

Principia College Football Competition Committee Report

January 5, 2009

Introduction

In November 2008, Principia College Athletic Director, Lee Ellis, acting on a directive from College President, Dr. Jonathan Palmer, assembled a Football Competition Committee charged with aiding the athletic director's evaluation of the future of the Principia College intercollegiate football program, while serving as a blueprint for evaluating other programmatic offerings within the Athletic Department. Committee members were selected by the athletic director and called to a six hour meeting on the College campus on December 15, 2008.

The Committee was comprised of former Principia College football players representing several generations of the program's history, a director of athletics from a private Christian liberal arts college in Illinois with an NCAA Division III football program, the conference commissioner of the St. Louis Intercollegiate Athletic Conference (SLIAC) (Principia's current conference affiliation for all intercollegiate athletic programs), the Director of Development for The Principia, the Director of Athletics at the Principia Upper School, and the College's Faculty Athletics Representative to the NCAA, who also served as chair of the Committee. A full list of Committee members is provided at the conclusion of this report.

Committee members were provided with documentation pertaining to various aspects of the football program including, historic data on won/loss records, head coaching tenures, roster size, student-athlete retention, total and male student enrollment. Examples of other forms of documentation included the comparative program operating expenses, current recruitment pool data, and the 2008 season report issued by the head football coach. Prior to the meeting, Committee members were invited to request any information they thought was pertinent to the Committee's charge. Any information that was reasonably available in time for the meeting was provided by the athletic director. In addition to such aforementioned documentation, the Committee met with the athletic director, head football coach, the College's Dean of Enrollment Management. The Committee also interviewed some members of the 2008 football team who had been invited by the athletic director to participate in a conference call with the Committee and were available during this segment of the meeting .

Given the limited time the Committee was able to spend reviewing pertinent documentation and interviewing key stakeholders, we strongly encourage decision makers, stakeholders and interested observers to consider this report along-side other pieces of relevant information. This report and recommendations should not be the sole basis for any determination about the continuance or discontinuance of the football program, and this Committee was not convened for that purpose. It should also be noted that this Committee was not charged with assessing the capabilities of the current coaching staff, nor was it qualified to make such an assessment with the time and information provided. The next section of the report identifies the basis for the general questions we considered. It is followed by our responses to these questions based on evidence we were able to consider in the time allotted.

General Questions Considered

General standards for evaluating any intercollegiate athletic program at the College are contained in the Principia College Athletic Department's Mission Statement and Vision. These statements read as follows:

Mission: The mission of the Principia College Athletic Department is to offer students a vigorous physical activity program that encourages spiritual growth and character development, creates opportunities to learn and master new skills, and provides a forum for achieving competitive excellence.

Vision: The vision driving Principia College Athletics is educational in the larger sense. It is helping students maintain a balance between intellectual pursuits and a competitive athletic enterprise that complements the development of the whole person. It encourages a life-long passion for sport, and endeavors to nurture unique and essential qualities in shaping the character and spiritual progress of each participant. Working hard to achieve excellence, sacrificing self for team, expressing a sense of joy for the opportunity to compete, and demonstrating grace and sportsmanship in victory or defeat, represents our highest ideals in this pursuit.

Based on this Mission and Vision, the Principia College Athletic Department defines **SUCCESS** as Spirituality Underpinning Character, Competitive Excellence, Scholarship, and Service.

Given the Mission, Vision, and definition of SUCCESS established by the Principia College Athletic Department, an evaluation of any athletic program at the College should answer the following benchmark questions:

1. *Does the program encourage spiritual growth and character development?*
2. *Does the program create opportunities to learn and master new skills?*
3. *Does the program provide a forum for achieving competitive excellence?*
4. *Does the program support NCAA Division III and Principia College philosophy of a student-athlete?*
5. *Does the program promote service to The Principia community, where the community is defined as Principia College and The Principia School, Principia alums, and more broadly, the Cause of Christian Science?*

While these general questions provided a framework for the work of the Committee, the evidence we considered dealt primarily with competitive excellence (Question 3) and service to the Principia community (Question 5). The background of Committee members, available documentation and information presented by those interviewed, however, allow us to provide responses to each of the questions listed above. In the course of providing these responses, we document both the measures we used to develop our responses and additional measures that should be considered by any programmatic review.

