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

Please note, the institution is not required to respond to opportunities for enhancement developed by the peer-review team unless those same items were adopted by the committee.

No conditions were imposed.

1.1.2. List all actions the institution has completed or progress it has made regarding all plans for improvement/recommendations developed by the institution during its Cycle 2 certification process for Operating Principle 1.1 (Institutional Control, Presidential Authority and Shared Responsibilities). For each issue identified, provide:
   a. The original goal(s);
   b. The step(s) taken by the institution to achieve the goal(s);
   c. The date(s) the step(s) was completed; and
   d. An explanation for any partial or non-completion of the original goal(s) and/or step(s) to achieve the goal.

Please note, the institution will not be required to fulfill an element of a Cycle 2 plan if the element does not affect conformity with a current operating principle.

Measureable Standard No. 1

If the institution developed a plan for improvement for Operating Principle 1.1 during Cycle 2, the institution must demonstrate that it has implemented its Cycle 2 plan or provide an explanation for partial completion of the plan.

a. The committee will not accept the following explanations for partial completion or non-completion:
   (1) The institution did not possess sufficient funds to implement the plan.
   (2) The institution has had personnel changes since the original development of the plan.
   (3) The institution does not have documentation of actions taken to implement the plan.

b. The committee will accept the following explanation for partial completion or non-completion:
   • The institution has implemented a different plan(s) or taken a different action(s) to achieve or maintain progress toward the same goal outlined in its Cycle 2 plan.

1. Goal: Specific responsibilities for the University Athletics Committee (UAC) are identified and documented. Reporting relationships are documented and periodic reports identified. Periodic reports to the Faculty Council are scheduled.
   a. Steps Taken: The UAC is a University standing committee. Since Cycle 2, the bylaws have been updated and include regular meeting requirements, reporting requirements,
membership and a written purpose. Additionally, standing committees have been established to work on certain areas of oversight. These subcommittees are: Academics, Student Well-Being, Gender Equity, Finance and Compliance. Additionally, when needed, ad hoc committees have been established to investigate or accomplish specific goals.

The Bylaws establish that the committee is to serve in an advisory role to the President and Vice President for Student Success. Additionally, the bylaws require an annual report to be distributed to University Governance Council, President, and the Vice President for Student Success. A copy of these reports, according to the bylaws, is to be distributed to Faculty Council.

b. Date Completed: The last update to the Bylaws was completed in May 2010 and the last report to the President, Faculty Senate, ASMSU, VP for Student Services, Bobcat Club, SAAC, and AD was sent by the UAC on June 28, 2010.

c. Not Applicable.

2. Goals: All funds raised and expended by the various "booster" organizations will be subject to MSU documentation, review, and oversight. Booster organizations will be able to document prior MSU approval of expenditures.

a. Steps Taken: Since the last NCAA Certification Self-Study, Montana State University (MSU) has exhibited clear control of its athletics booster organization, the Bobcat Club (formerly Athletics Scholarship Association), through the President’s decisions to require all funds raised by the Bobcat Club to be deposited and accounted for through the Montana State University Foundation (Foundation) and that the Bobcat Club be audited annually by an independent public accounting firm. The Foundation’s administration of Bobcat Club funds was effective fiscal year 2010. As part of this arrangement, all Bobcat Club expenditures are paid through the Foundation and require approval by authorized Bobcat Club Directors and the Director of Athletics.

The Bobcat Club’s financial statements have been audited since December 31, 2004. In conjunction with these audits, the institution incrementally strengthened its control over the Bobcat Club in the period prior to the Foundation’s administration of Bobcat Club funds through means such as requiring supporting documentation for all Bobcat Club transactions to be provided to Athletics’ staff.

b. Date(s) steps were taken: Dec 31, 2004, On-Going

c. Not applicable

1.1.3. Describe any additional plans for improvement/recommendations developed by the institution since the Cycle 2 certification decision was rendered by the committee for Operating Principle 1.1 (Institutional Control, Presidential Authority and Shared Responsibilities). For each additional plan, provide:
a. The additional goal(s);
b. The step(s) taken by the institution to achieve the goal(s); and
c. The date(s) the step(s) was completed.

In April of 2008, the One Team* Committee issued a report to President Gamble concerning its review of the athletic department. The review focused on the following areas: Recruitment; Academic Support and Mentoring; Program Culture, Orientation and Induction; and Integration of Student-Athletes (SA) into the campus and community.

The report cites recommendations for improvement. Of the recommendations, the Governance Subcommittee found seven relevant to the work of the committee.

*The One Team Committee was an ad hoc committee formed and charged by MSU President Geoff Gamble to “Determine whether Montana State has the appropriate programs in place to assure that the student-athletes we recruit to play for our teams will succeed academically, socially and athletically.” This group reviewed and made recommendations in the One Team Report (2008) concerning the staffing, physical space and financial support for student-athlete academic support services.

