A. Objectives Related to the Self-Study.

1. Goals.
   a. Institution's goals for the process are clearly stated.

   Beginning with the orientation meeting in August, President Cruzado will emphasize the following three responsibilities for the Steering Committee and each of the three Subcommittees:
   
   - Conduct a comprehensive review of MSU’s intercollegiate athletics program
   - Assess the extent to which MSU meets the certification standards in the NCAA third cycle self-study instrument.
   - Develop plans for improvement for areas that are identified as concerns or weaknesses.

   Steering Committee Chair Jim Rimpau and NCAA Athletics Certification Liaison Camie Bechtold will attend the first meeting of each committee and articulate the committee responsibilities and answer any questions from committee members about their responsibilities.

   b. Institution’s goals are consistent with overall goals of certification.

   Our goals are consistent with the overall goals of certification which are to ensure integrity in our athletics operations; to open up our Athletics operations to the rest of the university community and to the public; and to increase campus wide awareness and knowledge of our athletics program. It will be an opportunity to confirm our strengths and to improve any areas of concern.

2. Cycle 2 institutional plans for improvement.
   a. Institution has included all “conditions for certification” imposed by the committee in its Cycle 2 certification decision relating to currently legislated operating principles.

   (Note: This information can be found in the Cycle 2 Summary of Actions document. If an institution was certified without condition(s), this item is not applicable.)

   Montana State University was certified without conditions in Cycle 2.
b. Institution has included all plans for improvement developed by the institution during its Cycle 2 self-study process including all appropriate supplemental materials relating to currently legislated operating principles.

(Note: All institutions must include Cycle 2 gender and diversity plans for improvement for this item. Some institutions may have also developed plans in other areas and must also include these plans for improvement in the written plan. Cycle 2 plans for improvement can be found in the ACS – Cycle 2 Plan Report. The institution should verify the accuracy and completeness of the plans in the Cycle 2 Plan Report on ACS with information/plans on campus.

See Attachment A.

B. Major Components of the Self-Study.


   a. The chair is appointed by the chancellor or president.

      In March of 2010, President Waded Cruzado appointed Dr. James Rimpau as Steering Committee Chair for MSU’s third cycle Certification.

   b. The chair is NOT the chancellor or president, nor any person with direct oversight of athletics (e.g., director of athletics, vice president to whom athletics reports, faculty athletics representative).

      Dr. Rimpau is the Vice President of Planning and the Chief Information Officer at Montana State University. Dr. Rimpau has no administrative connection to MSU’s Department of Athletics.

   c. The chair is considered by the institution to be a member of its senior-management team.

      Dr. Rimpau is the Vice President of Planning and the Chief Information Officer at Montana State University. He reports directly to the President and is a member of President Cruzado’s Executive team.

2. Appointment of steering committee and subcommittees (Handbook pages 11-12).

   a. The names and titles of all steering committee and subcommittee members are listed.
Steering Committee membership

Dr. Waded Cruzado, President
Dr. James Rimpau, (Chair) Vice President for Planning and Chief Information Officer
Dean Susan Agre-Kippenhan, College of Art and Architecture
Ms. Meghan Albiston, volleyball student-athlete
Ms. Camie Bechtold, Associate Athletics Director for Student and Compliance Services, SWA, and Certification liaison
Mrs. Tricia Binford, Head Women’s Basketball Coach
Mr. Todd Buchanan, member of the MUS Board of Regents, co-owner and financial advisor with Buchanan Capital LLC, Alumnus, former student-athlete
Ms. Cathy Conover, Vice President for Communications
Mr. Dan Davies, Senior Associate Athletics Director
Mr. Todd Eliason, Past chair of the Alumni Association and Bozeman community member
Dr. Christina Fastnow, Associate Director, Planning and Analysis
Mr. Peter Fields, Director of Athletics
Mr. Eric Fisher, ASMSU President and former student-athlete
Dr. Paula Lutz, Dean, College of Letters and Science
Dr. Tom McCoy, Vice President for Research, Technology Transfer and Creativity
Ms. Jaynee Nadolski, Assistant Commissioner for Compliance/SWA Big Sky Conference (ex-officio)
Dr. Bob Oakberg, Professor of Civil Engineering and Faculty Athletics Rep
Mr. Tom Stump, Director of Auxiliary Services
Dr. Allen Yarnell, Vice President for Student Success

b. The following required individuals have been included on the steering committee:

Yes (1) Chancellor or president;
Yes (2) Faculty Athletics representative;
Yes (3) Director of athletics;
Yes (4) Senior woman administrator;
Yes (5) Student-athlete representative(s); and
Yes (6) Athletics certification liaison.
Yes (7) Report coordinator
No (8) Campus Contact (Campus Contact will attend all Steering Committee meetings.)
c. The steering committee and subcommittees have the appropriate composition as listed below:

Governance and Commitment to Rules Compliance Subcommittee

Dr. Thomas McCoy, (Chair), Vice President for Research, Technology Transfer and Creativity
Mr. Daniel Adams, Director, Internal Audit
Mr. Cody Anderson, Student-Athlete, MBB
Ms. Bonnie Ashley, Associate Registrar
Ms. Kathy Attebury, University Budget Director
Dr. Larry Baker, Dean, Education, Health, and Human Development
Ms. Camie Bechtold, Associate Athletics Director for Student and Compliance Services, SWA, and Certification liaison
Mr. Dan Davies, Senior Associate Director of Athletics
Mr. Tom Jewell, Financial Aid Officer
Mr. Terry Leist, Budget & Fiscal Director
Ms. Diane Letendre, Interim Director, Office of Human Resources and Affirmative Action
Ms. Pam Merrell, Asst Legal Counsel
Dr. Bob Oakberg, Assoc Professor, Civil Engineering and Faculty Athletic Rep
Dr. Glenn Puffer, Associate Dean, Student Affairs
Ms. Amy Starr, Assistant Coach, WBB
Mr. Michael Stevenson, Asst VP for Development, Foundation

Academic Integrity Subcommittee

Dean Susan Agre-Kippenhan, (Chair), College of Arts and Architecture
Dr. Jeff Adams, Asst Vice Provost
Mr. Mike Carrigan, Assistant Coach, Track and Field
Dr. David Cherry, Director, Liberal Studies and American Studies Program
Ms. Terra Cusack, Academic Advisor, College of Technology
Ms. Diane Donnelly, Interim Director, University Studies
Dr. Jayne Downey, Department Head, Education
Ms. Jody Ogata, Admin Assoc II, Registrar's Office
Ms. Jamie Rizzuto, Director of Athletic Academic Services
Ms. Ronda Russell, Director, Admissions
Ms. Lyndi Seidensticker, Student-Athlete, WBB
Dr. Durward Sobek, Assoc Professor, Mechanical and Industrial Engineering, Chair University Athletics Committee
Student Athlete Well Being, Gender/Diversity Subcommittee

Dr. Christina Fastnow, (Chair) Assoc Director, Planning and Analysis
Ms. Denise Albright, Head Coach, Women's Tennis
Mr. Bobby Biskupiak, Student-Athlete, Track and Field
Mr. Jeff Bondy, Associate Director, Residence Life
Ms. Nancy Colton, Assistant Professor, Health and Human Development
Mr. Dan Davies, Senior Associate Director of Athletics
Dr. Pat Donahoe, Director, Counseling and Psychological Services
Ms. Jen Dunn, Asst Director, Programs, Admissions
Ms. Nancy Filbin, Program Coordinator, Disability, Re-Entry, & Veteran Services
Ms. Christina Fournier, Director of Athletic Business Operations, Athletics
Ms. Jen Haubenreiser, Health Promo Program Director, Student Health Services
Mr. Rob Higgs, Head Athletic Trainer, Athletics
Ms. Diane Letendre, Interim Director, Office of Human Resources and Affirmative Action
Mr. Bob Lashaway, Assoc VP University Services
Ms. Erin Macdonald-Peck, Asst Dean, Student Affairs
Mr. Jason McEndoo, Assistant Coach, Football
Dr. Scott Myers, Associate Professor, Sociology and Anthropology
Dr. Mike Redburn, Assistant Professor, Education
Mr. Tanner Ripley, Student-Athlete, Football
Ms. Heidi Sherick, Asst Dean, College of Engineering
Ms. Leslie Spalding, Head Coach, Women's Golf
Ms. Lena Suek, Student-Athlete, Track and Field
Mr. John Taylor, Asst Student Athlete Services, Athletics

(1) The number is adequate to perform duties and responsibilities;

Our Steering Committee and three Subcommittees are sized and configured appropriately for the work that needs to be completed.

(2) The composition ensures broad-based participation;

Our committees are comprised of individuals from a wide array of campus offices and departments. Over 35 different campus units are represented on our four committees.

(3) The composition is balanced between staff members inside and outside athletics;
Each committee has some representation from Athletics but in each case the majority of committee members are from outside of Athletics.

(4) Composition ensures access to information necessary to conduct the self-study;

Each committee has some representation from Athletics to help provide access to information from within Athletics. Each committee also has access to the full research capability and expertise in the Office of Planning and Analysis. The chair of the steering committee and the chair of one of the subcommittees both work in the Office of Planning and Analysis.

(5) Steering committee and subcommittee members have the time to devote to the self-study;

All committee members are volunteers and were asked if they were able to commit the necessary time to participate. All agreed to do so.

