GOVERNANCE AND COMMITMENT TO RULES COMPLIANCE

Operating Principle

1.1 Institutional Control, Presidential Authority and Shared Responsibilities. The Association’s principle of institutional control vests in the institution the responsibility for the conduct of its athletics program, including the actions of its staff members and representatives of its athletics interests. In fulfilling this principle, the institution shall demonstrate that:

a. The institution’s governing board provides oversight and broad policy formulation for intercollegiate athletics in a manner consistent with other units of the institution.

b. The chief executive officer is assigned ultimate responsibility and authority for the operation and personnel of the athletics program.

c. Appropriate campus constituencies have the opportunity, under the purview of the chief executive officer, to provide input into the formulation of policies relating to the conduct of the athletics program and to review periodically the implementation of such policies.

Self-Study Items

Operating Principle 1.1 Governance and Rules Compliance

1. List all “corrective actions,” “conditions for certification” or “strategies for improvement” imposed by the NCAA Division I Committee on Athletics Certification in its first-cycle certification decision (if any) as they relate to Operating Principle 1.1. Institutional Control, Presidential Authority and Shared Responsibilities. In each case, provide: (a) the original “corrective action,” “condition” or “strategy” 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. Please note, the institution is not required to respond to recommendations for required actions developed by the peer-review team unless those same recommendations were adopted by the Committee on Athletics Certification.

a. The NCAA Division I Committee on Athletics Certification identified (in 1998) as a Strategy for Improvement the following: “Modify the mission statement of the institution’s athletics program to ensure that it contains all elements of NCAA Bylaw 23.3.1.1 (Institutional Mission); specifically ensure that it addresses the support of equitable opportunities for all students and staff, including women and minorities.”

b. The mission statement for the Division of Physical Education, Recreation, and Athletics (PERA) was reviewed and revised during the fall of the 1998 academic year by Colgate’s Committee on Athletics and specifically addresses the support of equitable opportunities for all students and staff, irrespective of race or gender: “Colgate is an inclusive institution with diverse students, faculty, and staff. The Division of Physical Education, Recreation, and Athletics strives to provide opportunities for all members of the University community to engage in fitness, recreational, and competitive activities.” The mission statement for the Department of PERA echoes a key element of the institution’s mission statement, namely, Colgate’s responsibility to educate, support, and encourage all students to strive for excellence.
The mission statement appears in numerous university publications and is readily available in electronic and written formats. New employees of PERA receive a copy of the mission statement upon hire and can reference it in the Division of PERA Policies and Procedures Manual as well. Student-athletes may access it through the Student-Athlete Handbook and through a link on the athletics web page. The President, Dean of Faculty/Provost, and Treasurer receive a copy of the mission statement in the Athletic Department’s annual report, which is filed in the office of Dean of Faculty/Provost and is made available to members of the community upon request. Copies of both mission statements will be made available to the Peer Review Team.

c. The mission statement was updated in 1998 and was received and approved by Colgate’s Academic Affairs Board on February 10, 1999. On February 23, 1999, Colgate President, Neil Grabois, sent a copy of the revised mission statement to James Walker, Chair of the NCAA Committee on Athletic Certification.

d. None.

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 first-cycle certification process for Operating Principle 1.1. Specifically include: (a) the original plan; (b) the action(s) taken by the institution; (c) the date(s) of the actions(s); (d) actions not taken or complete; and (e) explanations for partial completion. Please note the institution will not be required to fulfill an element of a first-cycle plan if the element does not affect conformity with an operating principle.

a. Colgate University developed and implemented one Plan for Improvement for Operating Principle 1.1 (Institutional Mission) following its first-cycle certification: “Review, update, and distribute the Athletic Department’s mission statement.”

b. The mission statement for the Division of Physical Education, Recreation, and Athletics (PERA) was reviewed and revised during the fall of the 1998 academic year by Colgate’s Committee on Athletics and specifically addresses the support of equitable opportunities for all students and staff, irrespective of race or gender: “Colgate is an inclusive institution with diverse students, faculty, and staff. The Division of Physical Education, Recreation, and Athletics strives to provide opportunities for all members of the University community to engage in fitness, recreational, and competitive activities.” The mission statement for the Division of PERA echoes a key element of the institution’s mission statement, namely, Colgate’s responsibility to educate, support, and encourage all students to strive for excellence.

The mission statement appears in numerous university publications and is readily available in electronic and written formats. New employees of PERA receive a copy of the mission statement upon hire and can reference it in the Division of PERA Policies and Procedures Manual as well. Student-athletes may access it through the Student-Athlete Handbook and through a link on the Athletics web page. The President, Provost and Dean of the Faculty, and the Financial Vice President and Treasurer receive a copy of the mission statement in the Athletic
Department’s annual report, which is filed in the office of Provost and Dean of the Faculty and is made available to members of the community upon request.

c. The mission statement was updated in 1998 and was received and approved by Colgate’s Academic Affairs Board on February 10, 1999. On February 23, 1999, Colgate President, Neil Grabois, sent a copy of the revised mission statement to James Walker, Chair of the NCAA Committee on Athletic Certification. The mission statement is included in the Division of PERA Policies and Procedures Manual, which was posted internally on Colgate’s portal during the 2004-05 academic year.

d. None.

e. None.

3. Describe any additional plans for improvement/recommendations relating to Operating Principle 1.1 developed by the institution since the first-cycle certification decision was rendered by the Committee on Athletics Certification.

The Division of PERA has been proactive in reviewing the mission statement every two to three years since the first-cycle certification decision was rendered by the Committee on Athletics Certification. No changes have been made since its last revision in 1998.

4. Describe how the institution’s governing board decisions are consistent with those of other on-campus units. Based upon the institution’s experience in the last three years, list the decisions (if any) related to intercollegiate athletics in which the institution’s governing board or individual board members have been significantly involved.

Colgate’s Board of Trustees has among its standing committees an Athletic Affairs Committee. All eighteen standing committees of the Board of Trustees have their members elected by members of the full Board. The Athletic Affairs Committee has board members as chairperson and vice-chairperson, and the President of the University and chair of the Board are ex officio members of this committee (and each of the other standing committees).