PROGRAM AREA: RECRUITMENT
RECOMMENDATION/ADDITIONAL GOAL #1
A. Coaches clearly articulate the Department of Athletics’ mission and priorities so that recruits understand what Montana State University and its athletic programs stand for.
B. MSU developed the following strategies/steps:
   1. The Mission Statement is currently displayed in all Locker Rooms and/or Coaches Offices so the Prospects can see while they are visiting.
      C. Spring 2008/ongoing
   2. Some coaches discuss the Mission Statement during home visits while others include in a handout given to the student-athletes.
      C. Spring 2008/ongoing
   3. The Mission Statement has also been included in the Prospect Packet which includes all documents required to be distributed to PSAs prior to a visit or signing a National Letter of Intent.
      C. Fall 2008. (PSA packet was discontinued with the adoption of NCAA proposal 2008-21.)
   4. Starting with the Fall 2009 semester, all NLIs are issued with a copy of MSU’s athletic and institutional mission statement and a student-athlete code of conduct.
      C. Fall 2009/ongoing

PROGRAM AREA: ACADEMIC SUPPORT AND MENTORING PRACTICES
RECOMMENDATION/ADDITIONAL GOAL #2
A. The University reviews its class scheduling and registration policies and practices in light of its obligation to accommodate the scheduling constraints of students who make significant time commitments to university-related activities. Colleges and departments should be asked to review current practices with consideration of the following guidelines: 1) Required courses for which only one section is offered should conclude before 4:00 p.m. 2) Mandatory additional class meetings (common hour examinations, for example) between 4:00 p.m. and 6:00 p.m. should be eliminated unless alternatives are offered. 3) A small percentage of morning and early afternoon slots in courses with multiple sections should be reserved for student-athletes who have documented conflicts between available section times and such commitments. Ongoing education of academic departments to emphasize the importance of meeting this commitment will be crucial in securing appropriate cooperation. The University must continue to monitor scheduling issues to ensure that student-athletes are able to meet the dual demands of representing the University in their chosen sports and making progress in their academic studies. Should significant problems be documented and the above solutions prove to be insufficient, the University must consider implementing priority registration for student-athletes.

B. MSU developed the following strategies/steps:
1. EARLY REGISTRATION: Student-Athletes received early registration privileges in the Spring of 2010. Student-Athletes may register on the third day of the registration process which is the day after Seniors may register for classes. This was a significant step for the athletic department and for student-athletes to begin to address class scheduling conflicts.

C. Spring 2010/ongoing
2. SINGLE SECTION COURSES: Single section course offerings have been reviewed by the President, Faculty Athletic Representative (FAR), and Provost’s Office. The Assistant Vice Provost for Undergraduate Education has discussed the issue with the Assistant Deans Council and individually with department heads. He has been instrumental in resolving individual conflicts when they arise. At the direction of President Cruzado in the summer of 2010, he created a list of possible solutions and is investigating their feasibility and continues to explore options.

C. Summer 2010/ongoing
3. COMMON HOUR EXAMS: While common hour exams have been discussed during the larger conversation about course conflicts and early registration, no progress has been made on moving or adjusting the time of common hour exams.

C. Discussions are ongoing.
4. The issue of an institutional policy on missed class time was addressed at an Assistant Dean’s Meeting. The lack of policy was discussed and the necessity for a written policy was addressed. At this time, this continues to be a discussion item, but any issues with missed class time will be handled individually.

C. Fall 2010/ongoing

RECOMMENDATION/ADDITIONAL GOAL #3
A. The Director of Athletics, with input from coaches, staff, and student-athletes, deliver an annual, State of Athletics’ address to the campus community.
B. MSU developed the following strategies/steps:
   1. The Department of Athletics produces an annual report. This report is distributed to key constituents and is posted on the Athletics website. This document has information about academics, community service, budget, and athletic performance of athletic teams and student-athletes. The athletic department feels this is a sufficient alternative to an annual speech by the Director of Athletics.
   C. Ongoing

PROGRAM AREA: PROGRAM CULTURE, ORIENTATION, and INDUCTION PROCESSES
RECOMMENDATION/ADDITIONAL GOAL #4
A. Coaches and staff regularly reference the team missions and the Department of Athletics mission and vision in its written and verbal communications with student-athletes, faculty and staff, media, boosters and the Bozeman community.
B. MSU developed the following strategies/steps:
   1. The University and Department Mission have been distributed to each Office for display.
      C. Spring 2008/ongoing
   2. The Athletic Department Mission has been added to the Department Letterhead, and on the department’s website.
      C. Spring 2009
   3. Additionally, the Department Mission statement is reviewed with all student-athletes during the Athletic Academic Meetings at the beginning of the year and in the Life Skills class.
      C. Fall 2009
   4. The Mission Statement can also be found in the Student-Athlete Handbook.
      C. Ongoing

PROGRAM AREA: THE TEAM
RECOMMENDATION/ADDITIONAL GOAL #5
A. Every team establish written rules developed with student-athlete input.
B. MSU developed the following strategies/steps:
   1. Each team has established team rules. These rules are reviewed annually with the team by the head coach before the season. Most team rules are developed with team input.
      C. Ongoing
   2. Team rules, as a topic, have been discussed at a head coaches meeting the previous two years. Team rules are required to be forwarded to the head coaches' supervisor.
      C. Fall 2009/ongoing

RECOMMENDATION/ADDITIONAL GOAL #6
A. Student-athletes continue the current practice of reading, discussing, demonstrating understanding of and signing the student-athlete code of conduct.
B. MSU developed the following strategies/steps:

1. All student-athletes are required to sign and agree to abide by the Student-Athlete Code of Conduct before participation. At the time Student-Athletes initial each section of the Code as it is reviewed during their initial meeting. They also sign the agreement section to signify their agreement to abide by the Code of Conduct. At this time, student-athletes may ask questions.

C. Fall 2007/ongoing

2. Beginning in the 2010-2011 academic year, the Student-Athlete Code of Conduct is written into the student-athlete’s scholarship contract as a condition of his/her scholarship. The SA’s aid may be reduced or cancelled for not being compliant with the Code.

