WELL-BEING

3.3.1. List all “conditions for certification” imposed by the committee in its Cycle 2 certification decision (if any) as they relate to Operating Principle 3.3 (Student-Athlete Well-Being). 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 Report

3.3.2. 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 as they relate to Operating Principle 3.3 (Student-Athlete Well-Being). 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.

Measurable Standard No. 1

If the institution developed a plan for improvement for Operating Principle 3.3 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. Original Plan
   Provide written evidence of grievance procedures
   **Action**
   Grievance Procedure have been in place since the Cycle 2 self-study. It was revised in the fall of 2008 and is in the Student-Athlete Handbook. Grievance Procedures can also be found on Department of Athletics website in two different locations – "compliance" and "current student-athletes." Additionally, the grievance procedure is covered annually by the coaching/Department of Athletics staff during initial team meetings. Lastly, the Student-Athlete Survey is provided through an exit interview for all student-athletes whose eligibility has expired. The interview inquires about the student-athletes experience in having “The opportunity for student-athlete to express concerns related to the administration of the sport(s) in which the student-athletes participate.”
   **Action Date**
   Revised in the fall of 2008 and last updated in Summer 2009 in Student-Athlete Handbook and on Department of Athletics website
   **Explanation for partial or non-completion**
   Action complete

2. Original Plan
   Formalize student-athlete exit interviews
   **Action**
   Process developed during the Cycle 2 self-study has been adopted and updated as necessary. UAC members and Department of Athletics staff conduct interviews with student-athletes whose eligibility is expiring or who elect to leave MSU. Student-athletes complete a paper survey followed by a face-to-face interview. A written report summarizing both the paper surveys and the interviews is prepared each year for the President by the UAC chair.
   **Action Date**
   Process adopted 2002
   Latest revision of exit interview survey instrument in Fall 2010
   **Explanation for partial or non-completion**
   Action complete

3.3.3. Describe any additional plans for improvement/recommendations developed by the institution since Cycle 2 certification decision was rendered by the committee for Operating Principal 3.3 (Student-Athlete Well-Being).
   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

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.
1. **Goal:**
   Greater provision of tools for college success (time management, priority setting, major and career counseling) early in the college experience. (One Team Committee Recommendation #10, page 8.)

   **Action:**
   Beginning in the Fall of 2008, the regular Compliance/Paperwork meetings have been divided into two meetings. The first meeting prior to the first day of practice provides information on drug testing and the NCAA Student-Athlete Statement. The Second Meeting is conducted by the Athletic Academic Staff and focuses on support services, MSU Student-Athlete Code of Conduct, and reviewing the Student-Athlete Handbook.

   Mentor program has been continuously updated and improved. It is available for all freshman and provides them with an on-campus mentor who can be a source of information/support outside the athletic program.

   CATS Program: This program identifies at-risk student-athletes and immediately provides them with regular meetings with Academic Center Support staff who can track their academic performance and provide resources for them if they need assistance. Grade checks are required for these student-athletes three times per semester.

   The football program implemented a program in the fall of 2008 called, *Winning With Character.* This program aims to accomplish the following goals: 1) Challenge athletes to reach their full potential in the classroom, on the field, and in society, 2) Provide understanding, reasoning, and application of moral and ethical principles, 3) Change thinking (year 1 through 4) and change behavior (years 2 through 4).

   **Dates:**
   Fall 2008 and ongoing

   **Reason for partial or non-completion**
   Action complete

2. **Goal:**
   Hold coaches responsible for maintaining the environment for a healthy team culture. (One Team Committee Recommendation #18, page 11.)

   **Action:**
   Most recent hiring process included discussions between the head coach candidates and the Athletic Director on a variety of topics including the campus integration of student-athletes

   Head coaches' contracts currently include incentives for student academic and graduation success
Annual performance reviews include evaluation of the coaches’ annual goals and objectives consistent with the Department of Athletics' mission statement. This statement establishes that the Department of Athletics, “promotes student-athlete welfare, ethical conduct, equal opportunity, and fiscal and social responsibility among all athletes, coaches, staff, and administrators.”

**Dates:**
Beginning in AY 2007-08, ongoing

**Reason for partial or non-completion**
Action complete

3. **Goal:**
Coaches regularly incorporate attention to character-building that reflects the desired culture and reinforces the team rules and student-athlete code of conduct. (One Team Committee Recommendation #26, page 13.)

**Action:**
The football program implemented *Winning with Character* program. This program is based on coaches teaching principles to the student-athletes in cohorts based on their academic year. The purpose of the program is to improve moral reasoning and social values. The four year program is designed to: challenge athletes to reach their full potential in the classroom, on the field, and in society; provide understanding, reasoning, and application or moral and ethical principles; and change students values and thinking (year 1) and behavior (years 2-4). Currently, MSU is in year 3 of the program.

Each semester, the department conducts mandatory student-athlete meetings to address social and behavioral decision making. The coaches are instrumental in stressing attendance and often discuss the topic in smaller groups after the meeting. In some instances, coaches have required team meetings with the speaker. Topics that have been covered include: sexual orientation, alcohol use/abuse, sexual assault/rape, gambling, and other social issues.

**Dates:**
Beginning in AY 2008-09, ongoing

**Reason for partial or non-completion**
Action complete

4. **Goal:**
Student-Athletes engage in community service activities, especially when those activities allow student-athletes to work along with Montana State’s general student body. (One Team Committee Recommendation #29, page 14.)

