1. List all “conditions for certification” imposed by the committee in its Cycle 2 certification decision (if any) as they relate to NCAA Operating Principle 1.1 (Institutional Control, Presidential Authority and Shared Responsibilities). For each condition, provide:
   a. The original “condition” imposed;
   b. The action(s) taken by the institution;
   c. The date(s) of the action(s); and
   d. An explanation for any partial or noncompletion of such required actions.

There were no “conditions for certifications” imposed by the committee in its Cycle 2 certification decision as they relate to NCAA Operating Principle 1.1.
2. List all actions the institution has completed or progress it has made regarding all plans for improvement/recommendations developed by the institution during its Cycle 2 certification process for Operating Principle 1.1 (Institutional Control, Presidential Authority and Shared Responsibilities). For each issue identified, provide:
   a. The original goal(s);
   b. The step(s) taken by the institution to achieve the goal(s);
   c. The date(s) the step(s) was completed; and
   d. An explanation for any partial or non-completion of the original goal(s) and/or step(s) to achieve the goal.

Improvement Plan Progress

<table>
<thead>
<tr>
<th>Original Goal (a)</th>
<th>Step(s) Taken to Achieve the Goal (b)</th>
<th>Date Step(s) Completed (c)</th>
<th>Explanation for Any Partial or Noncompletion of Goal/Step (d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Mission and Philosophy statement of The University of Montana (UM) Department of Intercollegiate Athletics (IA) should include a strong statement supporting equitable opportunity for all students and staff, including women and minorities.</td>
<td>This action was completed and strengthened immediately after the Cycle 2 visit. The current Mission and Philosophy statements posted at the IA website include, as strategic visions, strong statements on diversity and gender equity.</td>
<td>April 2003</td>
<td>Completed</td>
</tr>
<tr>
<td>The Mission and Philosophy statement of the UM Department of Intercollegiate Athletics should be included in the Student-Athlete Handbook.</td>
<td>This action was completed and the statement continues to be part of both the web-based and hard-copy versions of the IA Student-Athlete Handbook (pp, 8-9).</td>
<td>April 2003</td>
<td>Completed</td>
</tr>
<tr>
<td>The UM Department of Intercollegiate Athletics, together with the UM President and the University Athletic Committee, will develop a specific plan to establish a regular review process for the IA mission statement.</td>
<td>A joint committee was established which developed the UM IA strategic plan for 2007-11, incorporated in the Grizzly Athletics Departmental Policies &amp; Procedures manual. This planning process involved significant public and University participation. A new strategic planning policy has been implemented (2011) that provides for annual strategic planning review by the UM Athletics Strategic Planning and Budget Committee. Members of the UM Athletics Strategic Planning and Budget Committee are the Director of Athletics; the Senior Associate Athletic Director (senior women’s administrator); the Associate Athletic Director for Internal Operations; the Associate Athletic Director for Development; and the Assistant Athletic Director for Fiscal Operations.</td>
<td>2006 2011</td>
<td>Completed</td>
</tr>
</tbody>
</table>

3. Describe any additional plans for improvement/recommendations developed by the institution since the Cycle 2 certification decision was rendered by the committee for Operating Principle 1.1
(Institutional Control, Presidential Authority and Shared Responsibilities). For each additional plan, provide:

a. The additional goal(s);

b. The step(s) taken by the institution to achieve the goal(s); and

c. The date(s) the step(s) was completed.

After the Cycle 2 process was completed, a situation arose in which a coach needed to be replaced while The University of Montana (UM) was on winter break. Normally, the University Athletic Committee (UAC), a broad-based campus committee appointed by the UM President to provide review and counsel for intercollegiate athletics, would be fully involved in the process. However, there was no mechanism in place by which the full Committee – including five faculty members, two staff members, two student members, and three representatives from other campus units – could have input into this process during the academic break. The goal, then, was to include a process for such situations to assure the UAC could have input. The UAC subsequently decided that an executive committee of the UAC – comprised of the chair, one faculty member, one staff member, and a student – could be convened to provide input to the Director of Intercollegiate Athletics in such situations. This was implemented in spring 2008.

4. Describe how the institution’s chancellor or president maintains clear and direct oversight of the athletics program, including a description of reporting lines from the athletics director to the chancellor or president.

