60-day window beginning the day after championships selections are made in the sport.
 - **Spring sports:** Dec. 1-15, or a 45-day window beginning the day after championship selections are made in the sport.
- **Schools accepting undergraduate four-year college transfer student-athletes are required to provide financial aid to the student-athlete** through completion of the student-athlete's five-year period of eligibility or until undergraduate graduation, whichever comes first, unless the student-

athlete departs the school and enrolls at another school or engages in a professional athletics opportunity.

- Schools are required to count the student-athlete and the aid against applicable team financial aid limitations unless the student-athlete is medically disqualified, exhausts eligibility, departs to engage in a professional athletics opportunity or transfers to another school.

Improving Efficiency and Timeliness in the Infractions Process

Division I membership entrusts the NCAA with oversight and enforcement of infractions cases. Yet all too often, the outcomes decided and the time it takes to reach such decisions leave many feeling confused and/or frustrated. Earlier this year, and in direct response to these challenges, the Division I Board of Directors adopted recommendations from the Transformation Committee related to the NCAA's infractions process. These changes promote timely outcomes, focus the time and resources of all involved on a modernized set of shared principles and rules, and hold accountable those who are directly involved in rule-breaking while minimizing impact on student-athletes who were not involved.

- **Reserve full Committee on Infractions adjudication for only the most significant behaviors and allowing all other cases to be processed through more expedited and flexible means.**
- **Ensure the scope of the enforcement staff's investigation prioritizes timeliness and most significant behaviors.** Additionally, the enforcement staff's approach and responsibilities will be proactively communicated.
- **Create a more precise and concrete charging standard as to when enforcement staff should bring allegations.** This includes legislating automatic accountability for head coach responsibility violations.
- **Expand the use of a public dashboard for all infractions cases.**
- **Enhance the responsibility to cooperate.** This includes clarifying parties' obligations to retain and provide information about potential violations. It also includes legislating appropriate incentives for cooperation and disincentives for refusal to cooperate that impact allegations and penalties.
- **Expand legislation related to mitigating factors and institutional leadership involvement.** This includes legislation noting the importance of active involvement and cooperative efforts by key institutional leadership; the expansion of legislation to include clear expectations for positive leadership involvement in infractions matters; and the drafting of additional mitigating factors or clarification of the application of current mitigating factors related to self-detection, reporting and exemplary cooperation.
- **A number of changes to the infractions appeals process, including:**
 - Remove automatic stay of appealed penalties.

- When the Infractions Appeals Committee affirms a Committee on Infractions decision on appeal, it may issue a summary decision stating its conclusion without further discussion.
- Resolve all matters on the written record unless the Infractions Appeals Committee determines an oral argument is necessary in extenuating circumstances.
- Expressly prohibit extensions except in a showing of good cause for extenuating circumstances.
- Committee on Infractions decisions shall not be disturbed unless the appealing party demonstrates that no reasonable person could have made the decision after considering the record.
- Limit appeals to only those penalties outside of the penalty guideline range that corresponds with the case classification.
- Case classification may only be changed and remanded to the Committee on Infractions for a new penalty assessment if the appealing party demonstrates that the committee's determination regarding one or more aggravating and mitigating factors should be set aside.
- Aggravating and mitigating factors determinations may only be set aside if the appealing party demonstrates that no reasonable person could have made the determination after considering the record.

On the Horizon in 2023 and Beyond

Implementing a New Approach to Governance and Decision-Making

The Transformation Committee's Decision-Making Subgroup was created to improve decision-making processes by promoting sport-specific gender equity and elevating the voice of student-athletes on institutional committees and in institutional processes. In addition, the Subgroup strove to identify a set of principles and eventual recommendations that create a system with necessary balances and important checks while not being overly bureaucratic. As a result of its thorough review, the Transformation Committee noted the following regarding the decision-making and governance structure of Division I:

- The Transformation Committee reaffirms that presidents and chancellors should continue to provide the strategic direction for the Association and Division I. As the embodiment of presidential oversight, the Board of Directors must function at the highest level of effectiveness in a new governance structure.
- To achieve the stated goals of effectiveness and agility, members of the presidential subgroup of the Transformation Committee do not support expanding the number of members who should sit on the board, and they recommend that the Board of Directors consider revising the composition.
- After evaluating the effectiveness of the current structure, members of the presidential subgroup of the Transformation Committee recommend the elimination of the Presidential Forum. In making its

recommendation, they noted the need to remove redundancy in the structure and the need to engage the leadership and expertise of presidents more effectively, beyond a single president serving on an advisory group.

