



Knight Commission On Intercollegiate Athletics

NCAA DIVISION I GOVERNANCE AND STRUCTURE SURVEY

INVITATION

SUBJECT: Request from Knight Commission Co-Chairs Carol Cartwright and Arne Duncan seeking your input on the future of NCAA Division I sports

This is to request your participation in an important survey of Division I campus leaders that can influence and shape college sports moving forward. This survey explores long-standing challenges and concerns in college sports that have only been exacerbated by the COVID-19 pandemic.

The Knight Commission on Intercollegiate Athletics, which we co-chair, is examining opinions about the governance and organizational/competitive structure of NCAA Division I. Respondents to this survey will include campus leaders—specifically, university presidents, athletic directors, conference commissioners, faculty athletic representatives, senior woman administrators, and student-athletes who serve in national and/or conference governance positions. The survey will take about 15 minutes to complete and we would greatly appreciate your input.

Please **complete the survey by [July 14th, 2020]**. All responses are anonymous and kept **completely confidential. Survey results will be aggregated with appropriate groupings of other respondents (e.g., position title, NCAA subdivision). The responses will not be grouped by conference or any subgroup that could identify your views.** To complete the survey, just click on the link below. If the link doesn't appear, copy and paste the address in your Web browser.

INSERT WEB ADDRESS

This survey is being administered by the Knight Commission's research partner, Shugoll Research. If you have questions about the survey, please contact them at questions@shugollresearch.com. Thank you in advance for your response. We look forward to sharing the results publicly, and more specifically, with higher education and college sports leaders this fall.

Sincerely,

Carol Cartwright
Co-Chair

Arne Duncan
Co-Chair

SURVEY

Welcome and thank you for responding to this Knight Commission on Intercollegiate Athletics survey on the governance and organizational/competitive structure of NCAA Division I. Please answer each question by selecting or typing the appropriate answer. All responses will remain confidential and anonymous, **with results shown in aggregate with appropriate groupings of other respondents (e.g., position title, NCAA subdivision). The responses will not be grouped by conference or any subgroup that could identify your views.** The aggregate results will be shared publicly.

A. [Force Response] Which best describes your title?

	<u>SELECT ONE</u>	
University/College President/CEO	1	
Athletic Director	2	
Conference Commissioner	3	
Faculty Athletics Representative	4	→ (CONTINUE)
Senior Woman Administrator	5	
Student-Athlete Leader	6	
Other	7	→(TERMINATE)

TERMINATE TEXT: Thank you for your interest in this study. The survey is intended only for people in specific institutional positions.

B. [Force Response] Which of the following best describes your institution’s football classification?

	<u>SELECT ONE</u>	
Football Bowl Subdivision (FBS) “Autonomous Five” plus Notre Dame (primary conference is the Atlantic Coast Conference, Big Ten Conference, Big 12 Conference, Pac-12 Conference, or Southeastern Conference)	1	
FBS “Group of Five” and FBS Independents (primary conference is American Athletic Conference, Conference USA, Mid-American Conference Mountain West Conference, or Sun Belt Conference)	2	→ (CONTINUE)
Football Championship Subdivision (FCS)	3	
Division I No Football	4	
Not sure/don’t know	5	→(TERMINATE)

TERMINATE TEXT: Thank you for your interest in this study. We are seeking responses only from campus leaders at Division I schools.

For the next two questions, governance means “the process and related power by which decisions are made within Division I of the NCAA.”

2a. How satisfied are you with the current NCAA Division I governance?