C. Fall 2010/ongoing

3. The Code of Conduct is also in the Student-Athlete Handbook. Students sign a form when they receive their Student-Athlete Handbook that they understand they are responsible for knowing its content and will read the document within two weeks of receiving it.

C. Fall 2007/ongoing

4. The Code is also included in the National Letter of Intent (NLI) mailing when a prospective student-athlete is offered an NLI.

C. Fall 2009/ongoing

RECOMMENDATION/ADDITIONAL GOAL #7

A. All University and Department of Athletics personnel emphasize definition of our athletic programs as successful when we (1) educate and graduate student-athletes, (2) follow NCAA and other applicable rules, (3) operate fiscally responsible programs, and (4) field competitive teams. A winning program requires more than a winning team.

B. MSU developed the following strategies/steps:

1. These priorities are articulated to all staff constantly. They are particularly evident during the first staff meeting of the year and are purposefully reinforced throughout the year. These principles are highlighted during the hiring process. Evidence of these priorities can be seen in everything the department does and measured by improvements to APR, a balanced budget, and the NCAA rules education program.

C. ongoing

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

Measurable Standard No. 2

The chancellor or president must have and demonstrate clear and direct oversight of the athletics program.

President Waded Cruzado maintains clear and direct oversight of the athletics program by having the MSU Director of Athletics, Peter Fields, report directly to the President. This change in reporting structure was made as a result of the self-study and became effective November 1, 2010. As part of this
change the Director of Athletics now attends the weekly meetings of all of the President’s direct reports which will also ensure the Director of Athletics is kept informed of issues and also gives the Director of Athletics an opportunity for updating this group and the President about any Athletics issues on a weekly basis. The President may also designate duties to the Vice President for Student Success as deemed necessary by the President.

1.1.5. Since the institution’s previous self-study, list the major decisions made related to intercollegiate athletics. For each decision, explain the role and involvement (if any) of the:
   a. Chancellor or president;
   b. Athletics board or committee;
   c. Faculty senate (or other faculty governing body);
   d. Student-athlete advisory committee;
   e. Director of athletics;
   f. Faculty athletics representative;
   g. Senior woman administrator; and/or
   h. Other individual(s) or campus constituencies.

A number of major decisions related to intercollegiate athletics have been made since the last self-study. A new Director of Athletics has been hired and the reporting lines have been changed so the department reports directly to the President. The academic staff has doubled (1.5 to 3 FTE). The Men’s Ski Team has been added. There have been contract non-renewals, and subsequent hiring of new coaches, for Football, Basketball, and Volleyball. Two of the contract non-renewals resulted in lawsuits; one was settled and the other case resulted in a verdict in favor of Montana State University, although the decision has been appealed. There was approval from the Board of Regents to offer multi-year contracts to certain head coaches. Early registration for student-athletes was implemented to assist with practice schedules. An annual increase in the student athletic fee was approved to sustain a balanced athletics program budget. Authorization has been granted to lease Bobcat Stadium to the MSU Foundation to complete stadium projects; To date, an artificial playing surface has been installed and the planning and design for an end zone addition has been approved for completion prior to the 2011 football season. There has been a restructure of the Bobcat Club from local to statewide. Individual sport fund-raising groups (Quarterback Club, Fast Break Club, Sixth Man Club etc.) are routing all funds raised to the MSU Foundation for deposit and distribution. Most recently, North Dakota and Southern Utah have been added to the Big Sky Conference for all sports and Cal Poly and University of California-Davis as affiliate football only members.

A table is available as Appendix 1.1.5.a.

A. President
Decisions where the person or entity was responsible for the final decision.

1. New Athletic Director
2. Football Head Coach New Hire
3. Women’s Basketball Head Coach New Hire
4. Multi-Year Contracts to Head Coaches
5. Student Athletics Fee Increases
6. Authorization to Lease Bobcat Stadium to MSU Foundation
7. Installing an Artificial Playing Surface
8. Plan and Design New Sky Suites at Stadium
9. End Zone Seating Project
10. Early Registration for Student Athletes
11. Athletic Department reporting lines to the President.

Decisions where the person or entity was an active participant in the decision making process.
1. Football Head Coach Non-renewal of Contract
2. Men’s Basketball Head Coach New Hire
3. Women’s Basketball Head Coach Non-renewal of Contract
4. Women’s Volleyball Head Coach New Hire
5. Intercollegiate Athletics Financial Plan
6. Addition of Academic Staff
7. Addition of Men’s Skiing
8. Sports Funding Groups
9. Conference Expansion
10. Bobcat Club Reconfigured

B. University Athletics Committee
Decisions where the person or entity was an active participant in the decision making process.
1. Football Head Coach Non-renewal of Contract

Decisions where the person or entity was consulted in the decision making process.
1. New Athletic Director
2. Football Head Coach New Hire
3. Men's Basketball Head Coach New Hire
4. Women's Basketball Head Coach Non-renewal of Contract
5. Women's Basketball Head Coach New Hire
6. Women's Volleyball Head Coach New Hire
7. Addition of Academic Staff
8. Early Registration for Student Athletes

C. Faculty Senate
Information regarding a decision was presented.
1. Intercollegiate Athletics Financial Plan
2. End Zone Seating Project

D. Student-Athlete Advisory Committee
Decisions where the person or entity was an active participant in the decision making process.
1. Early Registration for Student Athletes

Decisions where the person or entity was consulted in the decision making process.
1. Football Head Coach Non-renewal of Contract
2. Football Head Coach New Hire
3. Men's Basketball Head Coach New Hire
4. Women's Basketball Head Coach Non-renewal of Contract
5. Women's Basketball Head Coach New Hire
6. Women's Volleyball Head Coach New Hire
7. Multi-Year Contracts to Head Coaches
8. Addition of Academic Staff
9. Installing an Artificial Playing Surface