**Action:**
Student-Athletes participate in the A.L.L. program. During the 2007-08 school year, student-athletes logged over 5,000 hours of community service.

In the last three falls, student-athletes were active in campus events, which included Move-In-Day and Fall Convocation.
The SAAC has held three annual “Night With the Cats,” an open house for children ages 5-12 to enjoy time with Bobcat Athletes while their parents enjoyed a night out.  

**Dates:** Ongoing  
**Reason for partial or non-completion**  
Action complete

5. **Goal:**  
To better assess progress in the One Team Report areas related to student-athlete well-being, the Department of Athletics sought to gather feedback from student-athletes relative to their well-being through the inclusion of related items on the Student-Athlete Exit Survey.  

**Action:**  
The following three items were included in the Student-Athlete Exit Survey rating their experiences as student-athletes at Montana State University:  
- Under Coaching - #3, Level of coach(es) support of personal development of student-athlete beyond athletics.  
- Under Administration - #1, Availability of athletic administration staff for assistance.  
- Under Administration - #6, MSU’s commitment to a safe and inclusive environment for all student-athletes.  

**Dates:**  
Items 1 and 2, above have been in place since 2005. Number 3 was added to the survey in the fall of 2009.  
**Reason for partial or non-completion**  
Action complete

3.3.4. Please submit a copy of the student-athlete exit-interview instrument with the submission of your self-study report.

**Measurable Standard No. 2**  
The institution’s instrument used to conduct student-athlete exit interviews must contain questions related to the following: (Note: Institutions should note the list of examples below is not an exhaustive list and institutions are not limited to addressing only those provided.)

a. The institution’s commitment to the academic success of its student-athletes (e.g., academic support services available, priority registration for classes, coaches’ support).

b. The institution’s commitment to opportunities for student-athletes to integrate into campus life.

c. The institution’s efforts to measure the extent of time demands encountered by student-athletes.

d. The institution’s efforts to measure the effectiveness of the institution’s mechanisms to monitor time demands of its student-athletes (e.g., travel commitments, missed class time, final exam schedules, and summer vacation periods).

e. The institution’s efforts to measure the effectiveness of the institution’s NCAA Division I Student-Athlete Advisory Committee (SAAC).
f. The institution’s commitment to informing student-athletes about the NCAA Special Assistance Fund and NCAA Student-Athlete Opportunity Fund.

g. The institution’s efforts to measure the effectiveness of the institution’s mechanisms (e.g., annual surveys, exit-interview process) to monitor the well-being of its student-athletes.

h. The institution’s commitment to the physical, psychological and emotional health (e.g., athletic training, nutrition, counseling) of student-athletes.

i. The institution’s commitment to the safety (e.g., travel policies, emergency medical plans) of student-athletes.

j. The institution’s commitment to a safe and inclusive environment for all student-athletes.

k. The institution’s commitment to diversity.*

l. The value of student-athletes’ athletics experience.

m. The opportunity for student-athletes to suggest proposed changes in intercollegiate athletics.

n. The opportunity for student-athletes to express concerns related to the administration of the sport(s) in which student-athletes participate.

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.

During the self-study process the student-exit interview instrument was reviewed and found to be in compliance. (Document posted on the webpage: Document for Submission - 3.3.4)

http://www.montana.edu/opa/ncaacert_2010/report/

3.3.5. Describe the methods used to conduct student-athlete exit interview. Further, describe the process used to evaluate and implement outcomes.

Measurable Standard No. 3
The institution must demonstrate that it conducts exit interviews via in-person meetings and/or conference calls in each sport with a sample of student-athletes (as determined by the institution) whose eligibility has expired in accordance with NCAA Constitution 6.3.2. 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.

Exit interviews are done after seniors have exhausted their eligibility. The students participating in fall sports are interviewed in the winter and the students participating in winter/spring sports are interviewed in the spring.

Student-athletes complete a paper survey followed by a face-to-face interview as follows.

Student-Athlete exit interview instrument:

- Student-athletes pick up paper copy of instrument upon notification of the interview process.
- Student-athletes fill out paper copy and turn it into the Athletics Office before their interview. Staff follow up with any student-athletes who do not submit an interview.
The exit interview committee does not see the paper copy, which is sent to the chair of the University Athletes Committee (George Haynes, Professor of Agricultural Economics and Economics).

The chair of the UAC reviews the paper copy and uses the results to create a quantitative report of the exit interviews.

This report is sent on to the MSU President.

Student-Athlete exit interviews:

- Student-athletes come in for an exit interview, which includes some athletics administrative staff and often the chair of the UAC or another faculty member of UAC.
- In the interviews, student-athletes are not asked the specific questions from the exit interview instrument, but all the areas in the paper copy are addressed by the committee.
- The exit interview committee will follow up on trouble issues and may ask additional questions in certain areas.
- The chair of the UAC may bring issues from this process into his report about the exit interview instruments, which is given to the MSU President.

Exit interviews for Student-Athletes who leave before they have exhausted eligibility:

- Students who leave before their eligibility expires are contacted by the Student-Athlete Affairs Administrator (SAAA).
- The SAAA interviews these students via phone or email.
- The SAAA asks students to fill out the exit interview instrument in person or over the phone.
- The SAAA sends feedback from these interviews to the chair of the UAC.