SELECT ONE

<u>Extremely Satisfied</u>							<u>Not At All Satisfied</u>	<u>Don't Know</u>
7	6	5	4	3	2	1	8	

2b. To what extent do you agree or disagree with the following statements about current NCAA governance? (RANDOMIZE)

SELECT ONE PER ROW

	<u>Strongly Agree</u>						<u>Strongly Disagree</u>	<u>Don't Know</u>
Conference Commissioners have more influence over NCAA governance than Presidents	7	6	5	4	3	2	1	8
It is appropriate that FBS conferences have more voting power and representation in NCAA governance than non-FBS conferences	7	6	5	4	3	2	1	8
Some members in governance should be selected to explicitly represent the health, safety and well-being of athletes	7	6	5	4	3	2	1	8
The NCAA Division I Board of Directors should include independent members similar to the NCAA Board of Governors	7	6	5	4	3	2	1	8
As a membership association, the National office is able to provide appropriate leadership	7	6	5	4	3	2	1	8

3a. For this question, organizational/competitive structure means things that directly impact competition and athletes' experiences such as membership requirements in Division I subdivisions; championship access and structure; and rules that impact college athletes' experience (e.g., financial aid requirements and limits; sports offerings; length of seasons).

How satisfied are you with the current NCAA Division I organizational/competitive structure?

<u>SELECT ONE</u>							
<u>Extremely Satisfied</u>						<u>Not At All Satisfied</u>	<u>Don't Know</u>
7	6	5	4	3	2	1	8

3b. To what extent do you agree or disagree with the following statements? (RANDOMIZE EXCEPT AS INDICATED)

	<u>SELECT ONE PER ROW</u>								
	<u>Strongly Agree</u>						<u>Strongly Disagree</u>		<u>Don't Know</u>
	7	6	5	4	3	2	1	8	
<u>My multi-sport conference membership</u> is a good fit with respect to travel and rivalries Athletics is in alignment with the core mission of my institution	7	6	5	4	3	2	1	8	
<u>At my institution</u> , there is an over-reliance on student fees and/or university funding for athletics	7	6	5	4	3	2	1	8	
The NCAA enforcement system works well	7	6	5	4	3	2	1	8	
<u>At my institution</u> , it is important for all sports to compete in the same multi-sport conference where possible	7	6	5	4	3	2	1	8	
The current designation of sports as head count (i.e. FBS Football, men's and women's basketball, women's volleyball, women's gymnastics, and women's tennis) or equivalency (all other sports) is appropriate	7	6	5	4	3	2	1	8	
Current NCAA maximum scholarship allocations across sports are appropriate	7	6	5	4	3	2	1	8	
The current Division I structure has too much difference in resources across schools	7	6	5	4	3	2	1	8	

Division I schools have common values about what intercollegiate athletics should be at an educational institution	7	6	5	4	3	2	1	8
(SHOW IF Q.B CODES 1 OR 2) The financial guarantees (either through ticket purchases or financial contribution) required by FBS schools or conferences to participate in bowl games should be reduced and/or eliminated	7	6	5	4	3	2	1	8
(SHOW IF Q.B CODES 1, 2 OR 3) <u>At my institution</u> , the number of non-coaching personnel devoted to football is too large and therefore a problem	7	6	5	4	3	2	1	8
(SHOW IF Q.B CODES 1 OR 2) <u>In my institution's football program</u> , we spend more than we should to keep up with higher-resourced schools (e.g., athlete benefits, scheduling, coaching salaries, number of non-coaching but sport-specific personnel)	7	6	5	4	3	2	1	8
(PAIR WITH STUB 13) Men's and women's basketball seasons are too long	7	6	5	4	3	2	1	8
(PAIR WITH STUB 12 – ALWAYS SHOW AFTER STUB 12) In general, sports seasons are too long	7	6	5	4	3	2	1	8
(PAIR WITH STUB 15 - RANDOMIZE) Healthcare benefits and medical treatment for current athletes, particularly those in contact sports, is sufficient	7	6	5	4	3	2	1	8
(PAIR WITH STUB 14 - RANDOMIZE) Long-term healthcare benefits for athletes, particularly those in contact sports, are sufficient	7	6	5	4	3	2	1	8
(PAIR WITH STUB 17 - RANDOMIZE) <u>In my institution's men's basketball program</u> , we spend more than we should to keep up with higher-resourced schools (e.g., athlete benefits, scheduling, coaching salaries, number of non-coaching but sport specific personnel)	7	6	5	4	3	2	1	8
(PAIR WITH STUB 16 - RANDOMIZE) <u>At my institution, in sports other than football and</u>	7	6	5	4	3	2	1	8

men's basketball, we spend more than we should to keep up with higher-resourced schools (e.g. athlete benefits, scheduling, coaching salaries, number of non-coaching but sport specific personnel)