E. Director of Athletics
Decisions where the person or entity was responsible for the final decision.
1. Football Head Coach Non-renewal of Contract
2. Men's Basketball Head Coach New Hire
3. Women's Basketball Head Coach Non-renewal of Contract
4. Women's Volleyball Head Coach New Hire
5. Intercollegiate Athletics Financial Plan
6. Addition of Academic Staff
7. Addition of Men's Skiing
8. Sports Funding Groups
9. Bobcat Club Reconfigured

Decisions where the person or entity was an active participant in the decision making process.
1. Football Head Coach New Hire
2. Multi-Year Contracts to Head Coaches
3. Student Athletics Fee Increases
4. Authorization to Lease Bobcat Stadium to MSU Foundation
5. Installing an Artificial Playing Surface
6. Plan and Design New Sky Suites at Stadium
7. End Zone Seating Project
8. Early Registration for Student Athletes
9. Conference Expansion

Decisions where the person or entity was a consultant in the decision making process.
1. Addition of Men's Skiing

F. Faculty Athletics Representative
Decisions where the person or entity was an active participant in the decision making process
1. New Athletic Director
2. Football Head Coach Non-renewal of Contract
3. Football Head Coach New Hire
4. Men's Basketball Head Coach New Hire
5. Women's Basketball Head Coach Non-renewal of Contract
6. Women's Basketball Head Coach New Hire
7. Addition of Academic Staff
8. Early Registration for Student Athletes
9. Conference Expansion

Decisions where the person or entity was consulted in the decision making process.
1. Addition of Men's Skiing
2. Athletic Department reporting lines to the President.

G. Senior Woman Administrator
Decisions where the person or entity was an active participant in the decision making process
1. Women's Basketball Head Coach Non-renewal of Contract
2. Women's Volleyball Head Coach New Hire
3. Addition of Academic Staff
4. End Zone Seating Project

Decisions where the person or entity was *consulted* in the decision making process.
1. New Athletic Director
2. Football Head Coach Non-renewal of Contract
3. Football Head Coach New Hire
4. Men's Basketball Head Coach New Hire
5. Women's Basketball Head Coach New Hire
6. Intercollegiate Athletics Financial Plan
7. Addition of Men's Skiing

**H. Board of Regents (Official Approval)**
Decisions where the person or entity was an *active participant* in the decision making process.
1. Multi-Year Contracts to Head Coaches
2. Student Athletics Fee Increases
3. Authorization to Lease Bobcat Stadium to MSU Foundation
4. Installing an Artificial Playing Surface
5. Plan and Design New Sky Suites at Stadium
6. End Zone Seating Project

**H. Vice President for Student Success**
Decisions where the person or entity was an *active participant* in the decision making process.
1. New Athletic Director
2. Football Head Coach Non-renewal of Contract
3. Football Head Coach New Hire
4. Men's Basketball Head Coach New Hire
5. Women's Basketball Head Coach Non-renewal of Contract
6. Women's Basketball Head Coach New Hire
7. Women's Volleyball Head Coach New Hire
8. Multi-Year Contracts to Head Coaches
9. Student Athletics Fee Increases
10. Intercollegiate Athletics Financial Plan
11. Addition of Academic Staff
12. Addition of Men's Skiing
13. Authorization to Lease Bobcat Stadium to MSU Foundation
14. Installing an Artificial Playing Surface
15. Plan and Design New Sky Suites at Stadium
16. End Zone Seating Project
17. Sports Funding Groups
18. Early Registration for Student Athletes

Decisions where the person or entity was *consulted* in the decision making process.
1. Bobcat Club Reconfigured
2. Athletic Department reporting lines to the President.

**H. President’s Executive Council**
Decisions where the person or entity was *consulted* in the decision making process.
1. Multi-Year Contracts to Head Coaches
2. Student Athletics Fee Increases
3. Intercollegiate Athletics Financial Plan
4. Installing an Artificial Playing Surface
5. Plan and Design New Sky Suites at Stadium
6. End Zone Seating Project

**H. Division of Administration and Finance**

Decisions where the person or entity was an *active participant* in the decision making process.

1. Student Athletics Fee Increases
2. Intercollegiate Athletics Financial Plan
3. Installing an Artificial Playing Surface
4. Plan and Design New Sky Suites at Stadium
5. End Zone Seating Project

**G. Compliance Officer**

Decisions where the person or entity was an *active participant* in the decision making process.

1. Women's Basketball Head Coach Non-renewal of Contract
2. Women's Volleyball Head Coach New Hire
3. Addition of Academic Staff
4. End Zone Seating Project

Decisions where the person or entity was *consulted* in the decision making process.

1. New Athletic Director
2. Football Head Coach Non-renewal of Contract
3. Football Head Coach New Hire
4. Men's Basketball Head Coach New Hire
5. Women's Basketball Head Coach New Hire
6. Intercollegiate Athletics Financial Plan
7. Addition of Men's Skiing

**H. Coaches**

Decisions where the person or entity was *consulted* in the decision making process.