The President is the chief executive officer of The University of Montana (UM) and has the ultimate responsibility for all programs, including Intercollegiate Athletics (IA). The UM President delegates general responsibility for Intercollegiate Athletics to the Director of Intercollegiate Athletics (AD), who is responsible for planning, managing and directing Intercollegiate Athletics and its programs so they conform to the academic mission of the University.

The AD and Intercollegiate Athletics report directly to the President. The AD frequently consults the President on decisions regarding Intercollegiate Athletics. The two have one-on-one weekly meetings, and both attend the weekly meetings of the UM executive officers. The President also appoints the University Athletic Committee to provide review and counsel for Intercollegiate Athletics. That committee has five faculty members, two staff members, two student members, and three representatives from other campus units.
5. Since the institution’s previous self-study, list the major decisions made related to intercollegiate athletics. For each decision, explain the role and involvement (if any) of the:

   a. President
   b. University Athletic Committee
   c. Faculty Senate
   d. Student-Athlete Advisory Committee (SAAC)
   e. Director of Intercollegiate Athletics (AD)
   f. Faculty Athletics Representative (FAR)
   g. Senior woman administrator – Senior Associate Athletic Director (SAAD)
   h. Other individuals or campus constituencies.

Major Decision Made Since the Cycle-2 Certification:

1. Multi-year contracts for head coaches in football and men’s and women’s basketball were approved for the first time.
   a. President: Approved language of contract; advocated and presented to Board of Regents
   b. UAC: No involvement
   c. Faculty senate: No involvement
   d. SAAC: No involvement
   e. AD: Involved in development of contract language; advocated and presented to President
   f. FAR: No involvement
   g. SAAD: Involved in development of contract language and working with Legal Counsel
   h. University of Montana (UM) Legal Counsel: Refined contract language
      Montana Board of Regents (BOR): Approval of contracts

2. Eastside expansion of football stadium
   a. President: Approval of project; advocated and presented to Board of Regents
   b. UAC: No involvement
   c. Faculty Senate: No involvement
   d. SAAC: No involvement
   e. AD: Involved in physical design and funding model development
   f. FAR: No involvement
   g. SAAD: Involved in discussions
   h. Associated Students of The University of Montana (ASUM): Discussion and approval of a fee increase for the extra seats for students
       UM OPBA: Development of funding model
       UM Foundation: Involved in financial holding of funds
       Grizzly Scholarship Association (GSA): Involved in financial holding of funds
   a. President: Served on planning committee; approved plan
   b. UAC: Review of final plan; chair served on planning committee
   c. Faculty Senate: Review of final plan; member served on planning committee
   d. SAAC: Representative served on committee
   e. AD: Served on committee; provided guiding principles as starting point
   f. FAR: Served on committee
   g. SWA: Served on committee; wrote final plan
   h. Bob Minto (attorney and community member): facilitator of process
      UM Staff Senate: Representative served on committee
      Missoula community: Several representatives on committee

4. Learfield Sports partnership (sponsorships and multimedia)
   a. President: Agreed to the proposal, and took to the Board of Regents
   b. UAC: No involvement
   c. Faculty Senate: No involvement
   d. SAAC: No involvement
   e. AD: Studied the proposal, brought forward to the President
   f. FAR: No involvement
   g. SWA: No involvement
   h. Others:
      UM Business Services Office: Worked on bid process; follow-through
      UM OPBA: Reviewed funding portion

5. Nike partnership
   a. President: Approved the partnership
   b. UAC: No involvement
   c. Faculty Senate: No involvement
   d. SAAC: No involvement
   e. AD: Brought to attention of President; works closely with Nike reps
   f. FAR: No involvement
   g. SWA: No involvement
   h. UM Foundation: Financial distributor of invoices paid out of account
6. Describe the institution’s written governance policies regarding the administration and oversight of the athletics program, including the specific roles and responsibilities of the institution’s governing board. Describe how the written athletics governance policies or other written communication is provided to the governing board on an annual basis?

The Montana University System (MUS), of which The University of Montana is part, is governed by the seven members of the Montana Board of Regents (BOR), who are appointed by the Governor of the State of Montana for staggered seven-year terms. The Board maintains constitutional authority to supervise, coordinate, manage, and control the Montana University System. The Regents oversee all components of the MUS, including athletic programs, and set out general guidelines through the Montana Board of Regents Policies and Procedures Manual.