(6) Subcommittee chairs are not athletics department staff members;

All three subcommittee Chairs (Dr. McCoy, Dean Agre-Kippenhan, and Dr. Fastnow) have no direct affiliation with Athletics. Dr. McCoy is the Vice President for Research and Creative Activity. Dean Agre-Kippenhan is the Dean of the College of Art and Architecture. Dr. Fastnow is the Associate Director of the Office of Planning and Analysis.

(7) Subcommittee chairs are members of the steering committee.

All three subcommittee Chairs (Dr. McCoy, Dean Agre-Kippenhan, and Dr. Fastnow) are members of the Steering Committee.

(8) Subcommittee chairs are not athletics department staff members or FAR.

All three subcommittee Chairs (Dr. McCoy, Dean Agre-Kippenhan, and Dr. Fastnow) have no direct affiliation with Athletics. None of them are the FAR. Dr. McCoy is the Vice President for Research and Creative Activity. Dean Agre-Kippenhan is the Dean of the College of Art and Architecture. Dr. Fastnow is the Associate Director of the Office of Planning and Analysis.

a. Steering committee’s and subcommittees’ general responsibilities are clearly stated.

President Cruzado, who is herself a member of the steering committee has stated that the steering committee will have the authority to speak and act on behalf of MSU with regard to the self study process.

In her appointment letter to committee members, President Cruzado listed the following three benefits that MSU expects to realize from this process. Those are:

- **Self-awareness.** The self-study offers a unique opportunity to educate individuals across campus about the athletics program’s goals and purposes, the many challenges facing athletics and the ways in which athletics support the institution’s mission.
- **Affirmation.** Athletics certification is meant to be a positive experience and the self-study process will reveal many aspects of the athletics program worthy of praise.
- **Opportunities to Improve.** Even an outstanding program can be better, and issues will be identified routinely as part of any institution’s self-study. As these issues come to light, the self-study process will offer a forum for suggestions from individuals with a wide range of experience.

Each committee member will be provided a full set of NCAA documents that itemize committee responsibilities. Additionally, Steering Committee Chair Jim Rimpau and Athletics Certification Liaison Camie Bechtold will attend the first meeting of each committee and articulate the committee responsibilities and answer any questions from committee members about those responsibilities.

b. Methods identified for collecting and organizing data.

Each committee is chaired by someone with extensive research experience including the collection, organization, and presentation of data. Each committee will also receive any needed help from MSU’s Office of Planning and Analysis.
c. Methods identified for coordinating and activities of the subcommittees and monitoring progress of the self-study, including:

Opportunities for input from appropriate campus groups, including student-athletes.

The Chair of the Steering Committee will be available to meet with any campus or community group upon request. The Steering Committee chair will also make informational presentations to MSU governance groups (Faculty Senate, Student Government, etc). Draft reports will be made available to the campus and community and responses and comments will be encouraged.

Appropriate involvement of all members of the steering committee and subcommittees.

Each committee is chaired by someone with extensive committee experience and it will be the Chair’s responsibility to ensure that each committee member has ample opportunity to participate. All draft reports and any other relevant information and data will be shared completely within each subcommittee and then with the steering committee.

d. Process identified for reviewing previous self-study documents.

All previous self-study documents will be shared with members of the steering committee and each subcommittee. A representative from Athletics will be available to discuss the documents with committee members at the first meeting following the initial video meeting.

e. Process identified for review of drafts and final self-study report.

Throughout the process, each draft will be shared with all members of the responsible subcommittee. Final drafts of each report will be shared with all members of the steering committee. The Chair of the Steering committee will act as the final editor for all reports. The Steering Committee membership includes the Vice President for Communications and Public Affairs and she has volunteered her offices to help with final review and editing of reports. We will maintain an Athletics Certification website where drafts and final reports will be posted for public review.
f. Process identified for communicating regularly through meetings and reports.

The President’s Office is providing staff to take minutes/notes at all committee meetings. Those notes and minutes along with agendas and any relevant background material will be posted on the MSU Athletics Certification website.

g. Process identified for maintaining a written record of:

1. Dates of steering committee and subcommittee meetings and individuals in attendance;

   The President’s Office is providing staff assistance to take and maintain accurate minutes (including attendance records) for each committee meeting.

2. Individual(s) responsible for writing subcommittees’ reports; and

   Subcommittee chairs will be responsible for assuring that the subcommittee reports are written.

3. Invitations extended to members of subcommittees and steering committee to comment on draft reports, including dates on which invitations were extended.

   The President’s Office is providing staff assistance to take and maintain accurate minutes (including attendance records) for each committee meeting. All committee members will be invited to comment on these minutes. The minutes will reflect the discussion of draft reports.

4. Campus contact (Handbook page 12).

   a. Name and title of campus contact is listed.

      The MSU Campus Contact will be Ms. Jennifer Joyce, Assistant to the VP for Planning and CIO.
b. Campus contact’s general responsibilities are clearly stated.