3c. To what extent do you agree or disagree with the following statements. At the Division I national level, it is important to treat football and basketball like **all other sports** in terms of:

	<u>SELECT ONE PER ROW</u>							
	<u>Strongly Agree</u>			<u>Strongly Disagree</u>			<u>Don't Know</u>	
Academic eligibility rules	7	6	5	4	3	2	1	8
Benefits like long-term health coverage/expenses	7	6	5	4	3	2	1	8
Amateurism rules	7	6	5	4	3	2	1	8

3d. Do you think the levels of athletic financial aid that schools must provide in order to meet Division I membership are:

	<u>SELECT ONE</u>
Just right	1
Too high	2
Too low	3
Unnecessary to have a minimum level	4
Not Sure	5

3e. Do you think the minimum number of sports that a school must offer to be a Division I member (14 sports) or to be a member of the FBS (16 sports) is:

	<u>SELECT ONE</u>
Just right	1
Too high	2
Too low	3
Unnecessary to have a minimum level	4
Not sure	5

6a. The College Football Playoff (CFP) is managed independently from the NCAA. The CFP distributes more than \$450 million annually to FBS conferences and schools, plus \$2.6 million to qualifying conferences in the Football Championship Subdivision. The NCAA absorbs significant national FBS operating costs (e.g., eligibility and enforcement) but receives no revenue from the CFP (or from FBS bowl games).

Overall, how satisfied are you with this revenue distribution structure?

SELECT ONE

<u>Extremely</u>						<u>Not At All</u>	<u>Don't</u>
<u>Satisfied</u>						<u>Satisfied</u>	<u>Know</u>
7	6	5	4	3	2	1	8

6b. To what extent do you agree or disagree with each of the following about the CFP revenue distribution structure?

SELECT ONE PER ROW

	<u>SELECT ONE PER ROW</u>							
	<u>Strongly</u>						<u>Strongly</u>	<u>Don't</u>
	<u>Agree</u>						<u>Disagree</u>	<u>Know</u>
The retention of all revenue by the CFP is appropriate	7	6	5	4	3	2	1	8
The full absorption of FBS football national costs by the NCAA is appropriate	7	6	5	4	3	2	1	8

6c. FBS Football is a unique sport in the NCAA's revenue distribution formula. It is the only sport included in that formula, even though the NCAA does not sponsor its championship. The NCAA does not receive any revenue from FBS post-season games (including College Football Playoff revenue). There are several variables in the NCAA formula that are impacted by the inclusion of FBS football like the grant-in-aid formula that rewards larger scholarship allocations. NCAA revenue distributions are derived almost exclusively from the NCAA Division I Men's Basketball Tournament.

Overall, how satisfied are you with this NCAA revenue distribution formula?

SELECT ONE

<u>Extremely</u>						<u>Not At All</u>	<u>Don't</u>
<u>Satisfied</u>						<u>Satisfied</u>	<u>Know</u>
7	6	5	4	3	2	1	8

6d. To what extent do you agree or disagree with the following statement: The inclusion of FBS football grants-in-aid and other FBS football factors in the NCAA revenue distribution formula is appropriate.