- The committee recommends the establishment of a new model for decision-making in Division I, including the following elements:
 - To successfully manage its responsibilities, the Oversight Council shall establish subcommittees. Initial subcommittees will include membership, nominating, nonacademic eligibility and legislation/interpretation. The structure should be committed to continual transformation and implement a system for reviewing legislation, policies and procedures to ensure all are having the intended effect.
 - Decisions should be pushed as far down in the structure as is possible and to responsible committees that are composed of engaged and experienced representatives with knowledge of the sport.
 - A decision-making system should appropriately balance necessary and important checks in the system without being overly bureaucratic. This will be accomplished by the sequence and frequency of meetings. A goal is to avoid too much of a lag in time before actions are taken, legislation is implemented and/or decisions are made.
 - Potential amended composition requirements for championships committees should be referred to the appropriate governance entities for review.
- All sports for which there is a Division I or National Collegiate championship shall have a Sport Management Committee to oversee sport-specific rules and policies in assigned areas, prioritizing equitable policies that improve the student-athlete experience regardless of gender. The Sport Management Committees will include representation from student-athletes and will also oversee the work of championships selection and rules committees. The appropriate governance entity should consider whether sports that have both genders (e.g., men's and women's soccer, men's and women's basketball) should operate with a single management committee and whether some sports can have a combined sport management and championship committee.

Decentralization of Rules

In an effort to create fairer and more equitable Division I athletics competition, the Transformation Committee charged the NCAA Division I Legislative Committee Modernization of the Rules Subcommittee to review existing rules to determine whether modification is necessary and whether NCAA rules are regulated at the appropriate level (national, division, subdivision, conference or campus). The Modernization of the Rules Subcommittee developed and the NCAA Division I Council introduced proposals into the legislative process, which will be considered in January, to:

- Eliminate the volunteer coach designation, increase the number of countable coaches permitted in applicable sports and eliminate the recruiting coordination functions legislation.

- Adjust the definition of a countable coach to remove “makes or assists in making tactical decisions related to the sport during on-court or on-field practice or competition” as an element.
- In bowl subdivision football, amend the graduate assistant coach designation.
- In championship subdivision football, women’s rowing, and swimming and diving, eliminate the graduate assistant coach designation.
- Amend the official and unofficial visits legislation.

In addition, the Transformation Committee recommends the following related to future areas to be considered for decentralization:

- The Division I Board of Directors should direct appropriate governance entities to review restrictions related to:
 - The use of agents by student-athletes and prospective student-athletes.
 - Professional tryouts, practice and competition.
 - Professional drafts.
- In addition, the Division I Board of Directors should:
 - Direct appropriate governance entities to further review other athletics eligibility rules, such as delayed enrollment; and direct appropriate governance entities to further review playing and practice seasons (summer athletic activities, time demands, outside competition).
 - Direct appropriate governance entities to explore the possibility of eliminating or replacing the maximum institutional grant-in-aid limitations by sport and allowing national rules in this area to focus on the number of student-athletes participating in countable athletically related activities during the institution’s playing season.

The Modernization of the Rules Subcommittee will continue to review Division I legislation to determine whether modification is necessary and whether the rules are regulated at the appropriate level.

The path ahead for continued transformation

Julie Cromer, director of athletics at Ohio University and Greg Sankey, commissioner of the Southeastern Conference — co-chairs of the Division I Transformation Committee

As the Transformation Committee’s co-chairs, we would like to extend a sincere thank you to the Division I Board of Directors for the opportunity to help shape and guide such critical and consequential work. We’d especially like to thank the Transformation Committee’s members, who gave generously and tirelessly to this process for the past year. Each week, they spent hours reviewing materials, participating in small group conversations, and attending and contributing to full group dialogues. Many times, they came together for in-depth, multiday working sessions where many of the proposals detailed in this

document were introduced, considered and refined. We're proud to have worked with them in this capacity and glad that each and every one of them will have a thumbprint on the future of Division I athletics.

The contents of this report represent the deliberations, evaluations and actions on some of the biggest challenges facing Division I athletics. In our time, we have made great strides in achieving that charge. However, many issues remain unaddressed.

In the vast majority of those cases — as it pertains to issues such as name, image and likeness standards, the employment status of student-athletes, and the unique interests of student-athletes in the highest revenue-generating athletic programs — this stems from legal and other uncertainties. The NCAA is prepared and eager to engage on these issues. There's no question that finding fair, sustainable and equitable resolutions to each issue will be essential to Division I's future. We simply need a clear, stable framework under which to address them.