3.3.6. Describe opportunities other than the student-athlete exit-interview process that are available to student-athletes to provide input regarding student-athlete well-being issues (e.g., student-athlete advisory committee; open-door policy of athletics administrators, including the director of athletics, senior woman administrator, and/or faculty athletics representative).

Student-Athletes have a number of avenues available to them to provide input about their well-being.

- Student-athletes can talk to their coaches or go to their Coaches Advisory Council (if available in their sport) or captains.
- They can go to the Student-Athlete Advisory Committee (SAAC) which has at least one student leader from each sport.
- There is an open door policy in the Athletics Administration.
- The Student-Athlete handbook, which is online and in paper form, has a grievance policy, which allows students to address issues.
- All student-athletes have access to the FAR.
- All student-athletes, as all students, have access to the Dean of Students Office and MSU feedback channels.
3.3.7. Describe the department of athletics written grievance and/or appeals procedures available to student-athletes in areas mandated by NCAA legislation (i.e., financial aid and transfers). Also, provide the name and title of the individual(s) responsible for overseeing the administration of these grievance and/or appeals procedures. Describe the means by which these grievances and/or appeals procedures are directly communicated in writing to department of athletics staff members, coaches and student-athletes.

Measurable Standard No. 4
The institution must have established written grievance and/or appeals procedures for areas mandated by NCAA legislation (i.e., financial aid [in accordance with NCAA Division I Bylaw 15.3.2.4] and transfers [in accordance with Bylaws 13.02.1, 13.1.1.3, 13.1.1.3.1, 14.02.2, 14.5.5.2.10 and 14.5.5.2.10.1]). 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.

Measurable Standard No. 5
The institution must demonstrate that grievance and/or appeals procedures for areas mandated by NCAA legislation (i.e., financial aid [in accordance with NCAA Division I Bylaw 15.3.2.4] and transfers [in accordance with Bylaws 13.02.1, 13.1.1.3, 13.1.1.3.1, 14.02.2, 14.5.5.2.10 and 14.5.5.2.10.1]) are directly communicated in writing (e.g., provide hard copy of document, provide Web link via e-mail) to department of athletics staff members, coaches and student-athletes. 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 Department of Athletics' grievance/appeals procedures are in the Student-Athlete Handbook, both as a hard copy and posted online. The Financial Aid Office, under the Director of Financial Aid Brandi Payne, and the Financial Aid Appellate Board administer the Financial Aid grievance procedures. Transfer appeals are the responsibility of the Faculty Athletics Representative, currently Dr. Robert Oakberg, professor of Civil Engineering. The Student-Athlete Handbook is maintained by the Associate AD for Compliance and Student Affairs/SWA. These policies are communicated in writing to students and coaches during their orientation sessions and other regular meetings.

The goal of the Department of Athletics is that all student-athletes are treated fairly, and believe that they have been treated fairly, with respect to all aspects of their student-athlete experience at Montana State University. To this end, student-athletes have available to them a number of policies and procedures through which they may file an appeal or a grievance in those circumstances they believe such actions are warranted. A student-athlete who is unsure about which of these policies or procedures should be followed is invited to discuss the matter with his or her head coach.

Other sources of advice include the senior woman administrator, sport administrators, the Faculty Athletics Representative and the director of athletics. It should be emphasized that, in addition to any Department of Athletics policies and procedures, student-athletes always have available to them the normal university procedures that are available to all students. A
student-athlete who wishes to obtain more information about these normal university procedures should refer to the Student Code of Conduct published by the Dean of Students Office.

Grievance policies and procedures are designed primarily for the resolution of issues raised by student-athletes within the Department of Athletics, although in some cases appeals to groups outside of the Department of Athletics also are specified as part of the grievance procedures. It should be emphasized, however, that for any issue and at any stage in the grievance/appeals processes summarized herein, a student-athlete may contact the Faculty Athletics Representative for advice and assistance in seeking an appeal or in the resolution of a grievance. Further, at the request of the student-athlete, the Faculty Athletics Representative may participate in any meeting involving the sport administrator or the director of athletics. The Faculty Athletics Representative is not an employee of the Department of Athletics and reports directly to the Office of the President.

GRIEVANCES STEMMING FROM CANCELLATION/REDUCTION OF FINANCIAL AID:
A student-athlete who wishes to appeal any decisions related to his or her athletically related financial aid shall submit a written request that contains the following information:

- The student’s name, social security number or university identification number, year in school, sport
- Type and amount of previous financial aid
- Reasons for believing that the decision was unfair, including names of institution staff members (e.g., coach, financial aid officer) with whom the student has discussed the aid
- Copies of any relevant documents (e.g., letter, regarding initial award of athletics grant)

The student should submit these materials to the Financial Aid Office within 14 days after the student receives written notification that the grant is being cancelled or reduced. The student may request an in-person hearing before the Financial Aid Appellate Board.

PROCEDURES:
- The student submits a request to the Financial Aid Office for a hearing before the Financial Aid Appellate Board.
- A hearing is scheduled, and the student-athlete and Associate AD/SWA will be notified of the time and place. The SWA will notify all Department of Athletics personnel of the hearing information.
- Each side presents their arguments to the Committee either in person or via a conference call. If either side cannot attend, a written statement may be presented in lieu of an appearance.
- The Faculty Athletics Representative and/or Compliance Office Representative may be present to help clarify any questions the Financial Aid Appellate Board may have with regard to student’s academic status or NCAA Legislation.
• The Committee will not observe the rules of evidence observed by courts, but will conduct a fair hearing, the purpose of which will be to let each side present its position so that a just decision can be made.
• The appeal is reviewed by the Financial Aid Appellate Board, and their decision is FINAL. There is no appeal beyond the Appellate Board.
• All parties involved will receive a written response within ten days after the hearing.