SELECT ONE

<u>Strongly</u>						<u>Strongly</u>	<u>Don't</u>
<u>Agree</u>						<u>Disagree</u>	<u>Know</u>
<u>7</u>	<u>6</u>	<u>5</u>	<u>4</u>	<u>3</u>	<u>2</u>	<u>1</u>	<u>8</u>

7. To what extent do you agree or disagree with each of the following statements when thinking about **future strategies or solutions** for Division I? (SHOW IN ORDER INDICATED)

SELECT ONE PER ROW

	<u>Agree</u>					<u>Disagree</u>	<u>Don't</u>	
	<u>Strongly</u>					<u>Strongly</u>	<u>Know</u>	
I would like to see reform in Division I governance	7	6	5	4	3	2	1	8
I would like to see reform in the Division I organizational/competitive structure	7	6	5	4	3	2	1	8
The coronavirus pandemic presents the perfect time to tackle problems in Division I governance and organizational/ competitive structure	7	6	5	4	3	2	1	8
Division I reform should look for "big solutions" rather than incremental changes	7	6	5	4	3	2	1	8
Keeping all current Division I schools in the same men's basketball tournament is essential	7	6	5	4	3	2	1	8

8a. How willing are you to support implementing the following concepts either nationally or at the conference level? (RANDOMIZE)

	<u>SELECT ONE PER ROW</u>							
	<u>Extremely</u>			<u>Not At All</u>			<u>Don't</u>	
	<u>Willing</u>			<u>Willing</u>			<u>Know</u>	
Conference-level agreements for capping institutional operating budgets (including coaching salaries and sport specific personnel) for specific sports	7	6	5	4	3	2	1	8
Seek an anti-trust exemption in order to reduce athletic costs	7	6	5	4	3	2	1	8
In sports other than men's and women's basketball, permit sports to form geographic federations outside their current all-sport conferences, in order to reduce costs	7	6	5	4	3	2	1	8
Reduce the influence of strength of schedule in championship selection and seeding in sports other than men's and women's basketball	7	6	5	4	3	2	1	8
Allow schools to be Division I in some sports and Division II or Division III in others, like the arrangement that currently exists in sports with a smaller number of programs like hockey and lacrosse	7	6	5	4	3	2	1	8
(SHOW SECOND TO LAST, SHOW IF Q.B CODE 1 OR 2) Create a new position to provide a single point of leadership for FBS football with clear responsibilities, analogous to a Commissioner	7	6	5	4	3	2	1	8
(SHOW LAST) Create a new position to provide a single point of leadership for Division I Basketball with clear responsibilities, analogous to a commissioner	7	6	5	4	3	2	1	8

Changes that could Address Possible Division I Problems

This examination includes considering major changes to the Division I model beyond adjusting policies within the current structure. Two possible changes to Division I athletics are proposed below. Please read each one and then answer the following questions. (RANDOMIZE CHANGES)

Potential Change 1: Create a New Entity Separate from the NCAA to Govern FBS Football Only

- Each of the current 130 FBS football programs would align their governance and operations, moving to either a new non-NCAA football-only entity or to the NCAA Division I-FCS.
- The new FBS football entity would:
 - Establish its own membership criteria
 - Fund operations through College Football Playoff (CFP) revenues or other fees (e.g. membership fees as it deems appropriate)
 - Determine college-athlete eligibility requirements
 - Determine revenue distribution for its members
 - Oversee all regulatory functions, including compliance and athlete safety programs
- All other sports and their championships, including men’s and women’s basketball, would remain in the NCAA Division I as presently organized.
- FBS football would no longer be considered in the NCAA revenue distribution calculation.
- The NCAA would no longer cover costs for national FBS football operations.
- NCAA governance would be determined by basketball conference affiliations with changes to voting structure to be evaluated.

9a. How likely are you to support the implementation of this potential change?

SELECT ONE

<u>Extremely Likely</u>							<u>Extremely Unlikely</u>	<u>Don't Know</u>
7	6	5	4	3	2	1	8	

9b. How well do the following words describe the potential change? Please rate each word from “extremely well” to “not at all well.”