The responsibility of the Athletic Affairs Committee is specified in the bylaws (adopted October, 2005) of the Board of Trustees: “The purpose of this Committee shall be to promote the general interests of athletics in harmony with the overall educational policy of the University. It shall consider and report to the Board on matters pertaining to the athletic program of the University.” The Mission of the Board (i.e., the full Board of Trustees) is contained in the bylaws; athletics is not specifically identified as a separate issue or concern in the bylaws. The Division of Physical Education, Recreation, and Athletics is considered to be one of the five academic divisions of the university. This structure assures that important matters in athletics are considered in a manner that is consistent with the consideration of matters in the other four academic divisions of the university (i.e., Humanities, Social Sciences, Natural Sciences and Mathematics, and University Studies).
The Trustee Athletic Affairs Committee meets three to four times per year, but it does not have a regular schedule of meetings. Important matters involving athletics are typically brought to this committee by the President and the Director of Athletics together, although the Board of Trustees or this standing committee can initiate discussions regarding athletics. The working relationship between the President, Board, Director of Athletics, and the Athletic Affairs Committee is representative of the working relationship for non-athletics matters that would be of concern to the Board (e.g., policy for admission, financial aid, etc.). Moreover, most matters brought to this standing committee of the Board (and those brought directly to the full Board) are typically exposed to discussion on campus through the campus governance system (Committee on Athletics, Academic Affairs Board, etc.), and other venues (Student-Athlete Advisory Council; President's Staff; Dean's Advisory Council, etc.).

Colgate’s Board of Trustees (during the last three academic years) participated in a significant way in the following decisions. Because these projects or renovations were capital projects with significant expense, they required the consideration and approval of the entire Board. The university President also participated in the discussions concerning the financing of each of these projects:

- Construction of the Glendening Boathouse on Lake Moraine. This boathouse serves the men’s and women’s crew teams and the greater Colgate community.
- Roof repairs to the field house, which serves a variety of sports (including tennis, track, softball, football, etc., and is open to the Colgate and Hamilton communities).
- Extensive renovation of the press box at Andy Kerr Stadium (football).
- Parking lot resurfacing and the installation of lights at Andy Kerr Stadium (football and soccer).
- New electrical switchgear for Lineberry Natatorium. This facility serves the swimming and diving teams and the Colgate and Hamilton communities.
- Renovation of the squash courts in Huntington Gymnasium.
- Placement of memorial plaques (honoring former Colgate athletes and other persons) in and around various athletics facilities.

Individual members of the Board of Trustees were consulted during the hiring of the new Director of Athletics and during the planning stages of renovation projects listed above.

The entire Board of Trustees was involved in the decision to provide grants-in-aid for selected intercollegiate sports. This new policy, part of the strategic plan for the university approved by the Board of Trustees in the fall of 2003, was a significant change for the institution and received considerable attention and deliberation on campus during the community-wide formulation and discussion of the strategic plan for the university.

5. Based upon the institution’s experience in the last three years, list the decisions related to intercollegiate athletics in which the institution’s chief executive officer has been significantly involved.
The President of the University was significantly involved in many of the decisions regarding projects and programs listed in self study item #4, listed above.

6. Describe the process by which the institution makes major decisions regarding intercollegiate athletics. In so doing, describe the role and authority of the institution’s governing board, the chief executive officer, the athletics board or committee (if one exists), the faculty athletics representative(s), the director of athletics, and any other appropriate campus constituencies (e.g., faculty, students, institutional personnel involved in rules-compliance activities) in this process.

Most decisions regarding intercollegiate athletics are made by the Director of Athletics, in consultation with administrative staff of PERA, athletics faculty (coaches), the Committee on Athletics, the Student-Athlete Advisory Council, the Faculty Athletics Representative, the Provost and Dean of the Faculty, the President, and the university Board of Trustees. The Director of Athletics meets regularly with the PERA administrative staff and the athletics faculty, the Committee on Athletics, the Faculty Athletics Representative, the Student-Athlete Advisory Council, and the Provost and Dean of the Faculty.

The Director of Athletics reports to the Provost and Dean of the Faculty as a member of the Dean’s Advisory Council, meeting weekly with the Dean’s Advisory Council and twice per month with the Provost/Dean.

The Director of Athletics is a member of the President’s Staff, which meets weekly with the President. The Director of Athletics also individually meets twice monthly with the President. The Director of Athletics attends each of (at least) four annual meetings of the Board of Trustees, and attends approximately four annual meetings of the standing Athletics Affairs Committee of the Board of Trustees.

Final decisions on matters of importance in athletics are made by the President of the University in consultation with the Director of Athletics, the Provost and Dean of the Faculty, and where appropriate, the Board of Trustees.

The organization of people responsible for rules compliance is as follows:

The Assistant Director of Athletics/Compliance Coordinator (a new position created since the first-cycle certification review) reports to the Senior Associate Director of Athletics. The Senior Associate Director of Athletics reports to the Director of Athletics, who reports to the Provost and Dean of the Faculty, who has the ultimate responsibility for rules compliance. Coaches from various sports report directly to one or another of the Assistant or Associate Directors of Athletics. For example, coaches for women’s soccer, men’s and women’s crew, softball, men’s and women’s swimming, and assistant coaches for football report to the Assistant Director of Athletics/Compliance Coordinator. Coaches for men’s basketball, men’s lacrosse, field hockey, and men’s and women’s cross country and track report to the Senior Associate Director of Athletics. Coaches for women’s ice hockey, men’s soccer, women’s lacrosse, volleyball, men’s and women’s tennis and golf report to Senior Associate Director of Athletics/Senior Woman Administrator, who reports to the Director of Athletics. The head coach of football and coaches for men’s ice hockey and women’s basketball report to the Director of Athletics.
The Faculty Athletics Representative reports to the Provost and Dean of the Faculty, but has direct access to the President and to all athletics administrators and coaches. The Faculty Athletics Representative participates in the waiver process and reporting of violations, but has little involvement with the rules compliance program.