The BOR manual directs the University in a diverse range of issues including the suitability of programs to the institutions, budgeting and funding, student participation in decision making, absence of gender discrimination, scholarship eligibility, and compliance with all applicable NCAA and conference regulations. The manual also sets out board policy regarding conference participation including authorization for appropriate funding, comparability with funding other institutions in the conference, sources of funding to include fee waivers, (in state and out of state), state funding and other income.

The Montana constitutional authority of the Board of Regents includes major decisions regarding the assessment of all student fees, construction of new facilities, acquisition of property, general budget approval for state-allocated funds and any bonding or borrowing authority.

The directors of intercollegiate athletics at each of the units of the Montana University System, including UM, report annually to the Board of Regents. Copies of the annual reports from UM’s Director of Intercollegiate Athletics are in the document archive.
7. Since the institution’s previous self-study, list the decisions related to intercollegiate athletics in which the institution’s governing board or individual board members have been involved and describe the extent of the governing board’s involvement with those decisions. Please note, if this is the institution’s first time to complete an athletics certification self-study, respond to the question based on the last 10 years.

The Board of Regents (BOR) of the Montana University System, as the governing board for The University of Montana (UM), was involved in three significant decisions affecting Intercollegiate Athletics after the Cycle 2 visit.

1. The BOR approved a policy to offer multi-year contracts for head coaches in football and men’s and women’s basketball. The former BOR policy limited these to single-year contracts.

2. The BOR approved and gave spending authorization for the eastside expansion of Washington Grizzly Stadium.

3. The BOR approved the Learfield Sports partnership, a nine-year contract (commencing 2008-09) with Learfield Sports to oversee all Intercollegiate Athletics sponsorships and multimedia rights for the University. The work is done locally by Learfield’s Grizzly Sports Properties, a Missoula-based organization that collaborates daily with the UM Athletic Director and the entire athletics administration.

This governance and oversight of athletics by the BOR is consistent with its oversight of other campus units. The BOR provides funding authorization for all capital projects, providing same for the Phyllis J. Washington College of Educational and Human Sciences building in the same manner as they did for the eastside expansion of Washington Grizzly Stadium. Similarly, the BOR approves contracts and partnerships for other campus units, such as the America’s Professor in the School of Business Administration, in the same manner as they did with the Learfield Sports partnership in athletics. It is clear that Intercollegiate Athletics enjoys the same oversight and governance from the BOR as do all campus units.
8. Describe how the institution’s governing board decisions regarding athletics programs are consistent with those of other campus units?

Intercollegiate Athletics, as with all campus departments at The University of Montana, must operate with the approval from the University President and the Montana Board of Regents.

The governance and administration of the Montana University System is vested with the Board of Regents (BOR), which has full power, responsibility, and authority to supervise, coordinate, manage, and control the Montana University System (http://www.mus.edu/borpol/bor200/201-7.pdf). The University of Montana (UM) administration, Intercollegiate Athletics (IA) and other departments included, must get BOR authorization for major decisions, such as expanding the football stadium, other building projects, or moving to another athletic conference.

The BOR’s governance and oversight of athletics, in process and in substance, is consistent with its oversight of other campus units. The BOR provides funding authorization for all capital projects, providing same for the Phyllis J. Washington College of Educational and Human Sciences building in the same manner as they did for the eastside expansion of Washington Grizzly Stadium. Similarly, the BOR approves contracts and partnerships for other campus units, doing so for the America’s Professor in the School of Business Administration in the same manner as they did with the Learfield Sports partnership in athletics. The evidence indicates that Intercollegiate Athletics experiences essentially the same oversight and governance from the BOR as do all units of the University.

While the intercollegiate athletic departments at the individual units of the Montana University System operate independently of each another, the Board of Regents treats all athletic departments on all the state campuses it oversees in a consistent manner, maintaining equivalent treatment for the disparate units, despite the differing missions of each campus and athletic department.

Further, UM has a short- and long-term strategic planning process that applies to all on-campus units, intercollegiate athletics included, and requiring the same review and approval of the UM President.
9. For each of the following individuals or groups:

a. Explain the role and authority of the individual or group as it relates to intercollegiate athletics;
b. Describe how the individual or group has the opportunity (if any) to provide meaningful input into the formulation of the department of athletics policies (e.g., review admissions data, review academic performance data, receive periodic reports from the department of athletics); and
c. Describe how the individual or group has the opportunity (if any) to periodically review Policy implementation related to athletics.