Congress is the only entity that can grant that stability. Since the next phase of NCAA transformation will hinge on these issues, the NCAA has initiated and established a Board of Governors Subcommittee on Congressional Engagement. The subcommittee will now take responsibility for the advancement of the unfinished pieces of the Transformation Committee's work where the NCAA currently lacks the ability to self-impose changes on its own. The subcommittee will also lead the NCAA's strategy for engaging, motivating and collaborating with Congress over the coming year.

For the recommendations outlined in this report, we encourage Division I membership to join us by simultaneously supporting them and pursuing action. This includes student-athletes, who will continue to be vital in transforming Division I under this new proposed structure.

College sports are a truly unique community. We each joined this effort because we believe that for all of its challenges, college sports are worth fighting for. We've each seen the power of college sports to transform people, campuses and communities. It's been a privilege to have played a role in that.

We look forward to seeing these recommendations continue to take hold, as we know they will meaningfully support the Division I student-athletes of today and tomorrow.

Members of the Division I Transformation Committee include:

- Javaune Adams-Gaston, president, Norfolk State University — Mid-Eastern Athletic Conference
- Jeri Beggs, faculty athletics representative, Illinois State University — Missouri Valley Conference
- Janna Blais, senior woman administrator, Northwestern University — Big Ten Conference
- Dean Bresciani, president, North Dakota State University — Summit League
- Greg Christopher, director of athletics, Xavier University — Big East Conference
- Patrick Chun, director of athletics, Washington State University — Pac-12 Conference

- Julie Cromer, co-chair, director of athletics, Ohio University — Mid-American Conference
- Troy Dannen, director of athletics, Tulane University — American Athletic Conference
- Jack DeGioia, president, Georgetown University — Big East Conference
- Damon Evans, director of athletics, University of Maryland, College Park — Big Ten Conference
- Robin Harris, executive director, The Ivy League
- Bob Jacobsen, faculty athletics representative, University of California, Berkeley — Pac-12 Conference
- Linda A. Livingstone, president, Baylor University — Big 12 Conference
- Shane Lyons, former director of athletics, West Virginia University — Big 12 Conference
- Jere Morehead, president, University of Georgia — Southeastern Conference
- Gloria Nevarez, commissioner, West Coast Conference
- James Phillips, commissioner, Atlantic Coast Conference
- Gregory Sankey, co-chair, commissioner, Southeastern Conference
- Kendall Spencer, former track and field athlete, University of New Mexico
- Lynda Tealer, senior woman administrator, University of Florida — Southeastern Conference
- Randy Woodson, chancellor, North Carolina State University — Atlantic Coast Conference

ADDENDUM: Division I Transformation Committee for the Division I Board of Directors