COMMITTEE: The Financial Aid Appellate Board consists of two staff members from the Financial Aid Office and one member of the Dean of Student’s Office.

GRIEVANCES STEMMING FROM REFUSAL TO GRANT A TRANSFER RELEASE: A student-athlete at Montana State University denied either permission to contact other institutions for transfer purposes or where applicable, the use of the one-time transfer exception will be informed in writing of the institution’s decision within five business days of the original request. The Faculty Athletics Representative will be copied on that decision. The following appeal process is then available to the student-athlete:

• The student-athlete must contact the Office of the Faculty Athletics Representative within 14 days of the written decision to indicate the intent to appeal.
• The FAR will contact the student-athlete, the sport coach and the sport administrator to request that written information be provided relevant to the case. The FAR will set a timely deadline for response to this request (a week at most).
• The Faculty Athletics Representative will convene a hearing committee consisting of the FAR and the two members of the University Athletic Committee within three business days of receipt of all materials.
• The Committee may make a decision based on the written material, or in cases where the outcome is not unanimous, an in-person presentation by both the student-athlete and the coach will be scheduled at the earliest possible date.
• Should an in-person hearing be necessary, the student-athlete and the coach will be in the hearing room only for his/her presentation. Additionally, one person may be in the room to support each speaker. This person is not authorized to make any presentation to the Committee.

The Committee will notify verbally the student-athlete, coach, sport administrator and Director of Athletics of the Committee’s decision and follow-up with a written confirmation. At any time the Committee may consult with the Associate AD for Compliance or the Compliance Coordinator to discuss Conference or NCAA legislation.

3.3.8. Describe the department of athletics written grievance and/or appeals procedures available to student-athletes in other areas (e.g., harassment, hazing, abusive behavior, discrimination). Also, provide the name and title of the individual(s) responsible for overseeing the administration of these grievance and/or appeals procedures. Describe the means by which these grievances and/or appeals procedures are directly communicated in writing to department of athletics staff members, coaches and student-athletes.

Measurable Standard No. 6
The institution must have established written grievance and/or appeals procedures for other areas not mandated by NCAA legislation (e.g., harassment, problems with coaches, hazing, abusive behavior). 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.

Measurable Standard No. 7

The institution must demonstrate that all grievance and/or appeals procedures for other areas not mandated by NCAA legislation (e.g., harassment, problems with coaches, hazing, and abusive behavior) are directly communicated in writing (e.g., provide hard copy of document, provide Web link via e-mail) to department of athletics staff members, coaches and student-athletes. 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 Department of Athletics' grievance/appeals procedures are in the Student-Athlete Handbook, both as a hard copy and posted online. These are communicated in writing to students and coaches during their orientation. The Student-Athlete Handbook is maintained by the Associate AD for Compliance and Student Affairs/SWA, who directs student-athletes to the appropriate grievance mechanism depending on the circumstance.

GRIEVANCES STEMMING FROM DISCRIMINATION ON THE BASIS OF GENDER, SEXUAL ORIENTATION, RELIGIOUS BELIEFS, INTERESTS, AND RACE, HARASSMENT, HAZING AND ABUSIVE BEHAVIOR:

Actions or behavior of this nature are not tolerated by the Department of Athletics. Please see the MSU Student-Athlete Code of Conduct for policy information. Student-athletes are encouraged to bring such behavior or incidences to the attention of the head coach, sport administrator, director of athletics or the faculty athletics representative. Student-athletes should also refer to the University’s Student Code of Conduct for detailed instructions on how to report such behavior or incidents through the Dean of Students’ Office.

Please see 3.3.9 for more information on MSU's policies on stalking, hazing, and other abusive behavior.

3.3.9. Describe the institution’s education and support programs in the area of sexual orientation. Also, describe the institution’s structure and/or policies that ensure the provision of a safe environment for all students, including student-athletes, with diverse sexual orientation.

Policies and Procedures:

MSU

Montana State University has policies which ensure the provision of a safe environment for all students with diverse sexual orientation. The MSU Student Conduct Code can be found online at http://www2.montana.edu/policy/student_conduct/student_conduct_code.htm.

The MSU Student Conduct Code states in Section 130.00 PERSONAL INFORMATION ABOUT STUDENTS:
Factors such as race, creed, color, religion, sex, age, national origin, disability, political beliefs or personal relationships must not be considered in matters of academic evaluation, academic assignments, or classroom procedures. If an instructor learns personal information about the student (religious and political views, sexual orientation, etc.) during the progress of the course, he or she must not share such information with the other students nor should such knowledge influence the evaluation of the student. Additionally, all university employees—including faculty, instructors and staff—must abide by the Family Educational Rights and Privacy Act of 1974 (FERPA). This Act affords students certain rights with respect to their education records.

Also in Section 633.00 STALKING, HARASSMENT AND HAZING:
A. Stalking includes, but is not limited to, purposely or knowingly causing another person substantial emotional distress or reasonable apprehension of bodily injury or death by repeatedly following the stalked person or harassing, threatening, or intimidating the stalked person, in person or by mail, by electronic communication or any other action, device, or method.
B. Harassment includes but is not limited to verbal, graphic and/or written abuse directed at another, beyond a reasonable expression of opinion, which:
1. is threatening or carries with it the intention to do bodily harm, or
2. substantially interferes with a person's exercise of his/her responsibilities as a student, faculty or staff member.