1. **University Athletic Committee** (UAC)

   a. Appointed by and reports to the President of The University of Montana (UM) and provides review and counsel for Intercollegiate Athletics (IA). The Committee includes five faculty members, two staff members, two student members, and three representatives from other campus units.

   b. UAC has significant input into formulation of athletic policy, since nearly every major policy is presented to UAC for review and input. In addition, UAC annually reviews UM’s special admission policy and any such cases; APR, GSR, and Federal graduation rate data; exit interview data; the IA mission statement; and policies involving recruiting, missed class time, diversity, gender equity, and exit interviews. The Director of Intercollegiate Athletics (AD) is on the committee and provides an update at every monthly meeting.

   c. Yearly agenda items also include review of major policy areas within athletics, including academics, rules compliance, budget, facilities, and student-athlete welfare.

2. **Faculty Senate**

   a. Reports to the President and receives an in-person update once per year from the athletic department.

   b. Once per year, the Athletic Director (AD), Senior Associate Athletic Director, and UM’s NCAA Faculty Athletics Representative provide an in-person report on athletics. The report includes a summary of any secondary violations reported during the previous year, the GPA statistics for student-athletes, APR and GSR data, and a state-of-the-department report from the AD.

   c. On an as-needed basis.

3. **NCAA Faculty Athletics Representative**

   a. Reports to the President; the athletics compliance officer (Senior Associate Athletic Director) has a report line to the Faculty Athletic Representative (FAR)
b. Has significant involvement in the development of athletic policy, especially policies related to academics, recruiting and compliance. Is a member of the University’s Academic Eligibility Certification team for determining continuing eligibility of student-athletes and is the final signature authority for transfer eligibility.

c. Has continuous and ongoing review authority.

4. **Student Athlete Advisory Council** (SAAC)

   a. Operates under the auspices of Athletic Academic Services. Provides input to the athletics administration for policy decisions. This council is comprised of volunteer student-athletes, with one or two representatives from each sport.

   b. Items that have an impact on the student-athlete experience are submitted to SAAC for their input and feedback.

   c. They review policy implementation on an as-needed basis.

5. **Associated Students of The University of Montana** (ASUM)

   a. ASUM has no direct policy oversight of Intercollegiate Athletics. However, ASUM is consulted whenever an issue involves a change in student fees.

   b. Three times in the past ten years, an ASUM resolution addressing student fees has been debated and either passed or denied.

      1) In 2003, a request was submitted to ASUM to increase the student athletic fee from $60 to $72 over a three-year period to help with the deficit problem in intercollegiate athletics. This proposal passed. As part of the request, it was agreed that students would pay $7 per football ticket, to be later reduced to $5 per ticket, and ultimately removed, which occurred two years ago.

      2). In 2007, ASUM was approached for an increase in the student athletic fee by $10 per year to assist with the cost of the eastside expansion of Washington Grizzly Stadium. In return, the students would receive 700 more football tickets per game, resulting in a total of 4,000 student tickets per game. Also, the fee was to sunset once the expansion project was paid off. This proposal passed.

      3). In spring 2010, ASUM was approached about raising the student athletic fee to help with athletic facility improvements. Although approved by the ASUM governing board, it was later determined that a student vote was necessary. That student vote was not successful.

   c. Other than these three issues involving the student athletic fee and having representatives on the UAC, ASUM has no formal policy review authority.
10. Describe how the activities of the institution’s athletics booster groups, support groups and other representatives of the institution’s athletics interests are maintained under the clear control of the institution, including whether institutional personnel serve on booster club, support group or foundation boards.

Since 1982, the University of Montana (UM) has had direct control over its booster clubs: the Grizzly Scholarship Association (GSA), National Advisory Board for Grizzly Athletics (NABGA), the individual sport foundation clubs, and the Copper Connection. GSA employees are employees of the University and are supervised solely by the University.

Funds collected by the GSA, the UM Foundation individual sport clubs, and the Copper Connection are deposited with the UM Foundation and are subject to University control and specific UM and UM Foundation policies covering allowable expenditures.

The Department of Intercollegiate Athletics uses its web site, as well as mailings to supporters, to notify them of the NCAA rules regarding inappropriate booster contact with prospective or current athletes. In addition, all ticket mailings and most GSA mailings include similar information and warnings.

The department, on a weekly basis, communicates NCAA rule interpretations to both departmental personnel and to the members of the University Athletic Committee to raise awareness about potential rules violations. This weekly communication is a document entitled “Paws for Compliance.”