The campus governance system, through the Committee on Athletics, provides for input from faculty, administrators, and students into issues of major and minor importance regarding intercollegiate and intramural athletics. The membership of the Committee on Athletics is as follows:

- Director of Division of Physical Education, Recreation, and Athletics (i.e., Director of Athletics)
- Four faculty (one representative from each division of Humanities, Social Sciences, Natural Sciences and Mathematics, and University Studies) elected by the faculty at-large for three-year terms
- One faculty member of the Academic Affairs Board (elected by the members of Academic Affairs for a one-year term). Faculty members of the Academic Affairs Board are elected by the faculty at-large. The Committee on Athletics reports to the Academic Affairs Board.
- Three students elected by the Student Senate for one-year terms
- Provost and Dean of the Faculty
- Dean of the College
- Associate Provost

There are, in addition, several members of the university community who serve as non-voting consultants to the Committee on Athletics. These include:

- Senior Associate Athletics Director/Senior Woman Administrator
- A representative of the Dean of the College office (i.e., Dean of First-Year Students)
- President of the Student-Athlete Advisory Council
- Representative to the Policy Committee of the Patriot League
- Faculty Athletics Representative
- Director of Academic Support Program

The Campus Committee on Athletics advises the Director of Athletics and develops policy legislation for consideration by the Academic Affairs Board. The Committee chairperson reports to the Academic Affairs Board, the faculty, and the Student Senate.

The Student-Athlete Advisory Council was established in 1996 and is recognized by the Student Government Association. The group is comprised of two representatives from each varsity team. Representation from the Colgate Maroon News and CUTV has recently been added. The Student-Athlete Advisory Council currently has co-presidents and two vice presidents on its executive board. Its activities have focused on community outreach, academic affairs, spirit and fan support, the development of a mascot, student life, Hamilton School partnership, and a task force focusing on connections between student-athletes and non-student athletes. The Council meets monthly to discuss problems or concerns. This group is consulted when the Director of Athletics seeks information on important issues from students, such as merit aid...
for some athletes. The meetings of the Student-Athlete Advisory Council are occasionally attended by the Director of Athletics and are regularly attended by the Senior Associate Director of Athletics/Senior Woman Administrator.

Opinions from student-athletes also reach the Director of Athletics in two systematic ways:

A newly-designed Student-Athlete Survey (document will be made available to the Peer Review Team) is completed by each varsity student-athlete at the end of his/her athletic season. This form assures anonymity and asks for information regarding specific aspects of the student-athlete’s athletic and academic experiences and responsibilities, including issues related to NCAA rules compliance. The information from these forms is read by the coach of the team and by the team’s administrative liaison (an athletics administrator), and a tabulated summary is read by the Director of Athletics.

A random selection of student-athletes in their senior year is asked to participate in exit interviews. These one-on-one interviews are conducted by athletics administrators. A summary of these interviews is provided to the Director of Athletics for his review.

7. Please provide the composition of the athletics board or committee (including titles and positions).

Current voting members of the Committee on Athletics (2005-06 academic year):
Rebecca Chopp, President
Position currently vacant, Dean of the College
Lyle Roelofs, Provost and Dean of the Faculty
David Roach, Director of Athletics
Trish St. Leger, Associate Provost
Peter Klepeis, Assistant Professor of Geography
Kenneth Belanger, Associate Professor of Biology
Katrina Silva, Head Coach of Women’s Lacrosse
Dewitt Godfrey, Assistant Professor of Art and Art History
Graham Hodges, Langdon Professor of History, representative of Academic Affairs Board
James Silas, student, elected representative of Student Government Association
Sheila Giovannini, student, elected representative of Student Government Association
Matt Inbusch, student, elected representative of Student Government Association

Current non-voting consultants to the Committee on Athletics (2005-06 academic year):
Bruce Selleck, Whitnall Professor of Geology, Patriot League Policy Committee
Doug Johnson, Associate Professor of Psychology, Faculty Athletics Representative
Alice Tym, Senior Associate Director of Athletics/Senior Woman Administrator
Janet Little, Senior Associate Director of Athletics, Director of Recreational Sports
Charles Melichar, Vice President for Public Relations and Communications
Lynn Waldman, Director of Academic Support and Disability Services
Jim Terhune, Dean of Student Affairs
Operating Principle 1.2 Rules Compliance. Membership in the Association places the responsibility on each institution to assure that its staff, student-athletes, and other individuals and groups representing the institution’s athletics interests comply with the applicable Association rules and regulations. Consistent with this responsibility, the institution shall demonstrate that:

a. It has in place a set of written policies and procedures that assign specific responsibilities in the areas of rules compliance, including assignment of direct accountability for rules compliance to the individual the chief executive officer assigns overall responsibility for the athletics program.

b. In critical and sensitive areas, institutional compliance procedures provide for the regular participation of persons outside of the athletics department.

c. Rules compliance is the subject of an ongoing educational effort.

d. A clear and unambiguous commitment to rules compliance is a central element in all personnel matters for individuals involved in the intercollegiate athletics program.

e. At least once every four years, its rules-compliance program is the subject of evaluation by an authority outside of the athletics department.

Self-Study Items

1. List all “corrective actions,” “conditions for certification” or “strategies for improvement” imposed by the NCAA Division I Committee on Athletics Certification in its first-cycle certification decision (if any) as they relate to Operating Principle 1.2 (Rules Compliance). In each case, provide: (a) the original “corrective action,” “condition” or “strategy” 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. Please note, the institution is not required to respond to recommendations for required actions developed by the peer-review team unless those same recommendations were adopted by the Committee on Athletics Certification.

a. The NCAA Division I Committee on Athletics Certification identified (in 1998) as a Strategy for Improvement the following: “Submit the university’s revised rules-compliance policies and procedures manual, which includes rules-compliance education, eligibility, recruiting, handling of possible rules violations, and other areas, noted in the institution’s June 11, 1998, letter.”

b. Colgate’s Senior Associate Director of Athletics was responsible for and completed the task of compiling a Colgate University Compliance Manual with the assistance of a newly formed Compliance Committee. The new manual addressed rules-compliance education, eligibility, recruiting, handling of possible rules violations, and other areas of concern listed by the Committee on Athletics Certification.

c. The Compliance Manual was completed in the fall semester of 1998. On February 23, 1999, Colgate President, Neil Grabois, sent a copy of the Compliance Manual to James Walker, Chair of the NCAA Committee on Athletic Certification. In the 2004-05 academic year, key portions of the Compliance
Manual were incorporated into the Division of PERA Policies and Procedures Manual. In January of 2005, the Policies and Procedures Manual was posted on the Colgate portal for public access by the Colgate community.

d. None.

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 first-cycle certification process for Operating principle 1.2 (Rules Compliance). Specifically include: (a) the original plan; (b) the action(s) taken by the institution; (c) the date(s) of the action(s); (d) an explanation for any partial or noncompletion of such required actions.