MSU also addresses these issues in the MSU Catalog found at http://www.montana.edu/wwwcat/studentlife/stud4.html. The University Policies section regarding Student Grievances:
3. Discrimination or Sexual Harassment: Montana State University guarantees the right to file a grievance on grounds of discrimination to all students, employees, or applicants for admission or employment. Any student who believes he or she may have experience unlawful discrimination on account of race; sex; color; national origin; religion; age; veteran, parental, or marital status; or physical or mental disability should visit the Affirmative Action Office to discuss his or her concerns and to initiate any formal grievance procedure. In addition, Montana State University prohibits all forms of sexual harassment of employees by coworkers or superiors, or of students by peers, staff, faculty, or administrators. Students seeking advice on or wishing to file a grievance related to alleged sexual harassment should contact the university affirmative action/human resources officer. A copy of the university-approved policy and procedures regarding sexual harassment is available from that officer.

Also, the MSU Catalog addresses Affirmative Action/Nondiscrimination Policies: Montana State University does not discriminate on the basis of race, color, national origin, sex, sexual preference, marital status, age, religion, creed or political belief, mental or physical disability, or status as a Vietnam era or disabled veteran in admission, access to, or conduct of its educational programs and activities nor in its employment policies and practices.
MSU Athletics

MSU Athletics has brought in speakers to discuss issues regarding diversity and acceptance. These presentations are generally required for all student-athletes. Coaches were also required to attend a separate presentation.

The MSU Student-Athlete Handbook addresses discrimination in regards to sexual orientation and all student-athletes must agree at the beginning of each academic year to abide by the Code of Conduct in order to be qualified or to complete practices as a student-athlete. The Student-Athlete Code of Conduct is given to all student-athletes and can also be found on the Department's website.

Section III of the Student-Athlete Code of Conduct:

F. Violence: MSU is committed to creating and maintaining a community in which its members are free from all forms of harassment, exploitation, intimidation, and violence. Student-athletes are prohibited from engaging in violent acts including assault on a person or property, hate crimes, hazing, stalking, sexual violence, or any other conduct prohibited by University policy or law.

H. Disrespect: At all times, student-athletes are required to conduct themselves in a manner respectful of themselves, their team, the University, the Department of Athletics, game officials, opponents, and property. Student-athletes are to refrain from disrespectful conduct such as unsportsmanlike conduct; profane, abusive, demeaning, harassing, threatening, or obscene expression; or deliberate damage to equipment or other property. Disrespectful conduct will be reviewed by the Head Coach and Director of Athletics and may result in disciplinary action.

Departmental employees conform to the operations manual, which includes guidelines for personal conduct, two of which speak specifically to sexual orientation: Treat all persons with courtesy, friendliness and respect for their personal dignity; and Be mindful to not discriminate against any individual by reason of race, color, religion, sex, age, national origin, sexual orientation, disability, veteran status, or marital status.

Institutional Resources:

MSU

MSU has a Diversity Awareness Office (DAO) whose mission is to bring together members of the Montana State University community and the community at large by increasing understanding and providing support for those who identify with the wide spectrum of diversity issues including race, ethnicity, sexual orientation, class, gender, and ability.

MSU also has a student group called QSA (Queer-Straight Alliance) devoted to developing community, fostering education, and empowering action.
MSU Athletics
Any Diversity Awareness Office programs are forwarded to the student-athletes by Student-Athlete Affairs Administrator/Diversity Officer Jonathan Taylor and posted in the Academic Center. In addition, the SAAA and Associate Athletic Director for Compliance and Student Services/ SWA Camie Bechtold provide support to student-athletes with diversity issues, and coaches and the athletics support staff will refer student-athletes to MSU Counseling and Psychological Services when appropriate.

3.3.10. Describe the policies, organization and structure of the department of athletics and how it enhances student-athlete well-being. Further, describe the commitment of the institution to enhance the overall student-athlete educational experience including how issues are monitored, evaluated and addressed on a continuing basis.

Structure/Organization
The Department of Athletics Reports to the President. Within the department, the Associate AD for Compliance and Student Services oversees the student services areas that encompass financial aid, training room, Academic Center, Life Skills and compliance. By having these units under one umbrella the department is able to stress and enhance student-athlete well-being. The Academic Center, Life Skills, and Training Room all have a pulse on student-athlete well-being issues and staff in these areas often work together to identify issues. These groups then work together to create or propose solutions for the betterment of the student-athlete.

Commitment
Since 2006, the Department has increased staffing in this area. A Life Skills Coordinator position was created as a part-time Graduate Assistant Position which was moved to a full-time position in July 2008. Additionally, an Academic Coordinator was promoted to the Director of the Athletic Academic Center and a full-time Academic Services Coordinator was added to the staff. In sum three full-time employees in the Academic Center see students on a daily basis. These individuals promote, create, enhance, and monitor academic and well-being programming that is available to student-athletes.

Programming available to the students to promote well-being includes: Life Skills class for first year students, Life Skills class for upper classmen, mentoring program, tutoring program, CATS program for at-risk student-athletes, A.L.L. Program (Academic, Leadership, Life Skills), and SAAC.