Discussion of Responses to Benchmark Questions

1. Does the program encourage spiritual growth and character development?

In assessing the dimensions of spiritual growth and character development, the Committee considered the statements of members of the 2008 team interviewed during a conference call on December 15, our in-person session with the head coach on the same date, the individual experience of Committee members who are College football alums and observations Committee members have gathered based on their conversations with other current and past players. Additional measures of such growth and development should include annual end-of-season evaluations completed by the student-athletes, any past end-of-season reports submitted by the head football coach, evaluations completed by the athletic director and solicited and unsolicited accounts provided by football program alums and members of the Principia community who have first-hand observations of these aspects.

Based on the evidence we considered, it is clear that the program has encouraged and continues to encourage spiritual growth and character development. Current players identified their participation in football as one or, in some cases the most important vehicle of growth in their understanding and application of Christian Science. Furthermore, they spoke highly of the role their coaches played in fostering an environment conducive to such growth. The head coach's end-of-season report clearly identifies spiritual growth and character development as central goals of the program.

2. Does the program create opportunities to learn and master new skills?

Identical measures to those identified in our response to Question 1 were considered by the Committee. A further measure not identified in Question 1 could include a review of taped practices or game film by experienced football coaches who could provide expert analysis of techniques demonstrated by individual players. Such an expert would also be better qualified to assess the instruction provided by the coaching staff. Our Committee possessed neither the full complement of qualifications or relevant evidence to assess individual skill development or quality of instruction.

When asked whether the program creates opportunities to learn and master new skills, current players interviewed responded in the affirmative. Written and verbal testimony provided by the current head coach documents conscious efforts to enhance professional development. The head coach requested additional professional development support for himself and members of his staff in the past and current athletic department budget. The use of such resources included opportunities to meet with coaching staffs including those at the University of Colorado and the U.S. Air Force Academy and attend various professional conferences and clinics.

The coaching staff also implemented a new strength and conditioning program developed via consultation by a NSCA Certified individual with over 30 years of experience in the field. Efforts were also made to upgrade related equipment including a new seven-man sled and a digital editing system that, according to the head coach, enhanced the ability of coaches to review film both as a staff and with players. The Coach Crafton Athletic Training Facility, now in its second year of operation, represents a notable upgrade in strength and conditioning facilities – facilities that appear conducive to further skill development.

While recent steps have been taken to improve opportunities to learn and master new skills, the current state of the program does appear to create notable challenges in these areas. One such condition is the number of inexperienced players, defined as individuals who have no prior football playing experience. During the recently completed 2008 season, for instance, five of the total number of players (26) had no prior experience. All five of these players saw significant playing time by the season's end. Two of the five were starters at some point during the season. Given the size of the Principia roster (averaging 30 members over the past five years; 31 over the past 10 years) and the nature of the physical contact associated with this particular sport, providing adequate instruction for such players while developing experienced players presents notable demands on the coaching staff. This particular type of demand on the coaching staff is exacerbated by the size of the coaching staff (a total of five in-season coaches during the 2008 season responsible for seven position groups – quarterbacks, running backs, receivers, offensive line, defensive line, linebackers, and defensive backs).

Based on the information within Appendix A ("SLIAC and Division III Football Roster and Staffing Information"), during the time period examined, Principia was one of only three schools without a head coach whose duties are related entirely to football or a single full-time assistant coach. It should be noted that the other two schools, Eureka College and MacMurray College, experienced unusual circumstances institutionally in recent years that resulted in policies throughout the institution that resulted in their football coaching positions becoming part-time. At some point in the future, according to the SLIAC Commissioner, both institutions anticipate the head coaching position returning to full-time status.

Principia did have the second highest number of part-time assistants (six) and, of all assistants, three have full-time on-campus duties (again, the second highest total of all SLIAC football institutions). The average number of assistants for Division III private schools was 8.31 assistants (based on data from 196 institutions). At 28 Division III football institutions with enrollment under 1000, the average number of assistants was 6.40.