Category	Review Area	Transformation Committee Recommendation	Timeline
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<p>Student-Athlete Benefits</p>	<p>Holistic Student-Athlete Benefits Model</p> <ol style="list-style-type: none"> 1. Require all Division I schools to provide medical coverage for athletically related injuries for a minimum of two years following graduation or completion of athletics experience. This would also include assistance for out-of-pocket medical expenses during a student-athlete’s playing career. Of note, a national coverage model may need to be created to assist schools with defraying costs. 2. Require all Division I schools to commit to a consensus-based care, education and services model. Each school’s athletics health care administrator would be required to attest to the institution’s compliance with: Cardiac Care Best Practices. Interassociation Mental Health Best Practices. NCAA Concussion Safety Protocol. Independent Medical Care Best Practices. Standards for Preventing Catastrophic Injury and Illness in the Collegiate Athlete. 3. Require schools to complete a post-incident review of circumstances surrounding any catastrophic injury or death occurring within its athletics program. The review must occur within one year of the incident. 4. Require schools to offer degree completion funds within 10 years of separation to any student-athlete who was on full scholarship. 5. Require schools to attest that they provide academic support services to current student-athletes consistent with current NCAA legislation. 6. Require all schools to provide current scholarship protections mandated for autonomy schools. 	<p>Endorse the key commitments in the holistic benefits model and direct that legislation be drafted consistent with these commitments.</p> <p>Legislation will be acted on either as it appears in the commitments or modified as needed by the work of the Board of Governors Subcommittee on Congressional Engagement.</p> <p>Additional commitments could be adopted based on the work of the subcommittee.</p>	<p>Dependent upon work of the Board of Governors Subcommittee on Congressional Engagement.</p>
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	<p>7. Require schools to attest that they provide career counseling and life skills programming to student-athletes that include, at minimum, the following modules: mental health; strength and conditioning; nutrition; NIL; financial literacy; transfer requirements; career preparation; diversity, equity, inclusion, and belonging; and campus sexual violence prevention.</p> <p>8. Create a new Division I governance structure that will include increased participation by student-athletes at the campus, conference and national levels. In collaboration with SAAC, there will be an emphasis on including voices from student-athletes in revenue-producing sports.</p>		
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<p>Membership Expectations Student-Athlete Voice</p>	<p>Membership Expectations — Student-Athlete Voice in Decision-Making</p> <p><i>The Transformation Committee recommends approval of the following institutional and conference requirements to enhance the student-athlete voice in decision-making:</i></p> <p>Conference</p> <ol style="list-style-type: none"> 1. Require Student-Athlete Advisory Committee oversight by a senior staff member. 2. Require establishment of a SAAC executive team. 3. Require conferences to have at least one student-athlete serving on any ad hoc or conference committee established to address issues directly impacting student-athletes. 4. Recommend that conferences establish sport-specific student-athlete engagement and advocacy groups in, at a minimum, football (where applicable) and men’s and women’s basketball. <p>Institutional</p> <ol style="list-style-type: none"> 1. Require SAAC oversight by a senior staff member. 2. Require establishment of a SAAC executive team. 3. Require institutions to have at least one student-athlete serving on any ad hoc or athletics department committee established to address issues directly impacting student-athletes. <hr/> <p><i>The Transformation Committee supports further discussion on the following concepts related to student-athlete voice in the decision making process:</i></p> <p>Conference</p> <ol style="list-style-type: none"> 1. Student-athlete involvement and engagement on conference sport 	<p>Approve identified formal recommendations in concept. Direct staff to draft legislative proposals.</p> <hr/> <p>Support further discussion on identified concepts.</p> <p>Refer to the Student-Athlete Advisory Committee and Division I Council for development of concepts.</p>	<p>Legislative action to be finalized on formal recommendations by April 2023.</p> <hr/> <p>Response to concepts identified for further discussion by August 2023.</p>
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	<p>committees.</p> <p>2. Student-athlete involvement and engagement with the primary operational-level committee(s) at the conference level.</p> <p>Institutional</p> <p>1. Student-athlete involvement and engagement on the primary athletics department operational-level committee(s).</p> <p>2. Student-athlete involvement and engagement at coaches meetings.</p>		
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<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes</p>	<p>Membership Expectations — Health and Safety — Empowerment of Athletics Health Care Administrator</p> <p>The Transformation Committee recommends empowering the athletics health care administrator to effectuate Association physical and mental health, safety and performance guidance, policy, legislation and other requirements.</p> <p>The athletics health care administrator is a legislated designation that is part of a broader obligation to establish a structure that supports the delivery of independent medical care. The athletics health care administrator serves as primary point of contact on health, safety and performance issues and oversees a school’s athletics health care administration and delivery.</p> <p>Consider ways to formalize guidance in the Athletics Health Care Administrator Handbook to further empower the AHCA, which may include setting consistent or standardized divisional expectations and/or requirements, developing training and education, designating specific responsibilities (see above), and mandating appropriate staffing and reporting structures.</p> <p>Promote the importance of or seek partnership for the creation of an AHCA professional organization to build culture and resources and legitimize the responsibilities of the designation.</p>	<p>Approve in concept.</p> <p>Refer to the Committee on Competitive Safeguards and Medical Aspects of Sports and the Strategic Vision and Planning Committee to develop legislative recommendations.</p>	<p>Legislative action to be finalized by June 2023.</p>
<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes</p>	<p>Membership Expectations — Academic Support</p> <p>The Transformation Committee recommends that the Board of Directors refer to the NCAA Division I Committee on Academics consideration of an NCAA Division I Academic Progress Rate score that could be used as a benchmark for meeting membership expectations in the areas of academic support.</p>	<p>Approve in concept.</p> <p>Refer to the Committee on Academics for the identification of</p>	<p>May 2023.</p>

		the APR score that meets membership expectation.	
Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes	<p>Membership Expectations — Mental Health</p> <p>The Transformation Committee recommends the establishment of a membership expectation that Division I institutions must provide a pathway for full-time clinical services of a licensed mental health professional exclusively dedicated to serving student-athletes to meeting the mental health services membership expectation.</p>	<p>Approve in concept.</p> <p>Refer to the Committee on Competitive Safeguards and Medical Aspects of Sports and the Strategic Vision and Planning Committee to develop legislative recommendations.</p>	Legislative action to be finalized by June 2023.