In 2007, Athletics instituted a Student-Athlete Code of Conduct which helps promote a team atmosphere amongst all student-athletes by spelling out departmental expectations for everyone. Additionally, one or two guest speakers are brought to campus each year to discuss a well-being related topic. All student-athletes are required to attend these meetings. Recently, these speakers have addressed: gambling, sexual assault/domestic violence, alcohol use/abuse, and sexual orientation related issues.

Student-athletes have numerous avenues to express their concerns. The Department of Athletics fosters an open door policy. They can talk to their coaches, an Academic Center staff member, a training room staff member, the SWA, or any other departmental staff member. These
individuals can take issues to the SWA, Sr. Associate AD, AD, or the FAR. Counseling and Psychological Services staff meet with coaches at least annually to encourage referrals when appropriate.

Student-Athletes may also go to the FAR directly if they wish to discuss an issue and prefer to keep it outside the Department of Athletics. Student-athletes also have a grievance policy available to them for issues they wish to grieve. This policy is available on the msubobcats.com website and in the student-athlete handbook. (Please see items 3.3.7 and 3.3.8 for more on grievance procedures)

Feedback is constantly being sought from student-athletes on an informal basis. Students may also bring issues to the SAAC member from their team or to a SAAC meeting directly. Formally, students have the opportunity to assess their overall experience as a student-athlete in their exit interviews. Exit interviews are available to all student-athletes who exhaust their eligibility or leave the institution prior to exhausting their eligibility. (Please see items 3.3.4 and 3.3.5 for more on exit interviews).

3.3.11. Describe how student-athletes are involved in the governance and decision-making processes of the department of athletics, including the role of the student-athlete advisory committee (SAAC).

Measurable Standard No. 8
The institution must demonstrate that it has an active SAAC pursuant to Constitution 6.1.4. 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.

Formally, student-athletes participate in governance through the SAAC:
- The SAAC provides a representative to the University Athletic Committee.
- At least 1 representative from each squad (and the Spirit Squad) serves on the SAAC. Members are nominated by their coaches or may volunteer in some cases.
- The SAAC has established bylaws
- 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 Department of Athletics Staff on SAAC issues/events.
- The Director of Athletics meets with the group periodically to learn concerns/issues of the student-athletes. For example, the SAAC has recently discussed single section class offerings and priority registration.
- The Departmental representative to the SAAC is the Athletic Academic Coordinator/Diversity Officer.
- A representative from MSU's SAAC attends annual Big Sky Conference meetings.

Student-athletes participate on departmental search committees and are invited to meet with all candidates who have on-campus interviews for departmental positions. Feedback is solicited through candidate evaluation forms, which are reviewed by the search committee.
Informally, student-athletes have numerous avenues to express their opinions on decisions within the Department. The Department of Athletics fosters an open door policy. They can talk to their coaches, an Academic Center staff member, a training room staff member, the SWA, or any other departmental staff member. These individuals can take issues to the SWA, Sr. Associate AD, AD, or the FAR. And the converse is also true, with administrators and coaches looking to student-athletes for opinion and input. For example, SAAC members on squads other than Football as well as members of the Football team who do not serve on SAAC were integrally involved in discussions with Athletics administrators, other MSU students, donors, and the public, about the 2010-11 stadium expansion project.

3.3.12. List the department of athletics and/or other institutional programs in place that address the needs and issues affecting student-athletes (e.g., CHAMPS/Life Skills program and/or programming involving career counseling, personal counseling, nutrition, diversity, gambling, alcohol and drug guidelines, sexual orientation, personal development, leadership). Further, describe the policies and procedures in place to encourage and ensure student-athletes’ access to these programs.

Measurable Standard No. 9
The institution must demonstrate that it has an active CHAMPS/Life Skills program (or an equivalent program) pursuant to NCAA legislation with programming to address nonacademic areas (e.g., career counseling, personal counseling, nutrition, diversity, gambling, alcohol and drug guidelines, sexual orientation, personal development, leadership). 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.

- Health Promotion/Student Health Service:
  - Insight Program: chemical dependency evaluations for athletes who show up positive for a urinalysis; student-athletes who get an MIP or DUI are required to complete the BASICS Program (4 hour screening and brief intervention program); student-athletes that are of concern to athletic staff are referred to Insight for a brief intervention (no formal sanction).
  - AlcoholEdu for College: AlcoholEdu is an online science-based alcohol prevention program that provides a tailored educational experience focusing on the impact of alcohol on the mind and body, as well as ways to prevent serious negative consequences. Over the past three years, there has been a targeted collaboration between the Health Promotion office and the CHAMPS/Life Skills instructor to track the progress of the student-athletes in the class.
  - VOICE Center: The MSU VOICE Center and Men Stopping Rape provide annual single-gender presentations and discussions for all the new athletes on each athletic team. This year, all new athletes were also encouraged to attend Sex Signals.
  - Nutrition: Provision of presentations to the Men and Women’s Basketball teams, Men and Women’s Tennis Teams, and the Women’s Golf Team. Also, presentations were made to athletes who participate in the Life Skills course on tips for preparing healthy snacks. Regular one-to-one visits or email consultations with individual athletes, including those referred by coaches and trainers.
o Student Health Services: Provision of primary medical care and referral available to all students. Clinicians work with specialists on and off campus to provide needed care and ongoing support

- Counseling and Psychological Services: Provision of clinical services (psychotherapy, crisis intervention, and emergency response), performance enhancement, and consultation for student-athletes, coaches, and staff.