One of the clearest points to emerge from the Committee's session was the importance of having a sufficiently staffed, experienced, knowledgeable and consistent coaching staff with outstanding recruiting skills, *and* an administration willing to support the football program in a manner that will allow it to be successful.

The size of the roster also requires a number of players to learn more than one skill position. During the 2008 season, the head coach reported that as many as six players on the roster played both offensive and defensive positions in a given game. While such circumstances provides the opportunity for student athletes to develop a wider skill set, whether this places student-athletes in the most favorable position to master skills is another question. Both a larger roster size and coaching staff would enhance opportunities to learn and master new skills.

3. Does the program provide a forum for achieving competitive excellence?

Competitive excellence in any intercollegiate athletic program can be measured objectively and subjectively in a number of ways including win/loss record, margin of victory/defeat, team and individual player statistical rankings and assessment of performance and skill level relative to opponents. The Committee reviewed documentation pertaining to each of the aforementioned measures.

Since 1932, the Principia College football program has only enjoyed 28 winning seasons, with 23 of the 28 occurring between 1932 and 1959 including a streak of ten consecutive winning seasons between 1959 and 1968. The remaining five winning seasons occurred between 1982 and 2002. Over the past five years, Principia has won a total of five games, with four of the five victories occurring over the same opponent (Trinity Bible). Since 1973, Principia has endured ten winless seasons, ten one-win seasons, and seven two-win seasons.¹ If the measure for competitive excellence were only winning seasons, the football program has not achieved competitive excellence since the 1960s. However, the Committee generally felt that this measurement alone was not an accurate indicator of competitive excellence.

When measured by margin of defeat/victory, recent seasons do not present a positive measurement of competitive excellence. Over the past five years, Principia's average margin of defeat has been 39 points (n=41 losing contests) and its average margin of victory has been 11 points (n=5 winning contests). Team statistical rankings were only provided for the most recent season, but Principia ranked last or close to last in most statistical categories among all Division III schools compiled by the NCAA. Some individual players, as they have in past years, continue to achieve high rankings in statistical categories. During the 2008 season, one player ranked fourth in the nation among Division III schools in tackles.

Individual players from the 2008 squad interviewed by the Committee, however, stated that they did not feel as if they were at a competitive disadvantage against a majority of their opponents. They also defined competitive excellence as something measured by much more than the results reflected on the scoreboard. Their comments suggested a definition that was defined more by

¹ During some seasons, Principia competed in eight or fewer contests.

striving for success, regardless of the conditions. Based on that definition, they believed the program was competitively excellent.

An important note to make is that the standard stated in Question 3 is whether the program provides a *forum* for achieving competitive excellence. In our limited review of the program, we identified what we believe are four key areas that impact a forum for competitive excellence: staff, funding, roster size and quality, and schedule.

As stated at the outset, the Committee was not charged with a review of personnel, nor do Committee members believe such a forum is the appropriate process for personnel evaluation. Individual evaluation procedures exist at the College and have arguably been strengthened in recent years. Accordingly, the athletic director should continue to evaluate program staff on an annual basis in keeping with Policy 17 of The Principia. In terms of the number and status (full-time/part-time) of coaches, the institution appears to be understaffed when compared even to institutions within the SLIAC (see Appendix A). The program, however, has definitely suffered from an absence of coaching staff continuity. While various circumstances have contributed to these circumstances, the institution must take prudent steps to improve continuity, particularly in the head coaching position. No program, athletic or academic, would be positioned to succeed with similar turnover in personnel. We realize that some of these circumstances may involve sensitive or confidential information, but to the extent feasible, the Committee encourages the athletic director (or possibly a designated subcommittee) to research the circumstances of prior coaches who have left Principia to gain a better understanding of the factors contributing to this turnover and to survey such individuals as to steps they feel would help correct the problem.