<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes</p>	<p>Membership Expectations — Review of Physical and Mental Health, Safety and Performance Support Services</p> <p>The Transformation Committee recommends requiring schools to complete a regular review of physical and mental health, safety and performance support services, which may be overseen or facilitated by a conference office.</p> <p>An active member institution shall complete a comprehensive review/audit of its health and safety support services (e.g., legislative and policy requirements, best practice considerations) at least once every four years and provide written confirmation of completion to its conference office. Review must consider if the institution is meeting NCAA-established guidance for health, safety and performance (e.g., concussion safety checklist) and should be a primary responsibility of the designated athletics health care administrator. Failure to complete a health and safety review/audit consistent with an established timeline shall subject an institution to a penalty pursuant to a penalty structure and timeline maintained by the relevant governance body.</p>	<p>Approve in concept.</p> <p>Refer to the Committee on Competitive Safeguards and Medical Aspects of Sports and the Strategic Vision and Planning Committee to develop legislative recommendations.</p>	<p>Legislative action to be finalized by June 2023.</p>
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<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes</p>	<p>Membership Expectations — Health and Safety — Coverage of Athletic Activity</p> <p>The Transformation Committee recommends establishing a requirement that Division I institutions comply with the following:</p> <p>Medical personnel with training in the diagnosis, treatment and initial management of acute concussion and other injuries must be “present” at all NCAA practices and competitions in the following contact/collision sports: acrobatics and tumbling; Alpine skiing; baseball; basketball; beach volleyball; diving; equestrian; field hockey; football; gymnastics; ice hockey; lacrosse; pole vault; rugby; soccer; softball; volleyball; water polo; and wrestling. To be present means to be on-site at the campus or arena of the competition. Medical personnel may be from either team or may be independently contracted for the event.</p> <p>Medical personnel with training in the diagnosis, treatment and initial management of acute concussion and other injuries must be “available” at all NCAA practices and competitions in all sports not listed above. To be available means that, at a minimum, medical personnel can be contacted at any time during the practice via telephone, messaging, email, beeper or other immediate communication means. Further, the case can be discussed through such communication, and immediate arrangements can be made for the athlete to be evaluated.</p>	<p>Approve in concept.</p> <p>Refer to the Committee on Competitive Safeguards and Medical Aspects of Sports and the Strategic Vision and Planning Committee to develop legislative recommendations.</p>	<p>Legislative action to be finalized by June 2023.</p>
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<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes</p>	<p>Membership Expectations — Compliance</p> <p>The Transformation Committee recommends establishing a periodic audit requirement (perhaps once every three to four years) for institutional compliance operations to confirm that compliance programs are appropriately serving and supporting student-athletes.</p> <p>In addition, the committee recommends establishing education requirements for individuals that support the athletic compliance program, but are housed outside of athletics (e.g., registrar, admissions, financial aid) due to the important role they play in a shared responsibility model. Lastly, the committee also recommends that these critical staff members be required to attest on a periodic basis that they are adhering to established best practices related to their compliance duties.</p>	<p>Approve in concept.</p> <p>Refer to the Legislative Committee to develop legislative recommendations.</p>	<p>Legislative action to be finalized by June 2023.</p>
<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes</p>	<p>Membership Expectations — Career Preparation</p> <p>The Transformation Committee recommends the establishment of an annual attestation requirement for institutions regarding career services availability for current and former student-athletes.</p>	<p>Approve in concept.</p> <p>Refer to the Strategic Vision and Planning Committee or Student-Athlete Experience Committee to develop legislative recommendations.</p>	<p>Legislative action to be finalized by June 2023.</p>

<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes</p>	<p>Membership Expectations — Diversity, Equity, Inclusion and Belonging</p> <p>The Transformation Committee recommends establishing a membership expectation that an institution’s athletics department must employ at least one full-time staff member, with appropriate training, whose primary focus is on diversity, equity, inclusion and belonging. The committee also supports further discussion about establishing additional membership requirements in this area.</p>	<p>Approve in concept.</p> <p>Refer to the Strategic Vision and Planning Committee to develop legislative recommendations in consultation with the NCAA Diversity, Equity and Inclusion Committees.</p>	<p>Legislative action to be finalized by August 2023.</p>
<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student-Athletes</p>	<p>Membership Expectations — Student-Athlete Survey</p> <p>The Transformation Committee recommends requiring institutions to administer an NCAA-managed survey about their experience in the categories outlined and regularly examine for areas of improvement when the institution is not meeting recommended benchmarks.</p>	<p>Approve in concept.</p> <p>Refer to the Strategic Vision and Planning Committee to develop legislative recommendations.</p>	<p>Legislative action to be finalized by August 2023.</p>