The Campus Contact is responsible for coordinating preparations for the evaluation visit, including lodging and travel for peer-review team members and NCAA staff, scheduling interviews and organizing any work-related needs for peer reviewers (e.g., computer resources, meeting rooms, documents to be reviewed). The Campus Contact will also be provided the *NCAA Division I Athletics Certification Program: Role of the Campus Contact* document which is a complete checklist of duties and responsibilities.

5. Conference assistance/use of outside individuals or agencies (Handbook pages 12-13).

a. Role of conference office (if any) is defined.

Jaynee Nadolski, Assistant Commissioner for Compliance/SWA, will serve as an ex-officio member of the Steering Committee. She will receive all documents and reports produced during the self study. Additionally, the Big Sky Conference will receive a copy of the final self study report.

b. Roles and responsibilities of any outside consultant(s) are defined.

We do not intend to use any outside consultants.

c. Any outside consultant(s) have been approved by the NCAA Division I Committee on Athletics Certification.

We do not intend to use any outside consultants.

6. Outline and schedule (Handbook pages 8-9).

a. The timetable is complete.

The timetable is complete and key dates and deadlines are established.

Tentative Certification Timeline

b. Dates/deadlines and processes have been established for:

(1) Dates of steering/subcommittee meetings;

The initial Orientation videoconference will occur on August 26, 2010. Exact dates of subsequent meetings for each committee will be established at that time.
(2) **Data gathering;**

Data collection will be completed in September and October 2010.

(3) **Responding to self-study items;**

Sub Committees draft responses from October thru December 2010.

(4) **Opportunities for campus groups to review reports;**

Campus and community review of the draft documents will be in February and March 2011.

(5) **Evaluating responses against operating principles;**

Review of the draft documents by the Steering committee (and others) will occur between December 2010 and March 2011.

(6) **Developing institution's plans for improvement;**

This occurs throughout the process but is finalized during April 2011.

(7) **Steering committee’s/subcommittees’ review of report drafts;**

This occurs throughout the process but concludes in April 2011.

(8) **Preparing final report;**

Preparation of the final report will occur during March and April 2011. Final document will be submitted to the NCAA no later than April 29th, 2011.

(9) **Reviewing final ACS report;**

This will occur in April 2011.

(10) **Submitting final ACS report to NCAA;**

This will occur no later than April 29th, 2011.

(11) **Responding to committee-identified issues;**

This will occur in August of 2011 and continue until two weeks prior to the peer-review team visit.
(12) Conducting peer-review team visit;

The on-site evaluation visit will be conducted between September 12th and November 18th, 2011. Exact date is still being discussed with the NCAA and President Cruzado.

(13) Responding to peer-review team’s report;

This will occur in November and December of 2011.

(14) Communicating work of the steering committee to institutional community, electronic and print media;

This will be an ongoing process beginning around the time of the Fall 2010 orientation videoconference and continuing until the final committee review in February 2012.

7. Self-study report.

a. The name title and responsibilities of the report coordinator is listed (Handbook page 12).

The report coordinator is Dr. James B. Rimpau. Dr. Rimpau is the Vice President for Planning and Chief Information Officer.

b. Work-related needs (e.g., computer needs, internet access, secretarial assistance, reproducing copies) have been identified for collecting data and producing report drafts.

Each committee chair has access to these kinds of resources in their own offices and the President’s Office has offered to add support when needed.

c. Process identified for requesting institutional (e.g., president/chancellor) approval for all plans for improvement.

The Chair of the Steering Committee, works in the President’s Office and will provide President Cruzado updates about committee progress and any plan for improvement at his weekly meeting with her.
d. Specific plans or strategies have been outlined for communicating work of steering committee to:

(1) Institutional community;

(2) Electronic and print media; and

(3) The general public.

Our Vice President for Communications and Public Affairs (Cathy Conover) is a member of our Steering Committee. Ms. Conover’s offices will design a communication plan for the entire Certification process. That plan will include messages and media appropriate for both the campus community and the general public.
1.2 Institutional Control, Presidential Authority and Shared Responsibilities
Plan Date: Sep 28, 2007

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<tr>
<th>Elements</th>
<th>Goals</th>
<th>Steps to Achieve Goals</th>
<th>Individuals/Officers Responsible for Implementation</th>
<th>Specific Timetable for Completing the Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>Review specific responsibilities</td>
<td>President</td>
<td>2002-2003</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Specific responsibilities are identified and documented.</td>
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<td></td>
<td></td>
<td>Reporting relationships are documented and periodic reports identified.</td>
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<td></td>
<td></td>
<td>Include the Committee's reporting relationships and the periodic reports that should be developed for the Department of Intercollegiate Athletics, the President, and the VP for Student Affairs.</td>
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<td></td>
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<td>Periodic reports to the Faculty Council are scheduled.</td>
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<td></td>
<td>The Faculty Council should schedule annually the Chair of the Athletics Committee to report on their activities and findings.</td>
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</table>
1.3 Rules Compliance
Plan Date: Sep 28, 2007