Colgate University developed and implemented the following six Plans for Improvement for Operating Principle 1.2 (Rules Compliance) following its first-cycle certification:

Plan 1


b. Colgate’s Senior Associate Director of Athletics was responsible for and completed the task of updating the Policy and Procedures Manual with the input and assistance of the Director of Athletics, Athletic Department administrators, trainers, athletics communications personnel, and coaches. Key rules-compliance information from the newly compiled Compliance Manual was incorporated into the Policy and Procedures Manual as well.

c. Updates to the Policies and Procedures Manual were completed in the fall semester of 1998. Minor updates to the manual were made as necessary between 1998 and August 2004 when the Assistant Director of Athletics/Compliance Coordinator was hired. An extensive update of the Division of PERA Policies and Procedures Manual was completed in the 2004-05 academic year and included compliance practices, policies, and procedures that were put in place by the new Compliance Coordinator. The updated Policies and Procedures Manual was distributed in hard copy to the Athletics Department in January of 2005 and was posted on the Colgate Portal for public access by the Colgate community. The next internal review of the Policy and Procedure Manual is scheduled for the summer of 2006 and will be updated by the Senior Associate Athletics Director/Senior Woman Administrator.

d. None.

Plan 2

a. [Draft] procedures by the Committee on NCAA Rules Compliance Procedures on full-time enrollment requirements, drop/add procedures, initial and continuing eligibility, and other related areas of compliance.”
b. Colgate addressed this action item by forming a Compliance Committee whose members included the Associate Dean of the College, the Assistant Men’s Basketball Coach, the two Senior Associate Directors of Athletics, and the Faculty Athletics Representative. The Compliance Committee created a Compliance Manual that provided information related to student-athletic eligibility requirements and other related areas of compliance. The Compliance Committee last met in April, 2000, leaving the responsibilities of rules compliance to the Senior Associate Director of Athletics. The Compliance Committee was not reconvened when the new Director of Athletics was hired. Instead, a new full-time administrative position of Assistant Director of Athletics/Compliance Coordinator was created. This person took on the responsibilities of NCAA rules compliance and academic support for student-athletes.

c. The Compliance Committee was assembled in the fall semester of 1998 and met regularly throughout the year. Their work culminated in the creation of the Compliance Manual, which Colgate President, Neil Grabois, mailed to James Walker, Chair of the NCAA Committee on Athletic Certification, on February 23, 1999. The Compliance Committee continued to meet sporadically through April, 2000. In August 2004, Colgate hired a full-time Assistant Director of Athletics/Compliance Coordinator who took on the responsibilities of NCAA rules compliance and academic support for student-athletes. In the 2004-05 academic year, key portions of the Compliance Manual were incorporated into the Division of PERA Policies and Procedures Manual.

d. None.

Plan 3

a. [Provide] a periodic evaluation of Colgate’s rules compliance program by the Associate Executive Director of the Patriot League.”

b. The Patriot League Commissioner, Grace Calhoun, conducted the first external review of Colgate’s rules compliance program. Joanna Kreps, Assistant Executive Director for Sports Management and Governance, conducted the second review.

c. The first review was conducted in 2000 and a second review was conducted in September 2005. The second review was originally scheduled for 2004 but was delayed until 2005 due to the reorganization of duties within the Patriot League Office and to accommodate Colgate’s transition to a new Director of Athletics and a new Assistant Director of Athletics/Compliance Coordinator.

d. None.

Plan 4

a. “In conjunction with the hiring of a new Women’s Hockey Head Coach, name the current Senior Associate Athletic Director / Golf Coach / Women’s Hockey Coach the Compliance Coordinator.”
b. Braden Houston, former Women’s Hockey Head Coach and Head Men’s Golf Coach, became the Compliance Coordinator when the new Head Women’s Hockey Coach was hired.

c. Braden Houston took on the responsibilities of Compliance Coordinator in July 1999.

d. None.

Plan 5

a. “[Establish] an ongoing effective educational program regarding NCAA Rules.”

b. Prior to August of 2004, compliance updates and educational sessions were provided at monthly meetings of the Division of Physical Education, Recreation, and Athletics and through periodic compliance emails. After the first-cycle certification, Colgate planned a more comprehensive educational program for rules compliance issues designed to reach staff, coaches, student-athletes, booster clubs, and select non-athletics administrators. These educational efforts were initiated by the Compliance Committee, but success was limited to the creation of a Compliance Manual. A period of transition followed, which was marked by the hiring of a new Director of Athletics and the creation of a new full-time position for an Assistant Director of Athletics/Compliance Coordinator. The confluence of key hires within the division contributed to marked improvement in the development of appropriate educational programs on NCAA rules compliance.

Colgate's rules education efforts are now continuous and broad. Internal communication among the coaches, staff members, administration, and Assistant Director of Athletics/Compliance Coordinator is comprehensive, and communication between athletics personnel and senior administrators outside of athletics is frequent and efficient. Coaches are typically to research questions using the NCAA manual and generally “ask before they act” on rules compliance issues.

c. The following educational programs regarding NCAA rules compliance have been introduced since the fall semester of 2004:

- The Director of Athletics is actively involved with rules education through team meetings, staff orientation, staff reviews, and public support of the Compliance Office.
- The Athletics Department holds monthly educational meetings for coaches. Attendance is required at these meetings, and the coaches are tested on the material presented.
- Orientation/education sessions for student-athletes are provided at the beginning of each academic year. The Assistant Director of Athletics/Compliance Coordinator attends all initial team meetings to discuss rules compliance and to ensure that student-athletes complete all required forms.
• Each student-athlete receives a copy of the Colgate University Student-Athlete Handbook that includes information about NCAA eligibility regulations, the University academic program, support services and support programs and facilities. This handbook is also available online.

• The Assistant Director of Athletics/Compliance Coordinator conducts additional rules compliance educational sessions with various athletics units, including sports communications staff, athletics training staff, athletics administrative assistants, and strength and conditioning coaching staff. The Compliance Coordinator regularly attends annual regional rules seminars to broaden his compliance knowledge base.

• The Assistant Director of Athletics/Compliance Coordinator assists coaches and non-athletics personnel by interpreting NCAA rules after consulting the NCAA manual, LSDBi (Legislative Services Interpretation Database), the Patriot League Commissioner, or the NCAA offices. Each response is then catalogued for future reference.

• The Assistant Director of Athletics/Compliance Coordinator regularly attends Patriot League meetings and NCAA seminars and reports time-sensitive interpretations and/or rule changes to coaches and non-athletic staff via email.