<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student- Athletes</p>	<p>Education and Programming</p> <p>The Transformation Committee recommends that a Division I member institution be required to annually attest that it provides student-athletes with access to education and programming in the following areas:</p> <p>Mental health. Strength and conditioning. Nutrition. Name, image and likeness. Financial literacy. Transfer requirements. Career preparation. Diversity, equity, inclusion and belonging. Campus sexual violence prevention.</p>	<p>Approve in concept.</p> <p>Refer to the Strategic Vision and Planning Committee to develop legislative recommendations.</p> <p>Direct NCAA staff to explore the development of national office resources to assist institutions.</p>	<p>Legislative action to be finalized by June 2023.</p>
<p>Membership Expectations Student-Athlete Experience/Outcomes Current Student- Athletes</p>	<p>Membership Expectations — Education and Programming</p> <p>The Transformation Committee recommends that a Division I member institution be required to annually attest that its coaches have completed required education in each of the areas outlined above.</p>	<p>Approve in concept.</p> <p>Refer to the Strategic Vision and Planning Committee to develop legislative recommendations.</p> <p>Direct NCAA staff to explore the development of</p>	<p>Legislative action to be finalized by June 2023.</p>

		national office resources to assist institutions.	
Membership Expectations General	<p>Membership Expectations — Football Attendance Requirements</p> <p>The Transformation Committee recommends a reconsideration and update of FBS membership requirements to determine appropriateness of maintaining the current attendance standard while focusing on other elements that more directly link the student-athlete experience to expectations for FBS membership criteria. This review should be established by the Division I Board of Directors, involve experts and key leaders from the FBS membership and focus on establishing more effective distinctions between the football subdivision.</p>	<p>Approve in concept.</p> <p>Refer to the Division I Council and Football Oversight Committee the exploration of any new subdivisional commitment expectations.</p>	Legislative action to be finalized by June 2023.

<p>Membership Expectations General</p>	<p>Membership Expectations — Sports-Sponsorship Minimums</p> <p>The committee recommends that the Board of Directors direct appropriate governance entities to review sports-sponsorship minimums in the future, including consideration of a model in which institutions are not permitted to count a sport toward meeting minimum sports-sponsorship requirements unless it demonstrates a certain level of financial commitment to student-athlete scholarships in that sport.</p>	<p>No action.</p> <p>In light of other recommended commitments, it is unnecessary to amend the current minimums.</p>	
<p>Membership Expectations General</p>	<p>Membership Expectations — Minimum Scheduling Requirements</p> <p>The Transformation Committee is not recommending changes to the minimum scheduling requirements in its January report to the Board of Directors.</p>	<p>No action.</p> <p>In light of other recommended commitments, it is unnecessary to amend the scheduling requirements.</p>	
<p>Membership Expectations General</p>	<p>Membership Expectations — Financial Aid Minimums</p> <p>The Transformation Committee recommends that the Board of Directors direct appropriate governance entities to review financial aid minimums once the impact of changes in other areas of the Transformation Committee’s review become known.</p>	<p>Support further discussion.</p> <p>Refer to the Division I Council for consideration and potential development of legislation.</p>	<p>Proposal or rationale for no change by October 2023 Board of Directors meeting.</p>

Decision-Making and Governance	<p>Decision-Making and Governance — Eliminate the NCAA Division I Presidential Forum</p> <p>The presidential subgroup of the Transformation Committee recommends the elimination of the Presidential Forum.</p>	Adopt emergency legislation.	Immediate.
Decision-Making and Governance	<p>Decision-Making and Governance — Amend the composition of the Division I Board of Directors</p> <p>The presidential subgroup of the Transformation Committee recommends amending the composition of the Division I Board of Directors.</p>	<p>Approve in concept.</p> <p>Board to finalize composition recommendation for action by April 2023.</p>	Legislative action to be finalized by April 2023.

<p>Decision-Making and Governance</p>	<p>Decision-Making Structure and Governance — Sport Oversight Model</p> <p>The Transformation Committee recommends the following related to the establishment of a new sport oversight model for decision-making:</p> <p>To successfully manage its responsibilities, the Oversight Council shall establish subcommittees. Initial subcommittees will include membership, nominating, nonacademic eligibility and legislation/interpretation. The structure should be committed to continual transformation and implement a system for reviewing legislation, policies and procedures to ensure all are having the intended effect.</p> <p>All sports for which there is a Division I or National Collegiate championship shall have a Sport Management Committee. The appropriate governance entity should consider whether sports that have both genders (e.g., men’s and women’s soccer, men’s and women’s basketball) should operate with a single management committee or prescribe required coordination and collaboration. In addition, it should be determined whether some sports can have a combined sport management and championship committee</p> <p>Decisions should be pushed as far down in the structure as is possible and to responsible committees that are composed of engaged and experienced representatives with knowledge of the sport.</p> <p>A decision-making system should appropriately balance necessary and important checks in the system without being overly bureaucratic. This will be accomplished by the sequence and frequency of meetings. A goal is to avoid too much of a lag in time before actions are taken, legislation is implemented and/or decisions are made.</p>	<p>Approve in concept.</p> <p>Refer to the Council Coordination Committee to gather feedback, develop legislative recommendations and manage the committee appointments.</p>	<p>Additions, modifications and legislative actions to be finalized by June 2023.</p>
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	<p>Potential amended composition requirements for championships committees to be referred to the championships committees for feedback.</p>		
<p>Decentralization</p>	<p>Recruiting Legislation</p> <p>The Transformation Committee recommends revising legislation governing visits to campus.</p>	<p>Proposal to be considered by the Division I Council in January.</p> <p>If not acted on in</p>	<p>Proposal to be considered by the Council in January.</p>