1. New Athletic Director
2. Football Head Coach Non-renewal of Contract
3. Football Head Coach New Hire
4. Men's Basketball Head Coach New Hire
5. Women's Basketball Head Coach Non-renewal of Contract
6. Women's Basketball Head Coach New Hire
7. Women's Volleyball Head Coach New Hire
8. Multi-Year Contracts to Head Coaches
9. Student Athletics Fee Increases
10. Intercollegiate Athletics Financial Plan
11. Addition of Academic Staff
12. Installing an Artificial Playing Surface
13. Sports Funding Groups
14. Early Registration for Student Athletes
15. Conference Expansion
H. Athletics Development Officer
Decisions where the person or entity was an active participant in the decision making process
   1. Sports Funding Groups
Decisions where the person or entity was consulted in the decision making process.
   1. Authorization to Lease Bobcat Stadium to MSU Foundation
   2. Plan and Design New Sky Suites at Stadium
   3. End Zone Seating Project
   4. Bobcat Club Reconfigured

H. Legal Counsel
Decisions where the person or entity was an active participant in the decision making process.
   1. Multi-Year Contracts to Head Coaches
Decisions where the person or entity was consulted in the decision making process.
   1. Football Head Coach Non-renewal of Contract
   2. Football Head Coach New Hire
   3. Women's Basketball Head Coach Non-renewal of Contract
   4. Women's Basketball Head Coach New Hire
   5. Student Athletics Fee Increases
   6. Intercollegiate Athletics Financial Plan
   7. Installing an Artificial Playing Surface
   8. Plan and Design New Sky Suites at Stadium
   9. End Zone Seating Project
   10. Sports Funding Groups
   11. Athletic Department reporting lines to the President.

H. University Planning & Budget Advisory Committee
Decisions where the person or entity was consulted in the decision making process.
   1. Student Athletics Fee Increases
Information regarding a decision was presented.
   1. Intercollegiate Athletics Financial Plan

H. MSU Foundation
Decisions where the person or entity was an active participant in the decision making process
   1. Authorization to Lease Bobcat Stadium to MSU Foundation

H. Big Sky Conference
Decisions where the person or entity was responsible for the final decision.
   1. Conference Expansion

1.1.6. Describe the institution’s written governance policies regarding the administration and oversight of the athletics program, including the specific role and responsibilities of the institution’s governing board. Describe how the written athletics governance policies and/or other written communication is provided to the governing board on an annual basis.

Measurable Standard No. 3
The institution must provide evidence that specific governance policies exist for its governing board regarding the administration and oversight of athletics, including the role and responsibilities of its governing board.

Measurable Standard No. 4
The institution must provide evidence that written communication (e.g., annual report, governance policies) is provided annually to its governing board with respect to athletics. Please note, if an institution develops a plan for improvement in this area, the plan must be implemented prior to the completion of the certification process.

The Athletics section of the Board of Regents Policy and Procedures Manual (Appendix 1.1.6.a) requires the Board of Regents to consider indicators of the level of support sufficient to allow the institution to be competitive in its conferences. Specifically, the Board of Regents will consider the budget totals, the number of scholarships provided and the number of sports supported by other institutions in the conference. This section also establishes principles for support and operation of intercollegiate athletics such as:

- Budgeting and funding in the same manner as other regular programs,
- Academic financial support to athletes based on academic performance the same as any other student,
- Student participation in decisions, and
- Compliance with applicable rules and regulations.

The Bobcat Athletics Operations Manual (Updated March 2011) (Appendix 1.1.6.b) serves as the primary resource regarding policies and procedures in the Department of Athletics at Montana State University – Bozeman. This manual’s stated purposes are to provide all personnel with information about their respective duties and responsibilities, University regulations, and departmental policies and procedures.

The Administration section of the Bobcat Athletics Operations Manual describes the specific roles and responsibilities of the following who are involved in administration and oversight of the athletics program: President, Director of Athletics, Senior Woman Administrator, Faculty Athletics Representative, and the Montana State University Athletics Committee.

The Business Operations section of the Bobcat Athletics Operations Manual presents information on responsibilities of the Board of Regents to approve the overall University fiscal year budget and establish guidelines for salaries and wages and for annual salary increases.

The Montana University System Athletic Reports (Appendix 1.1.6.c) are presented at the Board of Regents meeting in January of each year (prior to 2010, it was presented at the March meeting Appendix 1.1.6.d-i). These reports contain the following system-wide summaries:

- Athletic Income Details - Summarizes by sport and by campus, the revenues and expenditures for the past fiscal year.
• Student-Athlete Information – Summarizes unduplicated student participation by sport, by
gender and by residency. This report also includes a summary by campus of graduation rates
and grade point averages of athletes compared to the general student population.
• Financial Aid Summary – Presents by campus, the fee waivers and scholarships awarded to
student-athletes.

1.1.7. Since the institution’s previous self-study, list the decisions related to intercollegiate
athletics in which the institution’s governing board or individual board members have been involved
and describe the extent of the governing board’s involvement with those decisions.
Please note, if this is the institution’s first time to complete an athletics certification self-study,
respond to the question based on the last 10 years.

Measurable Standard No. 5
The institution must demonstrate, through examples since the institution’s previous self-study, that
its governing board’s oversight and policy formulation for athletics is consistent with its policies and
stated responsibilities for other units of the institution (e.g., personnel, budget, facilities).

The institution’s governing board or individual board members involvement in decisions has been
made in regard to those major decisions mentioned in section 1.1.5. Upon reviewing Board of Regent
meeting minutes and conference call agendas, intercollegiate athletics discussions have focused on the
following issues:

• Authorization to Reroof the Fieldhouse Dome
• Authorization to Lease Bobcat Stadium Playing Field to MSU Foundation for Installing an
Artificial Playing Surface
• Authorization to Lease the Bobcat Stadium to MSU Foundation
• Authority to offer multi-year contracts to head coaches
• Authority to Plan and Design New Sky Suites at Bobcat Stadium

1.1.8. Describe how the institution’s governing board decisions regarding the athletics program
are consistent with those of other on-campus units.