Appendix A also reports the operating expenses and total expenses of SLIAC football programs for the 2007-08 academic year.² Principia recorded the third highest level of operating expenses and fifth highest level of total expenses for SLIAC schools. That same report provides operating and total expenses for all Division III football programs (n=231), Division III football programs at private institutions (n=196) and football programs at Division III institutions with enrollments under 1000 students (n=28). The average total expenses for Division III private schools with football was \$317,826; at institutions with enrollments under 1000, the total expenses were

² The U.S. Department of Education (<http://ope.ed.gov/athletics/>) defines operating and total expenses as follows. *Operating Expenses:* All expenses an institution incurs attributable to home, away, and neutral-site intercollegiate athletic contests (commonly known as game-day expenses), for (A) Lodging, meals, transportation, uniforms, and equipment for coaches, team members, support staff (including, but not limited to team managers and trainers), and others; and (B) Officials. *Total Expenses:* All expenses attributable to intercollegiate athletic activities. This includes appearance guarantees and options, athletically related student aid, contract services, equipment, fundraising activities, operating expenses, promotional activities, recruiting expenses, salaries and benefits, supplies, travel, and any other expenses attributable to intercollegiate athletic activities.

\$263,624. Per capita (roster size and staff), the program is clearly not underfunded, but decisions about staff size and experience may necessitate a larger financial commitment on the part of the institution. The Committee is not in a position to comment on the ability to sustain the current commitment, a larger commitment, or the relative benefit to other programs in the event that the football program were eliminated.

Another piece of information contained in Appendix A is roster size. Principia clearly lags well behind other SLIAC schools in this category. While the program has achieved winning seasons with rosters containing as few as 33 players, the program must demonstrate the ability to recruit and retain more athletes. We encourage the head coach, athletic director and dean of enrollment management to determine what is reasonable to expect in terms of a percentage of roster size given male enrollment. The dean of enrollment management reported to the Committee that the College would like to achieve an enrollment of 600 in the coming years, and both the dean and the head football coach reported significant improvements now underway in coordinating recruitment efforts. If the number of football players as a percentage of total male enrollment (current male enrollment accounting for about 48% of the total enrollment) even remained at 14.5 percent, the roster would contain 42 players.

According to data provided by the Office of Admissions and Enrollment, over the past five years, there have been an average of 54 prospective football players in the recruiting pool. It should be noted that the pool is defined as male students who have indicated either prior football experience or an interest in football. For instance, the current head coach identified 2/3 of the current pool as players with prior football experience. The quality of Division III athletics necessitates a strong core of experienced athletes in order to be competitive.

In particular, the program has a significant opportunity to attract experienced football players from its main feeder school, The Principia Upper School. This past year, for instance, of the six seniors on the Upper School football team, three players chose not to attend Principia College. Of the three, it should be noted that only one student, to the best of the institution's knowledge, is still participating in football at another institution of higher education. The other three students chose to attend Principia College, but selected not to play football at the College. The athletic director should use appropriate means to better ascertain why these and any other current College students who played football at the Upper School but have selected not to continue playing at the College.

The program must also do a better job of retaining players. While it appears that the absence of continuity in the head coaching position has contributed to this area as well, this is another area that the athletic director should investigate more thoroughly. Given limited time and information, the Committee was unable to determine whether any consistent factor(s) are contributing to low retention rates.

Finally, scheduling is another area that appears to have an impact on the ability to provide a forum for achieving competitive excellence. While Principia has been a member of the SLIAC since its

inception in 1989, 2008 marks the rebirth of football as a SLIAC conference sport. Institutions who are full SLIAC members and sponsor football are Blackburn, Eureka, Greenville, MacMurray, Westminster and Principia. Huntingdon and LaGrange are affiliate members in football only. For the prior four years, Principia played in the Upper Midwest Athletic Conference. Huntingdon and LaGrange were added only in 2008. Combined, these two teams were 13-1 in SLIAC play, with Huntingdon's only loss coming to LaGrange. Prior to going undefeated in SLIAC play, LaGrange had been winless (0-20) in its only two seasons of football in school history (2006 and 2007 seasons).