		January, refer to the Council for additional consideration.	
Decentralization	<p>Playing and Practice Seasons (summer athletic activities, time demands, outside competition)</p> <p>The Transformation Committee recommends that the Board of Directors direct appropriate governance entities to review playing and practice seasons legislation.</p>	<p>Support further discussion.</p> <p>Refer to the Council for consideration and potential development of legislation.</p>	Proposal or rationale for no change by October 2023 Board of Directors meeting.
Decentralization	<p>Institutional Personnel</p> <p>The Transformation Committee recommends amending legislation regarding coaching limits, designations and permissible recruiters.</p>	<p>Proposal to be considered by the Council in January.</p> <p>If not acted on in January, refer to the Council for additional consideration.</p>	Proposal to be considered by the Council in January.
Decentralization	<p>Amateurism and Athletics Eligibility — Agents</p> <p>The Transformation Committee recommends that the Board of Directors direct appropriate governance entities to review the use of agents by student-athletes</p>	<p>Support further discussion.</p> <p>Refer to the</p>	Proposal or rationale for no change by October 2023

	and prospective student-athletes in pursuing professional and intercollegiate athletics opportunities.	Council for consideration and potential development of legislation.	Board of Directors meeting.
Decentralization	<p>Amateurism and Athletics Eligibility — Professional opportunities — tryouts, practice and competition — pre-enrollment and post-enrollment</p> <p>The Transformation Committee recommends that the Board of Directors direct appropriate governance entities to review legislation regarding professional opportunities for student-athletes — tryouts, practice and competition — pre-enrollment and post-enrollment.</p>	<p>Support further discussion.</p> <p>Refer to the Council for consideration and potential development of legislation.</p>	<p>Proposal or rationale for no change by October 2023 Board of Directors meeting.</p>
Decentralization	<p>Amateurism and Athletics Eligibility — Professional drafts</p> <p>The Transformation Committee recommends that the Board of Directors direct appropriate governance entities to review legislation regarding professional drafts.</p>	<p>Support further discussion.</p> <p>Refer to the Council for consideration and potential development of legislation.</p>	<p>Proposal or rationale for no change by October 2023 Board of Directors meeting.</p>
Decentralization	<p>Athletics Eligibility — Athletics eligibility, such as delayed enrollment</p> <p>The Transformation Committee recommends that the Board of Directors direct</p>	<p>Support further discussion.</p> <p>Refer to the Council for</p>	<p>Proposal or rationale for no change by October 2023</p>

	appropriate governance entities to review other athletics eligibility rules, such as delayed enrollment.	consideration and potential development of legislation.	Board of Directors meeting.
Decentralization	<p>Transition From Team Financial Aid Limits to Roster Size Limits</p> <p>The Transformation Committee recommends further review of the concept of eliminating the maximum institutional grant-in-aid limitations by sport and allowing national rules in this area to focus on the number of student-athletes participating in countable athletically related activities during an institution’s playing season.</p>	<p>Support further discussion.</p> <p>Refer to the Council for consideration and potential development of legislative recommendations.</p>	<p>Proposal or rationale for no change by October 2023 Board of Directors meeting.</p>
Championships	<p>Championships — Bracket Composition</p> <p>In acknowledgment and support of the NCAA Division I Competition Oversight Committee’s ongoing work and pilot program, the Transformation Committee recommends that Division I championships should be composed in a manner that reflects the highest level of bracket composition and quality of competition, including seeding at least 50% of teams.</p>	<p>Support in concept.</p> <p>Refer to the Board Finance Committee to review budget implications.</p> <p>Refer to championships and oversight committees to</p>	<p>Initial review by championship and oversight committees by June 2023 for possible implementation for 2023-24 championships.</p>