The Board of Regents establishes policies and procedures, such as for athletic fees, which ensure that
decisions regarding the athletics program are consistent with those of other on-campus units. Board of
Regents policy authorizes campuses to assess students an athletic fee dedicated to the support of
intercollegiate athletic activities under certain conditions. The athletic fee is included in a schedule of
tuition and fees for the institution as a whole. Those schedules are approved by the Board of Regents
at least once every two years. The athletic fee is a mandatory fee. Mandatory fees are assessed to all
registered students, regardless of the academic program or course of study chosen by the student.
(Appendix 1.1.8a)

1.1.9. For each of the following individuals or groups:
    a) Explain the role and authority of the individual or group as it relates to
       intercollegiate athletics;
b) Describe how the individual or group has the opportunity (if any) to provide meaningful input into the formulation of the department of athletics policies (e.g., review admissions data, review academic performance data, receive periodic reports from the department of athletics); and

c) Describe how the individual or group has the opportunity (if any) to periodically review policy implementation related to athletics.

1) Athletics board or committee;
2) Faculty senate (or other faculty governing body);
3) Faculty athletics representative;
4) Student-athlete advisory committee; and/or
5) Other individual(s) or campus group(s)

Measurable Standard No. 6
The institution must identify involved individuals or groups external to the department of athletics (e.g., faculty senate, athletics advisory group, student-athlete advisory committee) and explain how they have opportunities to provide meaningful input into the formulation of policies and how they periodically review policy implementation related to the conduct of the athletics program.

a) Explain the role and authority of the group/individual as it relates to intercollegiate athletics

1) University Athletics Committee

   The group is a standing University committee and serves in an advisory role to the President and Vice President for Student Success in matters pertaining to intercollegiate athletics. Regularly, a representative of this group sits on search committees for departmental appointments (Head MBB, WBB, FB). The bylaws for this group can be found at: http://www.montana.edu/opa/coms/athletic.html

2) Faculty Senate

   Faculty Senate is the chief governance body of the faculty of Montana State University-Bozeman and, together with Professional Council and Staff Senate, a constituent of University Governance Council. Within the authority and constraints of the Montana University System powers as described in the Constitution of the State of Montana, Faculty Senate has authority to frame the policies, procedures and standards of the Faculty Handbook

   Faculty Senate provides a means for faculty and administration to interact and discuss University business including long range and strategic planning, budgeting, curriculum, accreditation, and graduation requirements. Faculty Senate’s authority as it relates to athletics is to facilitate a dialog with the administration about issues or concerns.

3) FAR

   The FAR is appointed by, and reports directly to, the President. The FAR has responsibilities as the representative of the University to the NCAA and Big Sky Conference. He represents the interests of the University’s academic enterprise and faculty perspectives within the Department of Athletics.
Regularly, the FAR sits on search committees for departmental appointments (Head MBB, WBB, FB).

4) SAAC
The SAAC provides input to the athletic department on program priorities and concerns within the program. The SAAC provides a representative to Big Sky Conference Meetings and, if elected, the NCAA National SAAC. Members are also called upon to serve on athletic department or campus-wide committees to represent the student-athlete body.

5) Others
Associated Student of Montana State University (ASMSU) had a representative participating on the University Athletics Committee (UAC).

b) Describe how the individual/group has the opportunity (if any) to provide meaningful input into the formulation of the department of athletics policy (e.g. review admissions data, review academic performance data, receive periodic reports from the department of athletics)
1) University Athletics Committee
   Exit Interviews: Members of the UAC participate in Exit Interviews with each student-athlete who has exhausted eligibility at MSU, and the UAC receives the written surveys completed by the student-athletes. The Chair of the UAC writes a report after all interviews and includes feedback from the surveys. This report makes recommendations and tracks trends within the department. A copy of the annual report is submitted to the President and Director of Athletics.

   Athletic Department Policy: The UAC reviews and oversees policy and procedures developed by the Department of Athletics.

   Meeting Reports: The UAC holds four meetings a year. At each meeting, the Director of Athletics and SWA give an update on budget, APR, and departmental issues.

In addition, the UAC is required to make an annual report with recommendations to the University Governance Council, President, and Vice President for Student Success. This report is a status report for each area reviewed by the committees (subcommittees exist on Academics, Student Well Being, Gender Equity, and Finance). A copy of this report is submitted to Faculty Senate, ASMSU Senate, MSU Bobcat Club, and the SAAC.

2) Faculty Senate
The Faculty Senate receives the UAC report annually.
In 2004, Faculty Senate was asked to submit nominations to the President for vacancies on the University Athletics Committee. These nominations were forwarded to the President who is responsible for appointing members to the UAC. The nominations submitted were endorsed/approved by the President.

In October 2007, the Director of Athletics met with Faculty Senate at the Senate’s request. The Director of Athletics discussed APR and other academic issues with Faculty Senate.

In February of 2008, the One Team Committee met with Faculty Senate and updated them on the committee’s work as well as APR.

In November 2010, the FAR submitted a written report to the Faculty Senate per the requirements of the new FAR job description.

In March of 2011, Faculty Senate representatives served on a search committee to provide recommendations for the next FAR to the President.