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<tbody>
<tr>
<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>Review, and if necessary, revise existing policies and procedures that define specific reporting procedures of violations or potential violations.</td>
<td>VP for Student Affairs, AD</td>
<td>October 2002</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To implement policies and procedures.</td>
<td>VP for Student Affairs, AD</td>
<td>October 2002</td>
</tr>
<tr>
<td>Until recently, there were no documented</td>
<td></td>
<td>Calendar for regular meetings between the VP for Student Affairs and the FAR is created.</td>
<td>FAR, VP for Student Affairs, Chair of the Faculty Council</td>
<td>2002-2003</td>
</tr>
<tr>
<td>procedures or policies that guided the</td>
<td></td>
<td>The FAR is scheduled to report to the Faculty Council periodically.</td>
<td>FAR, VP for Student Affairs, Chair of the Faculty Council</td>
<td>2002-2003</td>
</tr>
<tr>
<td>Athletics Academic Coordinator (the Registrar's representative) and the Assistant Director of Compliance in communicating violations or potential violations.</td>
<td></td>
<td>In addition, the Chair of the Faculty Council should schedule the FAR to report to the Council annually.</td>
<td>President</td>
<td>2002-2003</td>
</tr>
<tr>
<td>While FAR currently meets periodically with the President and AD, there is no evidence of periodic or other communication between the FAR and VP for Student Affairs as related to student eligibility or compliance questions or reviews. In addition, the FAR has not reported on the academic status of student-athletes during the past five years to the Faculty Council.</td>
<td></td>
<td>A complete job description for the FAR is created.</td>
<td>President</td>
<td>2002-2003</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Define the processes and procedures that govern the activities of the FAR.</td>
<td>President</td>
<td>2002-2003</td>
</tr>
<tr>
<td>Elements</td>
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</tr>
<tr>
<td>Issues in the Self-Study</td>
<td>The job description is on file in the Department of Intercollegiate Athletics and the President's Office.</td>
<td>The job description is on file in the Department of Intercollegiate Athletics and the President's Office.</td>
<td>President</td>
<td>2002-2003</td>
</tr>
<tr>
<td></td>
<td>An evaluation process is implemented.</td>
<td>The processes and procedures should include guidelines for the periodic review and evaluation of the FAR's activities.</td>
<td>President</td>
<td>2002-2003</td>
</tr>
<tr>
<td>There is no evidence or other evaluation of coaches and staff.</td>
<td>A process for evaluation is developed.</td>
<td>Goals and objectives for each coach should be developed.</td>
<td>AD</td>
<td>2002-2003</td>
</tr>
<tr>
<td></td>
<td>Goals and objectives for each coach are defined.</td>
<td>These goals and objectives should then be the basis for annual review of performance and the continuing relevance of the goals and objectives.</td>
<td>AD</td>
<td>2002-2003</td>
</tr>
<tr>
<td></td>
<td>The evaluation process is implemented for all coaches and staff.</td>
<td>Implement the evaluation process for all coaches and staff.</td>
<td>AD</td>
<td>2002-2003</td>
</tr>
</tbody>
</table>
## 2.2 Academic Support

**Plan Date:** Sep 28, 2007

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<tr>
<td>Academic Orientation for Coaches and Department of Intercollegiate Athletics Staff</td>
<td>Conduct annual Academic Orientation for DIA staff.</td>
<td>Provost (or designee) identifies needs with DIA and develops programs with appropriate faculty and staff.</td>
<td>Provost, General Studies, VP for Student Affairs, Athletic Academic Coordinator</td>
<td>May 2003</td>
</tr>
<tr>
<td>Needs Assessment and Inventory of Life Skills Development for student-athletes.</td>
<td>Student-athletes are provided appropriate life skills development either through existing MSU academic support resources or CHAMPS program.</td>
<td>Conduct inventory of current life skills activities, conduct needs assessment to determine the types and level of life skills development which will meet identified student needs and NCAA Bylaw 16.3.1.2. Institute CHAMPS or equivalent life skills programs.</td>
<td>DIA</td>
<td>August 2003 and ongoing assessment of effectiveness</td>
</tr>
<tr>
<td>Formalize Student-Athlete Exit Interviews</td>
<td>Student-Athlete Exit Interviews are conducted each term (as needed). Summary report of findings is forwarded to the AD and other appropriate DIA staff.</td>
<td>Continue process recently developed by the Athletics Committee (see description in self-study item 4.3.3).</td>
<td>Athletics Committee, DIA</td>
<td>May 2003</td>
</tr>
<tr>
<td>Examine the perceived compression of the academic day: it is recommended that the Department of Intercollegiate Athletics examine this issue to determine whether this issue is a perceived or real problem and if so, what factors may contribute to compression.</td>
<td>Conduct interviews with coaches, student-athletes and faculty to determine if there is a problem and if so, what factors may contribute to the problem.</td>
<td>It is recommended that the department conduct a utilization study of the weight room to determine if current availability of facilities and coaching staff is adequate and whether access to the facility may be a factor contributing to this perception (or reality) of compression.</td>
<td>DIA</td>
<td>May 2003</td>
</tr>
</tbody>
</table>
2.3 Scheduling
Plan Date: Oct 01, 2007