		review operational considerations.	
Championships	<p>Championships — Access Ratio of 25%</p> <p>To ensure that NCAA Division I championships provide national-level competition among the best eligible student-athletes and teams, the Transformation Committee recommends that the governing sport and oversight committees for Division I championship team sports sponsored by more than 200 institutions should fully consider how to accommodate access for 25% of active member institutions in good standing with Division I membership requirements. Their considerations should account for impacts on the timing of the postseason, the total length of the postseason, necessary format changes, broadcast and other partners, budget resources and host entity event management.</p>	<p>Support in concept.</p> <p>Refer to championships committees, oversight committees and the Board Finance Committee to review budget implications.</p>	<p>Initial review by committees by June 2023.</p> <p>Final recommendations by January 2024 for implementation in the 2024-25 championship.</p>
Championships	<p>Championships — Enhanced Focus on Revenue Generation</p> <p>To further modernize, elevate and, in some cases, finance the enhanced Division I championship experience, the Transformation Committee recommends that each sport should be evaluated for revenue generation potential, including additional sport-specific sponsorship and partnership opportunities.</p>	<p>Support in concept.</p> <p>Refer to NCAA executive staff. Consider the recommendation as part of upcoming/future</p>	<p>Ongoing.</p> <p>To align with future contract negotiations.</p>

		contract negotiations.	
Championships	<p>Championships — Elevated Championships Travel Experience</p> <p>The Transformation Committee recommends that travel policies for Division I and National Collegiate championships be reviewed to identify ways to elevate the travel experience for participants while maintaining operational controls, which allow for consistent implementation across sports and genders, within budget parameters.</p> <p>The Transformation Committee identified the following areas for potential immediate action by the Board of Directors:</p> <ul style="list-style-type: none"> • Increase all Division I and National Collegiate per diem rates to be equal with Division I basketball preliminary rounds. • Reimburse for local ground transportation when a team travels by air. • Standardize the process and fee structure for upgrading to charter air travel. • Guarantee outbound charter air travel for teams advancing to the finals round, for teams that otherwise qualify for air travel. (Note: This would not apply to sports that conduct the entirety of the championship at one site or bring more than eight teams to the final site.) 	<p>Support in concept.</p> <p>Refer to the board Finance Committee to review budget implications.</p>	<p>Board Finance Committee to make a report to the Board of Directors by June 2023.</p>

	<ul style="list-style-type: none"> • For outbound travel to competition site, do not split NCAA-financed travel party. Additional variations could be set for outbound flights vs. return flights. • Modify travel policies for team sports to only apply the hub rule on departure or arrival but not both. <p>Once a reimagined decision-making structure is operational, the Board of Directors or the appropriate entity should review and consider the following:</p> <ul style="list-style-type: none"> • Guaranteeing charter air travel for teams traveling over 2,000 miles and no direct flight options. • Reducing hub mileage to 150 (or some other mile radius and consider time in transit). • Redefining reasonable flight options in conjunction with hub rule to only allow an early departure (6 a.m.) or late arrival from a local/regional airport. Further, establish a new time parameter for acceptable departure for a hub airport. • In conjunction with the review of championship postseason travel policies, the benefits, risks, and challenges of using logistics services (i.e., current partners: Short’s Travel, Anthony Travel, STM Driven, On Location) organized by the NCAA for the championship postseason should be reviewed. <p>Any changes should account for risk mitigation and limited availability of commercial and charter flights given quick turnaround between selections and</p>		
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	<p>travel. The review should also consider the benefits and challenges of using logistics services (i.e., Short’s Travel, Anthony Travel, STM Driven, On Location) organized by the NCAA.</p>		
Championships	<p>Championships — Increased Championships Budget</p> <p>The Transformation Committee recommends that the Division I Board of Directors and Division I Board of Directors Finance Committee fully consider an increase to the championships budget that accommodates these recommendations to expand championships access, ensure the highest level of bracket composition and elevate the travel experience for student-athletes.</p>	<p>Support in concept.</p> <p>Refer to the Board of Directors Finance Committee and Board of Governors Finance and Audit Committee.</p>	<p>Response from the Finance Committee and Board of Governors Finance and Audit Committee by June 2023.</p>
Championships	<p>Championships — Modify Revenue Distribution Program</p> <p>The Transformation Committee recommends that the Division I revenue distribution program be evaluated to consider models that reflect contemporary Division I values and account for athletic performance in more sports than men’s basketball. When developing modifications, consideration should be given to the following: (a) implementation timeline; (b) gender equity; and (c) commitment to broad-based sports sponsorship.</p>	<p>Support in concept.</p> <p>Refer to the Division I Board of Directors Finance Committee.</p>	<p>Recommendations for legislative change to be developed by August 2023.</p> <p>Will require a vote of the full Division I membership to change legislation</p>

			related to revenue distribution.
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