3) FAR
The FAR is the certifying eligibility officer of the University. He approves policy related to rules interpretation, as well as investigates and reports on rules violations. He assesses academic records of PSAs (prospective student-athletes) and is an active member of the UAC. Additionally he serves on search committees, and other departmental committees. He reviews and signs off on all NCAA violations and administers the NCAA Coaches Certification Test. The FAR meets regularly with the President, Director of Athletics, and the SWA.

4) SAAC
The SAAC meets on a regular basis to discuss or identify any issues they want to take to the administration. Annually, a SAAC member reports to the Full Athletic Department Staff on SAAC issues/events. The SAAC also provides a representative to the UAC. The Director of Athletics meets with the SAAC periodically to learn concerns/issues of the student-athletes. For example, the SAAC has recently discussed single section class offerings and priority and/or early registration. The Departmental representative to the SAAC is the Student-Athlete Affairs Administrator.

5) Others
Associated Student of Montana State University (ASMSU) regularly hears reports or issues related to athletics. Most recently, the ASMSU was instrumental in the Endzone Project to renovate the football stadium. Additionally, they have received reports concerning early registration for student-athletes and student fee allocations.
c) Describe how the individual or group has the opportunity (if any) to periodically review policy implementation related to athletics.

1) University Athletics Committee
   The University Athletics Committee is responsible for approving all compliance/academic related athletic department policy and is often briefed concerning other athletic department policy changes.

2) Faculty Senate
   The Faculty Senate reviews policy implementation related to athletics through the receipt of the annual UAC report.

3) FAR
   The FAR periodically reviews all policy implementation. The FAR has the opportunity through service on the UAC and the chair of the UAC compliance committee to review compliance/academic policies. He also has an opportunity to vote on policy at Big Sky Conference meetings that affects the department and student-athletes.

4) SAAC
   The SAAC has the opportunity to review policy implementation related to athletics through a representative’s service on the UAC. Occasionally, SAAC input is sought on issues directly impacting student-athletes (I.e. Big Sky Championship Structure).

5) Others
   Associated Student of Montana State University (ASMSU) had a representative participating on the University Athletics Committee (UAC).

1.1.10. Describe how the activities of the institution’s athletics booster groups, support groups and other representatives of the institution’s athletics interests are maintained under the clear control of the institution, including whether institutional personnel serve on booster club, support group or foundation boards.

Policies and procedures concerning the activities of the athletics booster groups, support groups and other representatives of athletic interests have been established to maintain institutional control of these activities and that these activities comply with accreditation regulations.

Since the last NCAA Certification Self-Study, Montana State University (MSU) has exhibited clear control of its athletics support organizations through the President’s decisions to require all funds raised by all groups to be deposited and accounted for through the Montana State University Foundation (Foundation) and that the Bobcat Club be audited annually by an independent public accounting firm. The Foundation’s administration of support group funds was effective fiscal year 2010. As part of this arrangement, all expenditures are paid through the Foundation and require approval by authorized individuals and the Director of Athletics.
Financial statements have been audited since December 31, 2004. In conjunction with these audits, the institution incrementally strengthened its control over the support groups through means such as requiring supporting documentation for all transactions to be provided to Athletics’ staff.

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

Charge
Advising the President and Vice President of Student Success on intercollegiate athletic programs offered at MSU-Bozeman.

Purpose
The University Athletics Committee (UAC) is comprised of faculty, staff, and students, and acts in an advisory role to the President of the University and the Vice President for Student Success in matters pertaining to intercollegiate athletics. The UAC regularly reviews the following areas: governance and commitment to rules compliance; academic integrity; fiscal integrity; commitment to equity; and student-athlete welfare. Regular subcommittees on Academics, Student Wellbeing, Gender Equity, Finance, and Compliance will present a report on their area of oversight to the UAC as a whole on an annual basis.

A special subcommittee of the UAC, named the Faculty Athletics Committee (FAC), comprised of the six faculty members appointed by the MSU President and the Faculty Athletics Representative, can meet at the request of the UAC Chair to consider athletic-related issues of student, faculty and athletic department staff that are not appropriate for the full UAC. The minutes of the FAC meeting will be taken by the UAC Chair and sent to the MSU President.

The UAC shall review and oversee policy making decisions within the Department of Athletics. The Director of Athletics will notify the UAC Chair of any proposed changes in the Department of Athletics' Policy Handbook or Student Athletes' Policy Handbook. The UAC Chair will send the proposed policy changes to all members of the UAC for their comments and approval. The UAC members will have five business days to respond to the proposed policy changes. The comments will be sent to the Director of Athletics. If a majority of the UAC do not approve the policy change, the policy change will be discussed at the next regular meeting of the UAC and a revised policy change will be submitted to the UAC for comments and approval. If the implementation of the policy change is urgent, the UAC Chair could call a special meeting to consider the policy change.

The UAC is required to make an annual report with recommendations to the University Governance Council, President and Vice President for Student Success on the Department of Intercollegiate Athletics' progress in each area, on or before the end of the fiscal year. A copy of this report will be submitted to the Faculty Council, the ASMSU Senate, the MSU Bobcat Club, and the Student-Athlete Advisory Committee. Interim reports may be made to the President and the Vice President for Student Success as deemed appropriate by the Committee.

Membership
The membership of the UAC will consist of appointed voting and non-voting members as well as ex-officio voting and non-voting members.
There will be eight (8) appointed voting members. Six (6) faculty members will be nominated by Faculty Council and appointed by the MSU President. One (1) student member will be appointed by the ASMSU President, and one (1) representative appointed from the Student-Athlete Advisory Committee.

There will be one (1) voting ex-officio member - the Faculty Athletics Representative (FAR).