- MSU Athletics: The Student-Athlete Affairs program addresses all of these areas either through guest speakers, the Life Skills for Student-Athletes course, or referring student-athletes to offices on campus that address specific areas.
  
  http://www.montana.edu/bobcats/champslifeskills.php In addition, coaches are trained regularly on available services so that they may refer student-athletes as necessary and appropriate.

Specific programs include:

  o All incoming student-athletes are encouraged to enroll in HDPE 105, Life Skills for Student-Athletes.

  o Career Counseling is a major component of HDPE 305, Leadership for Student-Athletes.  Guest speakers, resume writing, and mentoring are part of this elective class.  Student-athletes are also referred early-on to the MSU Office of Career Services.

  o Alcohol and Other Drug Abuse and Gambling is addressed in early student-athlete meetings, the student-athlete handbook, and with guest speakers.

  o Personal Development is an integral part of both the HDPE 105 (Life Skills for Student-Athletes) and 305 (Leadership for Student-Athletes) classes.  MSU’s Office of Counseling and Psychological Services is available for personal counseling and adjustment issues.

  o Diversity training is conducted by Jonathan Taylor with other staff, and is a topic in both classes.

  MSU’s Diversity Awareness Office presents numerous campus events, such as speakers, films, and discussions.

  o Leadership training is also offered in the HDPE 105 and 305 classes.  Student-athletes have the opportunity to become a member of the Student-Athlete Advisory Committee and provide student leadership for the Department of Athletics.  In addition, the MSU Leadership Institute offers academic credit for participation in leadership opportunities across the campus.

  o The Bobcat Mentors Program pairs new student-athletes with mentors from various offices on campus during their first year so that communication about the numerous support programs can be ensured.

- MSU’s Dean of Students Office:

  o First Year Initiative program which helps students successfully navigate through the first year experience.  The program is also housed in South Hedges Resident Halls making in convenient for students to visit with staff. Services of the FYI program include: College Student Inventory, D and F meeting, Mid-Year
Retention Intervention, Academic Workshops and the FYI helpline.
http://www.montana.edu/freshmen/
   All first year students are provided The Student Success Guide at orientation.

3.3.13. Describe how the department of athletics monitors student-athlete time demands, including travel commitments, missed class time, final exam schedules, summer vacation periods, and inter-session periods. Further, describe methods used to educate coaches and student-athletes about time demands and opportunities to integrate into campus life.

Coaches are required to turn in travel approval forms to the compliance officer and their sport supervisor for evaluation before travel is authorized. Scheduling contests during final exams are discouraged and only approved under special circumstances. Departure/return times are monitored by reviewing travel expense reports. Volunteer activities are monitored during summer vacation periods by strength and conditioning staff. Information regarding team travel schedules is distributed at the beginning of each semester to professors/instructors detailing potential missed class time. Policies on practices/contests during the academic semester and final exams are in Student-Athlete Handbook (page 22). Montana State does not have an inter-session period.

Compliance staff meet with all student-athletes at the beginning of each year to review NCAA polices to include athletically related activities. Coaches are required to turn in practice logs. In addition, student-athletes sign off on practice logs. The vast majority of student-athletes enroll in a life skills class that includes integration into campus life and the time demands facing student-athletes as well as strategies to manage these challenges. All student-athletes are required to attend an orientation prior to enrolling their first semester that includes integrating students into campus life as well as introducing them to opportunities and services available to all students enrolled at Montana State University. Compliance meetings for coaches are held once per month. Head coaches meetings are regularly scheduled and compliance reminders are typically an agenda item. Student-athletes with additional concerns on an individual basis can go to the academic center.

Travel and practice schedules are reviewed for compliance by compliance staff, however practice schedule review occurs after the fact. A process to review and approve schedules before the season will be developed as a result of this self-study.

3.3.14. Please submit a copy of the department of athletics and/or institution’s written travel policies to ensure the safety and well-being of student-athletes with the submission of your self-study report (e.g., road travel; air travel, including charter policies; driver selection; training; privately owned vehicles).

Document posted to the webpage: Documents for submission 3.3.14
http://www.montana.edu/opa/ncaacert_2010/report/

3.3.15. Describe the annual evaluation of the department of athletics and/or institution’s travel policies to ensure these policies are effective. Further, describe how the travel policies are directly communicated in writing to department of athletics staff members and student-
athletes and list the name and title of the administrator(s) responsible for oversight in this area.

**Measurable Standard No. 10**
The institution must have written travel policies that are annually evaluated for their effectiveness in protecting the health and providing a safe environment for student-athletes. Further, the administrator(s) responsible for annually evaluating travel policies must be identified and travel policies must be directly communicated in writing (e.g., provide hard copy of document, provide Web link via e-mail) to athletics department staff members, including coaches, and student-athletes.

Annual evaluations of the Department of Athletics travel policies are conducted during the senior-athlete exit interview process as well as during annual evaluation of head coaches. Travel policies are included in the Department of Athletics Operations Manual (employees) and Student-Athlete Handbook (student-athletes). These policies are monitored with travel advance forms and post-travel reconciliation documents which require sport head coach, business office (Christina Fournier, Director of Athletic Business Operations), compliance (Camie Bechtold, Associate Athletic Director of Compliance/Student Services) and budget authority (Dan Davies, Senior Associate Athletic Director) signatures.