• All Athletic Department staff members receive a copy of the Athletics Policy and Procedures Manual.

• A “compliance” page has been assembled and posted to the Colgate Athletics website. The following mission statement for compliance is posted on the compliance page: “Colgate University is committed to the principal of institutional control in administering its athletics program in a manner consistent with NCAA, ECAC, and Patriot League rules. Maintaining institutional control is paramount to the continued growth and success of Raider Athletics. Each individual involved in the athletics division is obligated to maintain competency and knowledge of the rules, to act within his or her realm of responsibility in full compliance with the governing legislation, and to report any violation of NCAA or conference rules of which he or she is aware.”

• An educational manual for boosters was created in the fall of 2005 that includes guidelines regarding NCAA rules and regulations. This manual was included in the mailings sent out to all season ticket buyers. There is also a link on the compliance page of the Division’s website specifically targeted to boosters, that contains frequently asked questions and answers regarding rules compliance and recruiting guidelines.

• The Compliance Coordinator conducted a compliance session at the Alumni Corporation Board of Directors meeting in the spring of 2006.

• Formal educational sessions for non-athletics departments are in the planning stages and will be implemented in the fall of 2006.

• Non-athletics personnel who have responsibilities related to rules compliance in the offices of Admissions, Registrar, Financial Aid, and Academic Programs Support have extensive working knowledge of the NCAA rules that are relevant to their responsibilities. Regular consultations with the Compliance Coordinator in athletics and easy access to the NCAA manual further ensure that non-athletic personnel have an accurate understanding of their responsibilities with respect to rules compliance.
Plan 6

a. “[Ensure] greater representation of non-athletics personnel on the subcommittees of the self-study team for the next certification process.”

b. The Steering Committee for the NCAA Recertification Project is comprised of thirty-nine members of the Colgate community, twenty-three of whom are non-athletics personnel. Non-athletics personnel comprise four of seven positions on the subcommittee for Governance and Rules Compliance, four of six positions on the subcommittee for Academic Integrity, and five of fifteen positions on the subcommittee for Equity and Student-Athlete Welfare.

c. The Steering Committee was appointed in November 2005 and met eight times to review and discuss the content of the subcommittee reports. Two meetings occurred in 2005 (November 17th and December 7th). The remaining meetings occurred during the spring semester of 2006: January 25th, February 17th, February 28th, April 7th, May 5th, and May 10th.

d. None.

3. Describe any additional plans for improvement/recommendations relating to Operating Principle 1.2 (Rules Compliance) developed by the institution since the first-cycle certification decision was rendered by the Committee on Athletics Certification.

None.

4. 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.

The current Director of Athletics was hired in the summer of 2004. Since then Colgate has been reviewing and updating all procedures in this area. In the fall of 2005, a new Senior Associate Athletics Director was hired and assigned the responsibility to review current practices, update policies, and establish clear guidelines and operating procedures within the area of athletic booster groups, support groups, and representatives of the institution’s athletic interests.

The Colgate Athletic Council is the main athletic support group. It is run by the Colgate Athletic Department and does not function with the assistance of alumni or outside board members. Colgate does not presently have a consistent organization of booster/support groups from sport to sport but has begun to address this issue. Details of the implementation process are outlined in the Plan for Improvement section of this report.

The Maroon Council (men’s football) and Silver Puck (men’s ice hockey) are the only two organized booster clubs. Their current structures were reviewed in the fall of
2005, as were the structures of support groups run by coaches in other sports. All donations to both sets of groups come directly to the university and are overseen by the Athletics Department, the Institutional Advancement Office and the Accounting Office. While funds may be solicited by coaches or members of the booster groups, all funds are controlled and administered by the university.

Where a booster group has a formalized structure, either the Director of Athletics, or his/her designee, or the Senior Associate Director of Athletics serves as a member of its board. The Senior Associate Director of Athletics is working with head coaches of all the remaining sports to establish formalized groups, and Athletics Department representation will be assigned by the Director of Athletics to any newly formed group.

The Senior Associate Director of Athletics has created a spring semester educational seminar for leaders in all booster groups currently existing and those newly formed. The first educational meeting was conducted by the Senior Associate Director of Athletics in April 2006. This meeting also was attended by the Director of Athletics.

The Compliance Coordinator has updated web material and written material so that clear NCAA guidelines are contained in all publications that alumni or booster groups may receive.

5. Identify how the institution has organized itself to maintain compliance with NCAA rules. Specify the individual (other than the institution’s compliance officer/coordination) who the CEO designates as being responsible for the institution’s rules compliance. Also, include a description of the reporting lines for and responsibilities assigned to the faculty athletics representative, director of athletics, compliance coordinator, coaches, and other key individuals inside and outside athletics (e.g., registrar, financial aid officer, admissions director, internal auditor) who are responsible for documenting and monitoring compliance with NCAA rules, including but not limited to eligibility certification, investigation and self-reporting of violations and monitoring of financial aid.

The organization of people responsible for rules compliance is as follows:

The Assistant Director of Athletics/Compliance Coordinator (a new position created since the first-cycle certification review) reports to the Senior Associate Director of Athletics. The Senior Associate Director of Athletics reports to the Director of Athletics, who reports to the Provost, who has the ultimate responsibility for rules compliance. Coaches from various sports report directly to one or another of the Assistant or Associate Directors of Athletics. For example, coaches for women’s soccer, men’s and women’s crew, softball, men’s and women’s swimming, and assistant coaches for football report to the Assistant Director of Athletics/Compliance Coordinator. Coaches for men’s basketball, men’s lacrosse, field hockey, and men’s and women’s cross country and track report to the Senior Associate Director of Athletics. Coaches for women’s ice hockey, men’s soccer, women’s lacrosse, volleyball, men’s and women’s tennis and golf report to Senior Associate Director of Athletics/Senior Woman Administrator, who reports to the Director of Athletics. The head coach of football and coaches for men’s ice hockey and women’s basketball report to the Director of Athletics.
The Faculty Athletics Representative reports to the Provost and Dean of the Faculty and has direct access to the President and to all athletics administrators and coaches. The Faculty Athletics Representative participates in the waiver process and the reporting of violations, but has little involvement with the rules compliance program.