11. Provide the composition of the athletics board or committee (including titles and positions).

The University Athletic Committee (UAC) of The University of Montana (UM) is an actively functioning committee that meets regularly with both University administrators and Department of Intercollegiate Athletics (IA) personnel.

The charge to the University Athletic Committee is to provide review and counsel for the intercollegiate athletics program. Among the issues annually reviewed by the Committee are:

1. Department budgets;
2. Staffing needs;
3. Gender equity;
4. Racial equity;
5. Student time commitments;
6. Appropriate levels of competition;
7. Addition and deletion of sports programs;
8. Student athlete academic progress;
9. Changing conference and NCAA rules;
10. Renovation and expansion of facilities;
11. Student, staff, and faculty participation in decision making processes;
12. Review of staff members;
13. Review of administrative members; and
14. Compliance with University, Big Sky Conference, and NCAA rules.
The UAC members, appointed by the UM President, include a broad cross-section of the campus to ensure that diverse views are represented. The nineteen members of the Committee include:

Five faculty members who serve four-year terms;
Two staff members who serve four-year terms;
Three students who serve one-year terms;
One representative of the Grizzly Scholarship Association who serves a one-year term;
One representative of the University Administration who serves a four-year term; and
Seven ex-officio members:
- NCAA Faculty Athletics Representative (Voting);
- UM Assistant Vice President for Enrollment (Voting);
- UM Registrar (Voting);
- UM Director of Financial Aid (Voting);
- UM Minority Mentoring Program Director (Voting);
- A representative of UM Diversity Advisory Council (Voting); and
- UM Director of Intercollegiate Athletics (Nonvoting)

12. Describe how the president or his designee maintain control with respect to each of the following areas of the athletics program: budget (including all sources of funding), accounting and debt management. In addition identify key individuals, other than the president, with responsibilities in these areas.

The University of Montana (UM) takes seriously the responsibility for controlling the Intercollegiate Athletics (IA) budget, accounting, and debt management.

a. The IA budget is closely monitored on both the revenue and expenditure sides. The department develops an annual operating plan addressing all funds (state, designated, auxiliary, and restricted), except the UM Foundation funds. This operating plan is reviewed by the UM Office of Planning, Budget and Analysis (OPBA), the Vice President for Administration and Finance, and the President, who is responsible for final approval.

The budget for designated and auxiliary funds is estimated by quarter to facilitate quarterly monitoring, which helps identify potential problems earlier than might be the case otherwise. OPBA provides a quarterly performance report that reports actual activity to date and identifies variances from the IA budget plan, which is intended to aid in determining if athletics is on target with their budget plan.

In addition, the OPBA Budget Analyst for IA meets monthly with the Assistant Athletic Director for Fiscal Operations and the IA Business Manager to review actual all funds (except Foundation funds) activity and review and follow up on any items of concern. If there are any serious concerns, the Budget Analyst would consult with the AVP for Planning, Budgeting and Analysis and the OPBA Budget Director for further review. Similarly, on the IA side, the Assistant AD for Fiscal Operations would consult with the AD for further review. Such review could then result in possible action upward in the “chain of command” of IA and OPBA and with the UM President, as necessary.

The OPBA Budget Analyst also reports quarterly to the UM President, Vice President for Administration and Finance, and Athletic Director with a brief summary of the status of the IA
all funds activity to date and reviews the nature and resolution or status of any concerns, if applicable.

b. Accounting and debt management fall under the responsibility of UM Business Services, which reports to the Vice President for Administration and Finance. In order for IA to incur debt, it must be authorized by the Office of the Vice President for Administration and Finance, approved by the University President, and ultimately authorized by the Montana Board of Regents. In fact, the structure of the debt is developed by the Office of the Vice President for Administration and Finance and only is approved if it is supported by strong analysis that reflects sufficient resources to repay the debt.

13. Describe how the institution’s chancellor or president and his or her designated authority review the budget of the athletics program to at least the same extent that they do for other on-campus programs and departments. In addition, identify the authority (e.g., president’s cabinet, finance committee) designated with this responsibility.

The President of The University of Montana (UM) reviews and approves all budgets affecting Intercollegiate Athletics. The President also reviews and approves all plans for renovation, expansion and fund raising for athletic facilities and all outside income of athletic personnel.