As a SLIAC member, Principia is obligated to complete a conference schedule in any conference sponsored sports that the school offers. While it is difficult to ascertain the competitive nature of the conference after only one season and challenging to use scoreboard results as a full measure of the competitive nature of the contest, Principia's smallest margin of defeat against a SLIAC opponent was seven points (MacMurray). The next smallest margin was 14 points (Blackburn).

In order to remain a member of the SLIAC in all other conference sports, which appears to be in the best interest of these programs for the foreseeable future, Principia would need to request a waiver from the SLIAC Administrative Council and Conference Presidents if it wanted to pursue an independent schedule. This is a procedure any SLIAC member institution is entitled to request. If such a waiver were even granted, Principia would most likely be expected to compete as an independent until circumstances were appropriate to resume football competition with the SLIAC.

In exploring the waiver and independent scheduling option, Principia would need to consider whether it is reasonable to develop an eight to ten game schedule against other schools that may have scheduling conflicts with their respective conference schedules. Travel expense and missed class time are also important considerations, although the football program has regularly traveled to locations in Minnesota, North Dakota, and would be traveling to either Alabama (Huntingdon) or Georgia (LaGrange) on a consistent basis if it remained in the SLIAC. The Committee also noted that the SLIAC is not considered a particularly strong conference in football relative to other Division III athletic conferences, and aside from scheduling conflicts, schools offering competitive programs for Principia to compete against in football may be limited. An independent schedule would not allow coaches to point to all-conference honors when recruiting prospective student-athletes, however, a schedule that afforded greater opportunities to win a larger percentage of games or generate more competitive contests (as measured by score margin), could have very favorable benefits for recruitment and retention.

The Committee briefly discussed that certain schools within the region offer junior varsity schedules. Although this presents scheduling issues (junior varsity games are typically played on Mondays) among other concerns (including recruiting), this may be an option for decision makers to explore further.

4. *Does the program support NCAA Division III and Principia College philosophy of a student-athlete?*

Page 189 of the 2008-09 Principia College Catalog reads, "The opportunity to participate in intercollegiate athletics is an important aspect of the whole man concept at Principia. For the participating student it is an opportunity which is encouraged and supported by the faculty and administration." Student athletes interviewed by the Committee indicated that they felt supported by the Principia community, including faculty and administration.

The Committee has no concerns that the Principia College football program supports the NCAA Division III philosophy (see Appendix B, "Division III Philosophy Statement") or Principia's philosophy of a student-athlete. In addition to continued efforts to monitor the academic progress of their student athletes, the football coaching staff made efforts during the 2008 season to improve the academic performance of the football team, including the integration of programs designed to improve time management and skills. The Committee was not presented with any evidence of a more systematic evaluation of the success of these programs. Such an evaluation, if it has not yet occurred, is strongly encouraged.

5. *Does the program promote service to The Principia community, where the community is defined as Principia College and The Principia School, Principia alums, and more broadly, the Cause of Christian Science)?*

Principia College has competed in intercollegiate football since 1932. Throughout its history, individual student-athletes and entire teams have received recognition for their outstanding accomplishments. In the 1960s, for instance, the football team won eight Prairie College Conference championships and were ranked nationally among a category of small college football teams. One entire team (1933), two coaches and five individuals players have been inducted into the Principia College Gold and Blue Athletic Hall of Fame in only two classes of inductees. Players from teams within the past five years continue to make their way onto all-conference rosters, including academic all-conference recognition. Football alums speak positively of their overall experience. There is overwhelming evidence from those who have participated in the program during every decade of its existence that football has been a major contributing part of their growth as maturing men and their growth as Christian Scientists. For some the affiliation with the program is cited as a leading contributor to their growth in and further commitment to Christian Science. Current players interviewed cited the positive impression they believed the program can make to the outside community's view of Christian Science by observing a group of football players who compete without reliance on medical care.