There will be three (3) non-voting ex-officio members - the Director of Athletics, the Senior Woman Administrator (SWA), and a representative from the MSU Bobcat Club.

Qualifications for Membership

1. Faculty Members
   a. Must be from the resident faculty employed and salaried by the State of Montana on the MSU-Bozeman campus.
   b. Term of appointment will be three (3) years.
   c. May serve a maximum of two (2) consecutive full terms. After serving two (2) consecutive full terms, a minimum of two (2) years must elapse before a faculty member is eligible for reappointment.
   d. Appointments to fill vacancies in unexpired terms will be made by the President upon recommendation of the Faculty Council.
   e. Appointments will be staggered so that no more than two (2) faculty members will be appointed or reappointed each year.
   f. If a faculty member is absent from three (3) consecutive meetings, the member may be asked to resign from the Committee.

2. Student Members
   a. Must be registered at MSU-Bozeman as an undergraduate carrying a minimum of twelve (12) credits.
   b. Appointments to fill vacancies in unexpired terms will be made by the ASMSU President as soon as possible after notification that such vacancy exists.
   c. The term of a student appointment will be one (1) year. A student representative may be appointed to a maximum of three (3) consecutive full terms.
   d. If a student member is absent from three (3) consecutive meetings, the member may be asked to resign from the Committee.

3. Student-Athlete Members
   a. Must be registered at MSU-Bozeman as an undergraduate carrying a minimum of twelve (12) credits.
   b. Appointments to fill vacancies in unexpired terms will be made by the Student-Athlete Advisory Committee as soon as possible after notification that such vacancy exists.
   c. The term of a student-athlete appointment will be one (1) year. A student-athlete representative may be appointed to a maximum of three (3) consecutive full terms.
   d. If a student-athlete member is absent from three (3) consecutive meetings, the member may be asked to resign from the Committee.

Officers

At the first meeting held each fall semester, the Committee will elect a Chairperson from among the faculty and FAR. The Chairperson may be re-elected annually for up to three years. A Secretary will be designated by the Department of Intercollegiate Athletics.
Meetings
The Committee will conduct its business meetings in accordance with the following criteria:

- Regular meetings will be held at least twice a semester during the academic year (four times per year). Subcommittee meetings will be held on an as needed basis.
- Special meetings may be held at the discretion of the Chair or called by a majority of the voting members.
- The Chair or designee will conduct the meetings of the committee.
- A quorum for conducting business at Committee meetings will be four (4) voting members.
- In all matters requiring a vote, a simple majority of the voting members present will govern.
- Meetings will be conducted under Roberts Rules of Order.
- The duties of the Secretary include:
  1. Taking minutes of meetings;
  2. Distributing minutes and meeting agendas to the membership prior to the next meeting and calling for agenda items;
  3. Maintaining the records of the Committee;
  4. Maintaining records of membership and notifying the Committee as to whose membership expires each spring; and
  5. Notifying members of meetings.

Membership
Dr. George Haynes, Professor, Faculty (CHAIR)
Mary Anne Hansen, Associate Professor, Faculty
Ilse-Mari Lee, Director, Faculty
Scott Myers, Department Chair, Faculty
Adel Nehmeh, ASMSU President's Representative
Carl Nystuen, Student Athlete Advisor Committee
Durward Sobek, Associate Professor, Faculty
Laurel Yost, Associate Professor, Faculty
Robert Oakberg, Associate Professor, Faculty Athletic Representative
Peter Fields, Director of Athletics, Athletics
Camie Bechtold, Senior Woman Administrator, Athletics
Chris Remely, MSU Bobcat Club, Community
Belinda Pence, Committee Support, Athletics

1.1.12. Describe how the institution’s chancellor or president and his or her designee(s) maintain control with respect to each of the following areas of the athletics program:
   a. Budget, including all sources of funding;
   b. Accounting;
   c. Purchasing; and
   d. Debt management.

In addition, identify key individuals, other than the chancellor or president, with responsibilities in these areas.

Measurable Standard No. 7
Institutions must demonstrate institutional control of the athletics program with respect to budget, accounting, purchasing and debt management.
President Cruzado maintains control of (a) budget, (b) accounting, (c) purchasing and (d) debt management by having the Director of Athletics, Peter Fields, report directly to the President. The President may also engage the Vice President for Student Success as well as the Vice President for Administration and Finance to assist with maintaining control of these areas.

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

Measurable Standard No. 7
Institutions must demonstrate institutional control of the athletics program with respect to budget, accounting, purchasing and debt management.

President Cruzado reviews the budget of the athletics program to the same extent as she does for all other programs. The President may also engage the Vice President for Student Success and the Vice President for Administration and Finance in the review. The MSU Budget Committee that reports directly to the President may also review the budget of the athletics program; however, the final authority for the budget of the Athletics program rests with the President.

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

Measurable Standard No. 8
Institutions must demonstrate that an administrative review of NCAA comparative data (i.e., dashboard indicators) has occurred on an annual basis by the chancellor or president or his/her designees. Please note, if an institution develops a plan for improvement in this area, the plan must be implemented prior to the completion of the certification process.

President Waded Cruzado conducts an administrative review of the NCAA comparative data on an annual basis with Peter Fields, the MSU Director of Athletics, and with Dr. Allen Yarnell, the Vice President for Student Success.

1.1.15. If the institution has developed a plan(s) for improvement during the current self-study process for Operating Principle 1.1, describe the institution’s efforts to ensure the plan(s) for improvement was developed through a process involving broad-based participation and has received formal institutional approval.

Working to identify improvement needs.