Within the organizational structure described above, the responsibilities of key personnel include the following: The Assistant Director of Athletics/Compliance Coordinator is responsible for the initial and continuing eligibility certification process, NCAA squad lists, recruiting documentation, rules interpretations and education, and the investigation and self-reporting of violations. The Senior Associate Athletic Director, who has been a compliance director at three other institutions, serves as another source of rules compliance interpretations and provides interpretations in the absence of the Assistant Athletic Director/Compliance Coordinator. The Athletics Business Manager, along with the coaches, reviews all purchases to ensure that expenses are in compliance with NCAA rules. The University Accounting Office monitors all income and expenses to ensure that they are in compliance with federal, state, and university policies and procedures.

The Financial Aid Office works closely with the Assistant Director of Athletics/Compliance Coordinator to determine and record financial aid awards within categories and to ensure that aid awarded to student-athletes does not exceed NCAA limits. With the adoption of athletic scholarships for athletes in some sports, in 2003 representatives from Financial Aid, Admission and Athletics, together with the Provost and Dean of the Faculty, Associate Provost, and Registrar, drafted the compliance procedures for financial aid currently in use. In addition, an athletics subcommittee within financial aid monitors the athletic scholarship process.

The Admission Office and Registrar’s Office are closely involved in the recruiting process and assist coaches with evaluations of academic criteria. The Registrar's Office completes course/credit analyses of incoming transfer student-athletes in accordance with documented policies and consults regularly with the Assistant Director of Athletics/Compliance Coordinator. The Registrar's Office also completes required NCAA reports (e.g., Academic Progress Rate, Academic Performance Census, Graduation Rate Supplemental Form) and the IPEDS Graduation Rate survey, and provides data directly to the Director of Athletics and Assistant Director of Athletics/Compliance Coordinator as requested to monitor student-athlete academic progress and compliance.

Working with the Associate Provost, the Director of Athletics is directly involved with development of the budgets for athletics and recreational sports. The budgeting process includes consideration of issues related to gender equity and compliance with NCAA rules and regulations.

The Director of Academic Support and Disability Services works closely with the Assistant Director of Athletics/Compliance Coordinator to certify continuing eligibility of student-athletes. Together they review academic performance at the midpoint of each semester and, at that time, conduct meetings with each head coach to discuss academic issues involving their student-athletes. At the end of each semester, they
review grade reports to determine whether or not continuing eligibility requirements have been met. These reviews identify students who risk for losing their eligibility, and help students, coaches, and administrative advisors develop plans for academic improvement.

6. Describe how the institution ensures that rules compliance is a central element in personnel matters for individuals inside the athletics department.

Within the athletics department, the Senior Associate Director of Athletics/ Senior Woman Administrator oversees personnel issues. It is her responsibility to work with the Office of Human Resources and to ensure that NCAA compliance language is contained in ads for new positions and contract letters for new hires. Because of recent significant turnover in the division’s administrative staff, a review is also underway to ensure that NCAA guidelines are contained in relevant job descriptions, as necessary.

Periodically during the year, each head coach and staff member meets with an administrative liaison. These meetings ensure that the administrative coaches and staff have current information on any compliance issues that may arise. The Assistant Director of Athletics/Compliance Coordinator also schedules a monthly educational meeting on rules compliance with all head and assistant coaches.

The entire athletics department meets periodically, providing an additional venue to convey and discuss important rules compliance information. In addition, new information from the league offices or the division’s compliance office is emailed to coaches and staff as necessary.

A newly-designed Student-Athlete Survey is completed by each varsity student-athlete at the end of his/her athletic season. This form ensures anonymity and asks for information regarding specific aspects of the student-athlete’s athletic and academic experiences and responsibilities, including issues related to NCAA rules compliance. This information is read by the coach of the team and by the team’s administrative liaison. A tabulated summary is read by the Director of Athletics.

A random selection of student-athlete seniors is asked to participate in exit interviews. These one-on-one interviews are conducted by athletics administrators. A summary of these interviews, which include rules compliance issues, identified by the student-athletes, if any, is provided to the Director of Athletics.

7. Describe how the institution ensures that rules compliance is a central element in personnel matters for individuals outside the athletics department who are involved in rules-compliance activities.

The Assistant Director of Athletics/Compliance Coordinator is in regular (almost daily) contact with liaisons within the Financial Aid Office, Admissions Office, and the Registrar’s Office. These offices receive philosophy statements and other applicable sections of policy manuals regarding rules compliance from the Assistant Director of Athletics/Compliance Coordinator. The University Accounting Office monitors all income and expenses to ensure that they are in compliance with federal, state and university policies and procedures.
Personnel in the offices of Financial Aid, Admissions, Accounting, and the Registrar do not currently have in their job descriptions or in their letters of contract wording that alerts them to responsibilities in the area of rules compliance for the NCAA. We have addressed this issue in our plan for improvement.

8. Please indicate by clicking “yes” or “no” by the areas below, whether the institution has written policies and step-by-step procedures that include assignment of specific responsibilities pertaining to rules compliance.

<table>
<thead>
<tr>
<th>Area</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial-eligibility</td>
<td>no</td>
</tr>
<tr>
<td>Continuing-eligibility certification</td>
<td>no</td>
</tr>
<tr>
<td>Transfer-eligibility certification</td>
<td>no</td>
</tr>
<tr>
<td>Financial aid administration</td>
<td>yes</td>
</tr>
<tr>
<td>Recruiting</td>
<td>yes</td>
</tr>
<tr>
<td>Camps and clinics</td>
<td>no</td>
</tr>
<tr>
<td>Investigations and self-reporting of rules violations</td>
<td>yes</td>
</tr>
<tr>
<td>Rules education</td>
<td>no</td>
</tr>
<tr>
<td>Extra benefits</td>
<td>no</td>
</tr>
<tr>
<td>Playing and practice seasons</td>
<td>yes</td>
</tr>
<tr>
<td>Student-athlete employment</td>
<td>no</td>
</tr>
</tbody>
</table>

Each negative response above will be addressed upon the completion of the revised Policy and Procedures Manual targeted for completion in fall 2006. This objective is included in our plan for improvement.

9. Describe the institution’s rules-education efforts for all individuals associated with the athletics department, including student-athletes, coaches, other athletics department staff members, other institutional staff members and representatives of the institution’s athletics interests.

Colgate’s rules education efforts are continuous, broad and wide ranging.