Current players interviewed also spoke positively of the efforts the current coaching staff has made to foster a sense of commitment to the Principia community and they felt a strong sense of individual support from professors and administrators. The opportunity for Principia's Alumni office to organize events surrounding away games for active interaction with both alums as well as

friends of The Principia has produced positive benefits for the institution as a whole. Unsolicited statements from athletic directors and football coaches at other institutions during the 2008 season which the Committee had the opportunity to review also spoke highly of the manner in which football players and coaches conducted themselves during contests.

The program and the institution's reputation, however, are not well served when Principia feels compelled to "explain" the situation with the football program (e.g., small roster size) to opposing programs prior to contests, indicates that it is contemplating the suspension of the remainder of the season, or is concerned that a game in progress may need to be forfeited due to insufficient number of players familiar with certain field positions. All of the aforementioned conditions occurred during the recently completed 2008 season. While such conditions surrounded sincere and responsible concerns for the safety of the student athletes, the Principia football program cannot afford to be placed in such circumstances – circumstances which also have an impact on opposing players and institutions.

Summary and Recommendations

As to the five questions the Committee addressed in the report, the program is fully meeting the goals of the Athletic Department in two areas, encouraging spiritual growth and character development and supporting both the NCAA's and Principia's philosophy of a student-athlete (Questions 1 and 4). In two other areas – creating opportunities to learn and master new skills and promoting service to the Principia community (Questions 2 and 5) – the program is generally meeting these goals, but some recent challenges in fully meeting these goals were noted by the Committee. With respect to the fifth area – providing a forum for achieving competitive excellence (Question 3)– the program is considered deficient. Of the four key areas within this question (staff, funding, roster size and quality, schedule), the Committee identified some of the leading challenges and opportunities relevant to each of these areas to restore competitive excellence to the program.

The Committee concludes that the Principia College football program provides an important environment for the development of young men who are able to serve the cause of Christian Science. Since a successful football program and its ability to recruit are directly dependent upon a supportive administration, we recommend that the Administration take the following steps:

1. Explore any and all measures available to promote the future of the football program.
2. Determine the appropriate level of commitment to the football program in terms of money and staffing required to position the program to achieve competitive excellence.
3. Further investigate alternatives to the SLIAC schedule (i.e., an independent schedule).
4. Obtain a more accurate estimate of the number of prospective recruits, identifying those with the experience and/or potential to contribute to competitive excellence.
5. Assure that the program is afforded the coaching leadership and development necessary to allow the program to succeed.
6. Direct the Athletic Director (or possibly a designated subcommittee) to research the circumstances of prior coaches who have left Principia to gain a better understanding of the factors contributing to coaching turnover and to survey such individuals as to steps they feel would help correct current problems with the program.

Football Competition Committee Members

Brian Roberts (C'88), Asst. Prof. of Political Science and Faculty Athletics Representative to the NCAA (Football Competition Committee Chair)

Travis Brantingham (C'98), Director of Athletics, The Principia Upper School

Keb Bemis, Football Alumni (C'86)

Larry Harrison, Director of Development, The Principia; Football Alumni (C'82)

Doug Faulkner, Director of Athletics, Greenville College

Mark Raffles, Football Alumni (C'78)

Chris Shaw, Football Alumni (C'81)

Tuck Spaulding, Football Alumni (C'67)

Will Wolper, Commissioner, St. Louis Intercollegiate Athletic Conference

APPENDIX A

SLIAC and Division III Football Roster & Staffing Information

<u>School</u>	<u>Football Roster</u>	<u>Male (Total) Enrollment</u>	<u>Pct. of Male Enrollment</u>	<u>Head Coach Status</u>	<u># F/T Assts.</u>	<u># P/T Assts.</u>	<u>Assts On Campus F/T</u>
Blackburn	63	276 (604)	22.8	Full-time	1	3	2
Eureka	60	298 (672)	20.1	Part-time *	0	5	1
Greenville	83	632 (1374)	13.1	Full-time	2	6	2
Huntingdon	140	426 (781)	32.9	Full-time	4	2	6
LaGrange	100	429 (911)	23.3	Full-time	2	8	2
MacMurray	56	207 (648)	27.1	Part-time *	0	4	1
Principia	35	241 (542)	14.5	Part-time *	0	6	3
Westminster	66	533 (945)	12.4	Full-time	1	5	1
<i>Average of Division III Schools Meeting following Criteria (based on those completing EADA Report)</i>							
All 231 D-III FB Programs	94.9	Not available	Not available	87 F/T; 142 P/T; 223 F/T on Campus	0.98	7.3	2.8
196 Private Schools	95.8	Not available	Not available	76 F/T; 119 P/T; 193 F/T on campus	1.01	7.3	2.94
28 Enrollment < 1000	85.8	Not available	Not available	12 F/T; 15 P/T; 27 F/T on campus	1.0	5.4	2.8