<table>
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<td>Steps to Achieve Goals</td>
<td></td>
<td></td>
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<tr>
<td>Policy regarding student-athletes'</td>
<td>Adopt a formal policy</td>
<td>Refer to MSU Compliance Manual page 12.8. This policy was adopted in August 2002 and is published in the Montana State University Department Operations Manual, the Montana State University revised Compliance Manual and will be placed in the 2003-2004 Student-Athlete Handbook, as well as being available on the Athletic Department website.</td>
<td></td>
<td>2003-2004</td>
</tr>
</tbody>
</table>
3.1 Financial Practices
Plan Date: Sep 28, 2007

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<tr>
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<tr>
<td>Issues in the Self-Study</td>
<td>Some funds for and expended on athletics have no been subject to MSU documentation, review, and oversight. See Section 3.1.1.</td>
<td>Include booster organizations in financial compliance audits.</td>
<td>DIA</td>
<td>Plan is currently being implemented and should be fully effective FY 2003.</td>
</tr>
<tr>
<td></td>
<td>Some expenditures by &quot;booster&quot; organizations have not received prior approval from MSU.</td>
<td>Booster organizations will be able to document prior MSU approval of expenditures.</td>
<td>DIA</td>
<td>Plan is currently being implemented and should be fully effective FY 2003.</td>
</tr>
</tbody>
</table>

All funds raised and expended by the various "booster" organizations will be subject to MSU documentation, review, and oversight. See Section 3.1.1.

Booster organizations will be able to document prior MSU approval of expenditures.
4.1 Gender Issues  
Plan Date: Sep 28, 2007

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<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>This goal has been achieved, it must now be maintained. The EWS subcommittee recognizes that normal variations from strict proportionality will occur due to changes in composition of the student body and unanticipated changes in athletic participation.</td>
<td>AD, SWA, Coaches, Human Resources/Affirmative Action Director</td>
<td>Ongoing</td>
</tr>
<tr>
<td>As of FY 2001, the percentage of male undergraduates was 54.4%, their proportion of the student-athlete population was 55.2%. The percentage of women undergraduates was 45.6%. Women were 44.8% of the student-athletes. The difference is 0.8%, making the University in compliance with the proportionality test of Title IX. Over the past five years, the difference has averaged about 1.8%.</td>
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<td>If men's skiing is added to the current sports offerings to remedy the equity concern regarding competitive opportunities for the women's ski team, the number and percentage of male athletes will increase relative to women. The committee is willing to accommodate a small increase in the number of male student-athletes relative to FY 2001 in order to improve the quality of women's participation in skiing (based on FY 2001 figures, adding 10 male skiers would change the percentage of male athletes from 55.2% to 56.4%. Increase the difference from 0.8% to 1.2% still within the five year average).</td>
<td>The percentage of female participation in intercollegiate athletics shall not decrease substantially from the FY 2001 levels or the 5 year historical levels due to the addition of men's sports or to increasing participation opportunities for male athletes.</td>
<td>If men's skiing is added to the current sports offerings, the Department must match any addition of a male athlete in the men's ski program with the addition of a female athlete in a women's ski program beyond the minimum number of male athletes.</td>
<td>AD, SWA, Coaches</td>
<td>Ongoing</td>
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<tr>
<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>Analyze the possible solutions to the equity concern regarding the women's ski team.</td>
<td>DIA, Athletic Scholarship Association (ASA)</td>
<td>Spring 2003 analysis of alternative solutions and projected net costs submitted to the President and UPBAC. If adding men's skiing is recommended, coaching staff will be hired in FY 2004-05. Competition no later than AY 2005-06.</td>
</tr>
<tr>
<td>Women alpine and Nordic skiers are not competitive for national championships because scores of men and women are added together to determine rankings. MSU does not have an NCAA men's ski team. Student-athletes in all other sports have the potential for winning national championships.</td>
<td>Remedy the concern regarding the competitiveness of women's ski team. Solutions include: (1) adding men's alpine and Nordic skiing to the current sports offerings (2) changing NCAA regulations regarding the rules for national championship competition in skiing (3) Other appropriate remedy that will address the disparity in the team competition opportunities for women's skiing.</td>
<td>Develop a plan with projected costs and potential resources and present it to the President and UPBAC.</td>
<td>DIA, ASA</td>
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<td>Spring 2003</td>
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## Elements