The following educational programs regarding NCAA rules compliance have been introduced since fall 2004:

- The Director of Athletics is actively involved with rules education through team meetings, staff orientation, staff reviews, and public support of the Compliance Office.
- The Athletics Department holds monthly educational meetings for coaches. Attendance is required at these meetings, and the coaches are tested on the material presented.
- Orientation/education sessions for student-athletes are provided at the beginning of each academic year. The Assistant Director of Athletics/Compliance Coordinator attends all initial team meetings to discuss rules compliance and to ensure that student-athletes complete all required forms.
- Each student-athlete receives a copy of the Colgate University Student-Athlete Handbook that includes information about NCAA eligibility
regulations, the university academic program and support services and programs. This handbook is also available online.

- The Assistant Director of Athletics/Compliance Coordinator conducts additional rules compliance educational sessions with various athletics staff, including those in sports communications, athletics training, athletics administrative assistants, and strength and conditioning. The Compliance Coordinator regularly attends annual regional rules seminars to broaden his compliance knowledge.
- The Assistant Director of Athletics/Compliance Coordinator assists coaches and non-athletics personnel by interpreting NCAA rules. Sources of rules compliance information used include the NCAA manual, LSDBi (Legislative Services Interpretation Database), the Patriot League Commissioner, and the NCAA offices. Each response is then catalogued for future reference.
- The Assistant Director of Athletics/Compliance Coordinator regularly attends Patriot League meetings and NCAA seminars, and reports time-sensitive interpretations and/or rule changes to coaches and non-athletic staff via email.
- All Athletic Department staff members receive a copy of the Athletics Policy and Procedures Manual.
- A “compliance” page is available on the Colgate Athletics website. The following mission statement for compliance is posted on the compliance page: “Colgate University is committed to the principal of institutional control in administering its athletics program in a manner consistent with NCAA, ECAC, and Patriot League rules. Maintaining institutional control is paramount to the continued growth and success of Raider Athletics. Each individual involved in the athletics division is obligated to maintain competency and knowledge of the rules, to act within his or her realm of responsibility in full compliance with the governing legislation, and to report any violation of NCAA or conference rules of which he or she is aware.”
- An educational manual for boosters was created in fall 2005, that includes guidelines regarding NCAA rules and regulations. This manual is included in the mailings sent out to all season ticket buyers. There is also a link on the compliance page of the Athletics website specifically targeted to boosters, which containing frequently asked questions and answers regarding rules compliance and recruiting guidelines.
- The Compliance Coordinator conducted a compliance session at the Alumni Corporation Board of Directors meeting in spring 2006.
- Formal educational sessions for non-athletics departments are in the planning stages and will be implemented in fall 2006.
- Non-athletics personnel who have responsibilities related to rules compliance in the offices of Admissions, Registrar, Financial Aid, and Academic Programs Support have extensive working knowledge of the NCAA rules that are relevant to their responsibilities. Regular consultations with the Assistant Director of Athletics/Compliance Coordinator and access to the NCAA manual ensure that non-athletic personnel have a thorough understanding of their responsibilities with respect to rules compliance.

10. Indicate the individual or individuals responsible for conducting the institution’s rules-compliance evaluation. Further, describe the process used in selecting this authority outside of athletics to ensure the individual or individuals do not have day-to-day
compliance responsibilities for the institution’s athletics department and are knowledgeable in NCAA legislation and rules-compliance practices.

A compliance review was conducted on September 27-28, 2005 by Joanna Kreps, Patriot League Assistant Executive Director for Sports Management and Governance, at the invitation of Colgate’s Director of Athletics.

11. The rules-compliance evaluation must consist of a review to determine that the compliance practices are engaged and functioning and must include, at minimum, specific areas. Please indicate by clicking “yes” or “no” which areas were included in the rules-compliance evaluation.

<table>
<thead>
<tr>
<th>Area</th>
<th>Included</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial-eligibility certification</td>
<td>yes</td>
</tr>
<tr>
<td>Continuing-eligibility certification</td>
<td>yes</td>
</tr>
<tr>
<td>Transfer-eligibility certification</td>
<td>yes</td>
</tr>
<tr>
<td>Financial aid administration, including individual and team limits</td>
<td>yes</td>
</tr>
<tr>
<td>Recruiting (e.g., official visit, etc.)</td>
<td>yes</td>
</tr>
<tr>
<td>Camps and clinics</td>
<td>yes</td>
</tr>
<tr>
<td>Investigations and self-reporting of rules violations</td>
<td>yes</td>
</tr>
<tr>
<td>Rules education</td>
<td>yes</td>
</tr>
<tr>
<td>Extra benefits</td>
<td>yes</td>
</tr>
<tr>
<td>Playing and practice seasons</td>
<td>yes</td>
</tr>
<tr>
<td>Student-athlete employment</td>
<td>no</td>
</tr>
</tbody>
</table>

12. Describe relevant corrective actions planned or implemented from the rules-compliance program evaluation(s).

Below is a list of recommendations offered by Joanna Kreps of the Patriot League, the independent compliance reviewer. All will be implemented by September 2008.

  a. The Department of Athletics should work to establish a more formal role [for rules compliance] within the faculty leadership and within the certification process.
  b. The Faculty Athletics Representative should play a greater role in the certification process by conducting, at minimum, a spot check of random samples and/or a review of all non-traditional enrollees (e.g., transfers) or at-risk student-athletes.
  c. The newly developed policies regarding financial aid should be referenced in the student-athlete handbook and included with the National Letter of Intent documentation for future years.
  d. Colgate should continue to work toward linking the university-wide Banner database to the NCAA CAi website.
  e. The Athletics Department should continue to reach out to educate potential boosters/donors of NCAA recruiting bylaws, perhaps by including literature in mailing information for football/basketball season tickets, including rules information in issues of university-produced publications for alumni/parents, game-day programs, and recruiting publications, and/or having the Assistant Director of Athletics/Compliance Coordinator provide formal education sessions.
f. The Assistant Director of Athletics/Compliance Coordinator should review and approve all camp brochures prior to printing. It may also be helpful to develop a “Camps and Clinics” policy manual.

g. Continue rules education sessions during monthly coaches meetings.

h. A compliance section should be created for the athletics web site, including reference to the Countable Athletically Related Activities “20/4” rule.
Evaluation and Plan for Improvement

Given the responses to the self-study items on the previous page, complete the responses below to: (1) indicate (with a yes or no) whether each part of the operating principle exists in the athletics program, and (2) evaluate whether the activities of the athletics program are in substantial conformity with the operating principle as a whole. [Note: In completing this assessment, make sure that all relevant information from the other certification areas is considered, given that some overlap does exist.]