<u>School</u>	<u>Operating Expenses</u>	<u>Total Expenses</u>
SLIAC A	48,622	130,980
SLIAC B	40,699	131,970
SLIAC C	55,614	161,706
SLIAC D	67,891	212,735
SLIAC E	56,058	365,805
Principia	83,322	188,535
SLIAC F	91,426	496,121
SLIAC G	274,841	735,497
All Programs	91,603.26	308,086.31
Privates	92,177.09	317,826.04
<1000 Enroll	73,600.75	263,623.75

All information (except for Principia) pulled from EADA Report for 2007-08 academic year
Principia information provided by Principia College Athletic Department
Football Roster Number based on roster the first day of competition for 2007 season
All SLIAC "Part-Time" Head Coaches are on Campus Full-Time

In this table, the full-time status includes coaches that are full-time employees of the institution and whose duties are related entirely to football. Part-time status includes individuals that are part-time employees of the institution and also individuals that are full-time employees but hold other responsibilities. The column "Assts. on Campus F/T" includes assistant coaches in part time column, as well as assistants with full-time status. The two head coaches listed as part-time held teaching responsibilities in addition to coaching.

APPENDIX B

NCAA Division III Philosophy Statement

Colleges and universities in Division III place highest priority on the overall quality of the educational experience and on the successful completion of all students' academic programs. They seek to establish and maintain an environment in which a student-athlete's athletics activities are conducted as an integral part of the student-athlete's educational experience, and in which coaches play a significant role as educators. They also seek to establish and maintain an environment that values cultural diversity and gender equity among their student-athletes and athletics staff.

To achieve this end, Division III institutions:

- (a) Place special importance on the impact of athletics on the participants rather than on the spectators and place greater emphasis on the internal constituency (students, alumni, institutional personnel) than on the general public and its entertainment needs;
- (b) Award no athletically related financial aid to any student;
- (c) Encourage the development of sportsmanship and positive societal attitudes in all constituents, including student-athletes, coaches, administrative personnel and spectators;
- (d) Encourage participation by maximizing the number and variety of athletics opportunities for their students;
- (e) Assure that the actions of coaches and administrators exhibit fairness, openness and honesty in their relationships with student-athletes;
- (f) Assure that athletics participants are not treated differently from other members of the student body;
- (g) Assure that athletics programs support the institution's educational mission by financing, staffing and controlling the programs through the same general procedures as other departments of the institution. Further, the administration of an institution's athletics program (e.g., hiring, compensation, professional development, certification of coaches) should be integrated into the campus culture and educational mission;
- (h) Assure that athletics recruitment complies with established institutional policies and procedures applicable to the admissions process; (*Adopted: 1/12/04 effective 8/1/04*)
- (i) Assure that academic performance of student-athletes is, at a minimum, consistent with that of the general student body; (*Adopted 1/9/06 effective 8/1/06*)
- (j) Assure that admission policies for student-athletes comply with policies and procedures applicable to the general student body; (*Adopted: 1/9/06 effective 8/1/06*)
- (k) Provide equitable athletics opportunities for males and females and give equal emphasis to men's and women's sports;
- (l) Support ethnic and gender diversity for all constituents; (*Adopted: 1/12/99*)
- (m) Give primary emphasis to regional in-season competition and conference championships; and
- (n) Support student-athletes in their efforts to reach high levels of athletics performance, which may include opportunities for participation in national championships, by providing all teams with adequate facilities, competent coaching and appropriate competitive opportunities.