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<tbody>
<tr>
<td>The University shall continue to fund athletic grants-in-aid (scholarships) for female athletes as close as possible to the maximums allowed per sport by the NCAA.</td>
<td>If men's alpine and Nordic skiing is added, fund up to six (6) full grants-in-aid by FY 2007. After this level of support has been reached, match any additional grants-in-aid awarded to student-athletes in the men's ski program by the additional grants-in-aid for athletes in the women's ski program as allowed by NCAA regulations.</td>
<td>AD, President, ASA</td>
<td>Ongoing, after FY 2007</td>
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</table>

### Although progress has been made since 1995, there is still a great deal of work to be done to increase public awareness of and support for women's sports.

- Lack of written policies has made the self-study process more difficult and time-consuming than necessary because written policies had not been developed nor data properly maintained.

- Cuts in the administration of the DIA and vacancies in central administrative positions have meant that no one in DIA has been responsible for data collection, maintenance, and analysis.

- Although the DIA is in compliance with the proportionality requirements of Title IX and in general conformity with NCAA operating principles, including the EADA reporting requirement, there does not seem to be any written policies affirming the department's commitment to non-discrimination in all DIA activities.

### Public awareness of and support for women's sports at the University will increase.

- Develop a plan for increased donor contacts, publicity, and funding.

- ASA, DIA Staff, University Relations | 2003-2007, priority list developed by November 2002 |
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<tr>
<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>Compliance with NCAA regulations and with NCAA, University, state, and federal EADA reporting requirements will be a high priority.</td>
<td>AD, Legal Counsel, Affirmative Action Director, President's Executive Council</td>
<td>Writing and approval of policies is ongoing</td>
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<td>Develop and publish a policies and procedures manual for the administration of intercollegiate athletics.</td>
<td>AD, Legal Counsel, Affirmative Action Director, President's Executive Council</td>
<td>Immediately</td>
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<td>Hire a compliance officer.</td>
<td>AD, Legal Counsel, Affirmative Action Director, President's Executive Council</td>
<td>Immediately</td>
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<td>Review the compliance responsibilities of current staff and add or reassign responsibilities as necessary.</td>
<td>AD, Legal Counsel, Affirmative Action Director, President's Executive Council</td>
<td>Immediately</td>
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<td>Ensure that compliance staff are adequately trained.</td>
<td>AD, Legal Counsel, Affirmative Action Director, President's Executive Council</td>
<td>Immediately</td>
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<td>Monitor progress toward improved compliance data management, and ensure that performance of compliance staff is annually reviewed</td>
<td>AD, Legal Counsel, Affirmative Action Director, President's Executive Council</td>
<td>Immediately</td>
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<tr>
<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>Develop policy statements; make these available in the Student-Athlete Handbook, any handbook or manual developed for employees, in game programs, and on the DIA web page.</td>
<td>AD, Athletics Committee, Affirmative Action Director</td>
<td>Immediately</td>
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<td></td>
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<td>Establish goals for the composition of applicant and interview pools.</td>
<td>AD, Coaches, Affirmative Action</td>
<td>Ongoing</td>
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<td>Continue recruitment efforts until those goals are met.</td>
<td>AD, Coaches, Affirmative Action</td>
<td>Ongoing</td>
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<td>Develop a “grow our own” strategy that moves student-athletes into entry level coaching positions.</td>
<td>AD, Coaches, Affirmative Action</td>
<td>Ongoing</td>
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<td></td>
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<td>Use career ladders and affirmative action hires as appropriate.</td>
<td>AD, Coaches, Affirmative Action</td>
<td>Ongoing</td>
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</table>

MSU offers 8 sports for women. In AY 2001, only two head coaches were women, only two assistant coaches were women.

Efforts to recruit and retain female coaches and administrators will continue and intensify.

Establish goals for the composition of applicant and interview pools.

Continue recruitment efforts until those goals are met.

Develop a “grow our own” strategy that moves student-athletes into entry level coaching positions.

Use career ladders and affirmative action hires as appropriate.
### 4.2 Minority Issues