Where the institution concludes in its evaluation that it does not conform to the operating principle as a whole or to any particular element(s) of the operating principle [as indicated by a “Currently No” response to the element(s)] or that problems or deficiencies exist in this area, outline the institution’s specific plans for improvement, which should include/meet the following required elements: (a) stand-alone and in writing, (b) developed through broad-based participation, (c) issues/problems identified in the self-study, (d) measurable goals the institution intends to attain to address the issues/problems, (e) step(s) to achieve the goals, (f) the specific timetable for completing the work, (g) individuals/offices responsible for carrying out the actions, and (h) institutional approval. [Note: Please see Appendix A, Page 43 for an example format outlining all required elements of plans.]

1.1 Institutional Control, Presidential Authority and Shared Responsibilities.

<table>
<thead>
<tr>
<th>Does the institution demonstrate that:</th>
<th>Currently Yes</th>
<th>Found On Page(s)</th>
<th>Currently No</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. The institution’s governing board provides oversight and broad policy formulation for intercollegiate athletics in a manner consistent with other units of the institution?</td>
<td>YES</td>
<td>3–4</td>
<td></td>
</tr>
</tbody>
</table>
c. Appropriate campus constituencies have the opportunity, under the purview of the chief executive officer, to provide input into the formulation of policies relating to the conduct of the athletics program and to review periodically the implementation of such policies?

[95x720]Yes No

On the basis of the yes/no answers above, is the institution in substantial conformity with Operating Principle 1.1 (Institutional Control, Presidential Authority and Shared Responsibilities)?

[Note: The institution should not indicate “yes” regarding conformity with the operating principle as a whole unless it has indicated “Currently Yes” for each element of the operating principle or has a plan to address any “Currently No” response to any element(s) of the operating principle.]

1.2 Rules Compliance.

If Currently No, If Deficiencies Exist, or If an Enhancement has been Identified, Indicate Plan For Improvement

<table>
<thead>
<tr>
<th>Currently Yes</th>
<th>Found On Page(s)</th>
<th>Currently No</th>
<th>Improvement Number</th>
</tr>
</thead>
</table>

Does the institution demonstrate that:

a. It has in place a set of written policies and procedures that assign specific responsibilities in the areas of rules compliance, including assignment of direct accountability for rules compliance to the individual the chief executive officer assigns overall responsibility for the athletics program?

[95x720]YES 14–16
b. In critical and sensitive areas, institutional compliance procedures provide for the regular participation of persons outside of the athletics department?  

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<tbody>
<tr>
<td>YES</td>
<td>12-17</td>
<td></td>
<td>2,3</td>
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c. Rules compliance is the subject of an ongoing educational effort?

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<tr>
<td>YES</td>
<td>18</td>
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</table>

d. A clear and unambiguous commitment to rules compliance is a central element in all personnel matters for individuals involved in the intercollegiate athletics program?

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<tbody>
<tr>
<td>YES</td>
<td>16-17</td>
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</table>
e. At least once every four years, its rules-compliance program is the subject of evaluation by an authority outside of the athletics department?

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<tbody>
<tr>
<td>YES</td>
<td>19</td>
<td></td>
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</table>

Yes No

On the basis of the yes/no answers above, is the institution in substantial conformity with Operating Principle 1.2 (Rules Compliance)?

| YES |   |

[Note: The institution should not indicate “yes” regarding conformity with the operating principle as a whole unless it has indicated “Currently Yes” for each element of the operating principle or has a plan to address any “Currently No” response to any element(s) of the operating principle.]
Plan for Improvement
Recommendations for improvement regarding Operating Principle 1.2: Rules Compliance; follow:

1. The Provost and Dean of the Faculty will consider the addition to letters of appointment (i.e., contracts), job descriptions, or annual evaluations, a paragraph that brings to the attention of the employee the importance of compliance to NCAA rules, insofar as the duties of their positions bear upon NCAA rules and regulations. The Provost and Dean of the Faculty consult (as needed) with the Dean of Admission, the Dean of the College, the Associate Vice President for Human Resources, and the Financial Vice President and Treasurer when considering the appropriateness of such a paragraph for personnel in the offices of: (a) Registrar, (b) Admissions, (c) Financial Aid, (d) Academic Support and Disability Services, (e) administrative/advising deans, and also for the Faculty Athletics Representative. Consideration of this recommendation, and implementation in a manner determined by the Provost and Dean of the Faculty to be in the best interests of the college, should take place during the fall of the academic year 2006-07, if possible.

2. The Provost and Dean of the Faculty will assign to the Faculty Athletics Representative the responsibility of reading the tabulations of the Student-Athlete Survey (collected by the Director of Athletics) at the end of each semester, and that the tabulations should be sent by the Director of Athletics to the Provost and Dean of the Faculty office. This recommendation should be implemented by the summer of 2006.

3. Following upon a recommendation from the action plan" in the September 2005 Compliance Review, the Provost and Dean of the Faculty ask the Faculty Athletics Representative to be included in the end-of-the-semester process of reviewing grade summaries to ensure that academic requirements are met to certify continuing eligibility for student-athletes. This review process should be conducted by the Assistant Director of Athletics/Compliance Coordinator and the Director of Academic Support and Disability Services. The results would be shared with the Faculty Athletics Representative. This new procedure would begin at the end of the fall semester of 2006. Involvement in this process also affords the Faculty Athletics Representative an opportunity to become aware of recurring academic difficulties for student-athletes in specific programs.

4. The Senior Associate Director of Athletics, in conjunction with the Director of Athletics, will organize booster groups for each sport to ensure that representatives of Colgate’s athletic interests understand and adhere to relevant rules compliance policies and procedures. This project should incorporate appropriate booster group names, structured leadership responsibilities, mission statements, bylaws, marketing plans, and rules compliance educational sessions for each group. Booster groups will attend an annual Support Group Leadership Meeting to discuss progress and give status reports. The first organized meeting of the leadership group took place on April 8, 2006.

5. The Senior Associate Athletic Director/Senior Woman Administrator will include written policies and procedures for each area in which they do not currently exist and will be added to the new Division of PERA Policies and Procedures Manual
to be completed in the fall 2006. The Senior Associate Athletics Director/Senior Woman Administrator has been given this responsibility.