	<u>SELECT ONE PER ROW</u>							
	<u>Describes It</u> <u>Extremely Well</u>				<u>Describes It</u> <u>Not At All Well</u>			<u>Don't</u> <u>Know</u>
Fair and reasonable for my institution	7	6	5	4	3	2	1	8
Will achieve financial savings	7	6	5	4	3	2	1	8
Addresses some of the significant problems in Division I athletics	7	6	5	4	3	2	1	8

Potential Change 2: Create a New NCAA Division in All Sports for the Autonomous 5 Conferences

- The Autonomous 5 conferences of 65 schools would become a new Division of the NCAA in all sports. Other schools may be able to join if they meet membership criteria for this new Division.
- The new Division would establish its own membership criteria and rules such as:
 - Minimum number of sports
 - Scholarship minimums
 - Amateurism rules
- All schools in this new Division and the current NCAA Division I would continue to compete in the same NCAA men’s and women’s basketball tournaments.
- New Division championships could exist for sports other than men’s and women’s basketball, depending on sports sponsorship levels.
- The current NCAA revenue distribution would not change. However, additive revenues generated by the new Division through its new championships or other activities would be retained exclusively by the new Division members.
- Governance for the new Division would be created by its members. Governance for the remaining Division I members would be re-evaluated by its members.

10a. How likely are you to support the implementation of this potential change?

<u>SELECT ONE</u>								
<u>Extremely</u> <u>Likely</u>						<u>Extremely</u> <u>Unlikely</u>		<u>Don't</u> <u>Know</u>
7	6	5	4	3	2	1	8	

10b. How well do the following words describe the potential change? Please rate each word from “extremely well” to “not at all well.”

	<u>SELECT ONE PER ROW</u>							
	<u>Describes It</u> <u>Extremely Well</u>				<u>Describes It</u> <u>Not At All Well</u>			<u>Don't</u> <u>Know</u>
Fair and reasonable for my institution	7	6	5	4	3	2	1	8
Will achieve financial savings	7	6	5	4	3	2	1	8
Addresses some of the significant problems in Division I athletics	7	6	5	4	3	2	1	8

Demographics

14. The following questions are for classification purposes only. Is your school:

	<u>SELECT ONE</u>
Public	1
Private	2

15. Are you:

	<u>SELECT ONE</u>
Male	1
Female	2
Non-binary	3
Other	4
Prefer not to answer	5

16. What is your age?

SELECT ONE

- | | |
|----------------------|---|
| Under 25 | 1 |
| 25 to 34 | 2 |
| 35 to 44 | 3 |
| 45 to 54 | 4 |
| 55 to 64 | 5 |
| 65 to 74 | 6 |
| 75 or older | 7 |
| Prefer not to answer | 8 |

This completes **the formal survey**. Your opinions are greatly valued.

17. We have two optional questions that relate to the possible changes to the model.

SELECT ONE

- | | | |
|---|---|--|
| Select this to answer two optional questions | 1 | →(CONTINUE) |
| Select this to bypass them and submit your completed survey | 2 | THANKS FOR COMPLETING THE SURVEY. PLEASE STAY SAFE AND WELL. |

13a. One of the changes that you previously said best addresses the problems in Division I sports is Change 1/2/3 (SHOW CHANGE). With your cursor, please highlight the word or words that are most appealing about this change, if any. You can highlight as many words as you'd like. It will highlight in green.

(INSERT TEXT HIGHLIGHTING TOOL)

13b. (SHOW SAME CHANGE AS Q.13A) Now with your cursor, please highlight the word or words that are most unappealing about this change, if any. You can highlight as many words as you'd like. It will highlight in red.

(INSERT TEXT HIGHLIGHTING TOOL)

THANK YOU FOR ANSWERING THE ADDITIONAL QUESTIONS. PLEASE STAY SAFE AND WELL.