**Plan Date:** Jul 07, 2006

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<td><strong>Steps</strong></td>
<td><strong>AD, Coaches, Affirmative Action Director</strong></td>
<td><strong>Ongoing</strong></td>
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<tr>
<td>Although the minority issues operating principle is available within the DIA, and the university's nondiscrimination policy in printed in the university bulletin and in the class schedule books, students do not know the institution's policies prohibiting discrimination and harassment.</td>
<td>University and DIA policies prohibiting discrimination and harassment, including reporting procedures, will be publicized and discussed with staff and students.</td>
<td>Print the nondiscrimination policies and the Web address in the Student-Athlete Handbook.</td>
<td>AD, Coaches, Affirmative Action Director</td>
<td>Ongoing</td>
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<tr>
<td>There was no evidence that decisions regarding recruitment, eligibility for playing or access to support services such as the training facilities and the academic center, or the availability of university programs such as ASMSU tutoring or access to the health center were based on prohibited characteristics.</td>
<td>An academic and athletics environment free of prohibited discrimination that supports and rewards student-athletes on the basis of ability and athletics, work and academic performance will be maintained.</td>
<td>This goal is being met. Conformity must be continually monitored.</td>
<td>DIA Staff and Coaches, Affirmative Action Director</td>
<td>Ongoing</td>
</tr>
<tr>
<td>As the foregoing demographic analysis shows, the state of Montana and the university itself are much less racially diverse than the department of athletics. Minority students are thus called on to make difficult cultural adjustments in addition to learning and integrating their academic and athletics roles.</td>
<td>The status and satisfaction of minority student-athletes and staff will be reported annually.</td>
<td>Revise and standardize exit interview forms to solicit feedback about student-athletes' experiences as and with minority students.</td>
<td>AD, Coaches, Affirmative Action Director</td>
<td>Ongoing</td>
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Conduct exit interviews with student-athletes. | AD, Coaches, Affirmative Action Director | Annually |
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<tr>
<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>Analyze interviews for patterns of dissatisfaction or for problems unique to minority students.</td>
<td>AD, Coaches, Affirmative Action Director</td>
<td>Annually</td>
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<td>Report results to president and campus. If specific problem areas or patterns of concern are identified, develop action plans.</td>
<td>AD, Coaches, Affirmative Action Director</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Minority student-athletes and staff report having difficulty bringing problems to the attention of the senior athletics and university administrators.</td>
<td>Communications among minority students, student-athletes, the athletics administration, the university and the community will be improved.</td>
<td>Be available for student-athletes to discuss their concerns.</td>
<td>DIA Staff and Coaches, Affirmative Action Director</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Due to budget constraints, there has been little training of university faculty, staff and students in prejudice reduction or appreciating diversity. The first DIA training was conducted during the summer of 2001.</td>
<td>Ongoing diversity training for DIA coaches staff and student-athletes will be provided on a regular and continuing basis.</td>
<td>Develop a diversity training plan and schedule training programs.</td>
<td>AD, Affirmative Action Director, University Staff and Faculty</td>
<td>Plan will be developed by summer 2003; training sessions conducted regularly beginning 2003.</td>
</tr>
<tr>
<td>In AY 2001, three assistant coaches were members of minority groups.</td>
<td>Efforts to recruit and retain minority coaches and administrators will continue.</td>
<td>Enhance efforts to recruit minority coaches and administrators.</td>
<td>AD, Coaches, Affirmative Action Director</td>
<td>Ongoing</td>
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<td></td>
<td></td>
<td>Develop a strategy that provides opportunities to move minority student-athletes into entry-level coaching positions.</td>
<td>AD, Coaches, Affirmative Action Director</td>
<td>Ongoing</td>
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<tr>
<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>Use career ladders and Affirmative Action hires as appropriate.</td>
<td>AD, Coaches, Affirmative Action Director</td>
<td>Ongoing</td>
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</table>
### 4.3 Student-Athlete Welfare
**Plan Date:** Oct 01, 2007

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<tr>
<th>Elements</th>
<th>Goals</th>
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<td>Issues in the Self-Study</td>
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<td>Provide written evidence of these grievance procedures.</td>
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<td>2003-2004</td>
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<td>Section 15.1 of the Montana State University--Bozeman revised Compliance Manual addresses sexual harassment issues and procedures for grievances. This information will be included in the 2003-2004 student-athlete handbook and disseminated to student-athletes at annual introductory team meetings as well as being available to the Athletic Department website.</td>
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</table>
### 4.4 Sportmanship and Ethical Conduct

Plan Date: Oct 01, 2007

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<tr>
<td>Issues in the Self-Study</td>
<td>Measurable Goals</td>
<td>Steps to Achieve Goals</td>
<td>Life Skills Program, Athletics Committee</td>
<td>On an ongoing basis</td>
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<td>Program or mechanism for monitoring the</td>
<td>Provide written evidence regarding the program</td>
<td>Refer to the Sportmanship section of the revised Montana State</td>
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<td>effectiveness of sportmanship policy</td>
<td>or mechanism for monitoring.</td>
<td>University--Bozeman Compliance Manual. The Life Skills Program and</td>
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<td>the Athletics Committee will participate in sportmanship monitoring</td>
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<td></td>
<td></td>
<td>and educational activities on an ongoing basis.</td>
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Refer to the Sportsmanship section of the revised Montana State University--Bozeman Compliance Manual. The Life Skills Program and the Athletics Committee will participate in sportmanship monitoring and educational activities on an ongoing basis.