The Department of Intercollegiate Athletics, like all campus units, develops an annual operating plan addressing all funds (state, designated, auxiliary, and restricted). This operating plan is reviewed by the UM Office of Planning, Budget and Analysis (OPBA), the Vice President for Administration and Finance, and the President, who is responsible for final approval. (The annual operating plans for each campus unit are reviewed by the vice president for their respective sector – Academic Affairs, Administration and Finance, Student Affairs, and Research Administration. The other OPBA procedures are also the same for each unit.)

The budget for designated and auxiliary funds is estimated by quarter to facilitate quarterly monitoring, which helps identify potential problems earlier than might be the case otherwise. OPBA provides a quarterly performance report that reports actual activity to date and identifies variances from the IA budget plan, which is intended to aid in determining if athletics is on target with their budget plan.

In addition, the OPBA Budget Analyst for IA meets monthly with the Assistant Athletic Director for Fiscal Operations and the IA Business Manager to review actual all funds (except Foundation funds) activity and review and follow up on any items of concern. If there are any serious concerns, the Budget Analyst would consult with the AVP for Planning, Budgeting and Analysis and the OPBA Budget Director for further review. Similarly, on the IA side, the Assistant AD for Fiscal Operations would consult with the AD for further review. Such review could then result in possible action upward in the “chain of command” of IA and OPBA and with the UM President, as necessary.
The OPBA Budget Analyst also reports quarterly to the UM President, Vice President for Administration and Finance, and Athletic Director with a brief summary of the status of the IA all funds activity to date and reviews the nature and resolution or status of any concerns, if applicable.

14. Describe the process by which the institution’s chancellor or president or his or her designee(s) conduct an administrative review of the NCAA comparative data (i.e., dashboard indicators) on an annual basis. In addition, specify the individual(s), other than the chancellor or president, involved in this administrative review.

The Athletic Director for The University of Montana reports directly to the President. The President delegates the responsibility for the conduct of athletic programs and any comparative review to the Athletic Director (AD), the Senior Associate Athletic Director who is responsible for compliance, and the NCAA Faculty Representative. The Athletic Director and the President meet on a weekly basis.

Because of the athletes’ status as students, the President delegates responsibility for compliance with academic regulations to the faculty governance structure through the NCAA Faculty Athletics Representative, the Registrar and the regular UM admissions process and administrators.

The annual NCAA dashboard indicators allow Division I presidents and chancellors to compare their own financials against their peers in aggregate and standardized format. The UM President accesses the indicators on an annual basis and discusses his findings with his executive team and the AD.
15. If the institution has developed a plan(s) for improvement during the current self-study process for Operating Principle 1.1, describe the institution’s efforts to ensure the plan(s) for improvement was developed through a process involving broad-based participation and has received formal institutional approval.

Plan for Improvement

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>GOAL</th>
<th>STEPS TO ACHIEVE GOAL</th>
<th>Individuals or Officers Responsible for Implementation</th>
<th>Specific Timetable for Completing the Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue</td>
<td>Measurable Goal(s)</td>
<td>Steps to Achieve Goal</td>
<td>UAC</td>
<td>March 2011</td>
</tr>
<tr>
<td>The policy regarding the Executive Committee of the University Athletic Committee (UAC) should state that the student member should be the ASUM representative appointed to the UAC. (see #3 above)</td>
<td>Incorporate the clarification in the UAC policy statement addressing the Executive Committee.</td>
<td>UAC will write the necessary language and incorporate same in the Executive Committee policy statement.</td>
<td>UAC</td>
<td>This will be discussed in the UAC meeting on February 22, 2011</td>
</tr>
<tr>
<td>There is no policy or procedure for annual review of the Intercollegiate Athletics five-year strategic plan.</td>
<td>The goal is to have the policy written and adopted, and the procedures established with a review timetable, by March 2011</td>
<td>The Athletic Director (AD) and the University President will develop the policy and procedures, obtain any necessary approval(s), and oversee/monitor implementation of the review procedure(s).</td>
<td>AD and University President</td>
<td>March 2011</td>
</tr>
<tr>
<td>The policies have been developed and adopted and are included in the departmental manual.</td>
<td></td>
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</tbody>
</table>

There is no policy or procedure for annual review of the NCAA dashboard indicators (discussed in Item 14.)

The goal is to have the policy written and adopted, and the procedures established with a review timetable, by March 2011.

The AD and the University President will develop the policy and procedures, obtain any necessary approval(s), and oversee/monitor implementation of the review procedure(s).

AD and University President

March 2011

The policies have been developed and adopted and are included in the departmental manual.