3.3.16. **Please submit a copy of the department of athletics written emergency medical plan for practices, contests, strength training and skills sessions with the submission of your self-study report.**

Document posted to the webpage: Documents for submission 3.3.16a and 3.3.16b

3.3.17. **Describe the annual evaluation of the department of athletics written emergency medical plan for practices, contests, strength training and skills sessions to ensure its effectiveness. Further, describe how the department of athletics written emergency medical plan for practices, contests, strength training and skills sessions is directly communicated in writing to department of athletics staff members and student-athletes and list the name and title of the administrators responsible for oversight in this area.**

**Measurable Standard No. 11**
The institution must have a written emergency medical plan for practices, contests, strength training and skills sessions. Further, the administrator(s) responsible for annually evaluating this emergency medical plan must be identified and the emergency medical plan must be directly communicated in writing (e.g., provide hard copy of document, provide Web link via e-mail) to athletics department staff members, including coaches, and student-athletes.

Head Athletic Trainer Rob Higgs has oversight of this policy. The Head Athletic Trainer reviews and updates this policy annually in consultation with Student Health Services. The Emergency and Catastrophic Procedures Protocol is included in the Operations Manual, which is communicated at least annually with employees. An emergency procedures document that outlines specific steps for responding to and reporting an emergency situation at specific venues.
is posted on the Department of Athletics website. This policy was last communicated in a Coaches Meeting on August 3, 2010. Student-athletes are not explicitly notified about this policy. An evaluation of the annual review process and establishment of a communication plan will be included as an action item in our plan for improvement.

3.3.18. Please submit a copy of the department of athletics written emergency medical plan for out-of-season workouts with the submission of your self-study report.

Document posted to the webpage: Documents for submission 3.3.18a and 3.3.18b
http://www.montana.edu/opa/ncaacert_2010/report/

3.3.19. Describe the annual evaluation of the department of athletics written emergency medical plan for out-of-season workouts to ensure its effectiveness. Further, describe how the department of athletics written emergency medical plan for out of-season workouts is directly communicated in writing to department of athletics staff members and student-athletes and list the name and title of the administrator(s) responsible for oversight in this area.

Measurable Standard No. 12
The institution must have a written emergency medical plan for out-of-season workouts. Further, the administrator(s) responsible for annually evaluating this emergency medical plan must be identified and the emergency medical plan must be directly communicated in writing (e.g., provide hard copy of document, provide Web link via e-mail) to athletics department staff members, including coaches, and student-athletes.

Head Athletic Trainer Rob Higgs has oversight of this policy. The Head Athletic Trainer reviews and updates this policy annually in consultation with Student Health Services. The Emergency and Catastrophic Procedures Protocol is included in the Operations Manual, which is communicated at least annually with employees. An emergency procedures document that outlines specific steps for responding to and reporting an emergency situation at specific venues is posted on the Department of Athletics website. This policy was last communicated in a Coaches Meeting on August 3, 2010. Student-athletes are not explicitly notified about this policy. An evaluation of the annual review process and establishment of a communication plan will be included as an action item in our plan for improvement.

3.3.20. Please submit a copy of the athletics department’s athletic training and sports medicine policies and procedures with the submission of your self-study report.

Document posted to the webpage: Documents for submission 3.3.20a and 3.3.20b
http://www.montana.edu/opa/ncaacert_2010/report/

3.3.21. Describe the annual evaluation of the Department of Athletics' written athletic training and sports medicine policies and procedures. Further, describe how Department of Athletics' athletic training and sports medicine policies and procedures are directly communicated in writing to the department of athletics staff members and student-athletes, and list the name and title of the administrator responsible for oversight of these areas.

Measurable Standard No. 13
The institution must have written athletic training and sports medicine policies that are reviewed annually. Further, the administrator(s) responsible for annually evaluating athletic training and sports medicine policies must be identified and the athletic training and sports medicine policies must be directly communicated in writing (e.g., provide hard copy of document, provide Web link via e-mail) to athletics department staff members, including coaches, and student-athletes.

The Department of Athletics' written athletic training and sports medicine policies and procedures are updated every year. Athletic staff work with Student Health Services (SHS) and Counseling & Psychological Services (CPS) staff to evaluate and ensure policies and procedures are up to date. Relevant portions of the policies and procedures are presented to coaching staffs and the student-athletes. Senior coaching staff generally communicate the information; Camie Bechtold, Associate Athletic Director for Compliance and Student Services, oversees the area.

- The NCAA Sports Medicine Guidelines are online at the web site for the NCAA. SHS and CPS staff ensure current guidelines and protocols are incorporated and revised as these are established, making the policy and procedure evaluation an ongoing process.
- The sports medicine policies and procedures are communicated to coaches, staff and student-athletes during orientation and regularly scheduled meetings. Some e-mail communication and written materials/copies are presented to the various groups and the policies and procedures are listed on the Athletics website. Senior coaching staff and Athletic administration present information as deemed appropriate.

Services provided by SHS & CPS related to sports medicine:

- CPS provides mental health services in three areas: clinical services, performance enhancement and consultation. CPS currently has two senior staff members who are trained in sports psychology. One staff member is designated specifically to MSU Department of Athletics. This staff member has a specific weekly allotment of time designated to work with student-athletes, coaches, sports medicine staff, and administrators. Given limited resources, there has developed an increasingly strong working relationship between CPS and the Department of Athletics. There has been an increasing number of student-athletes utilizing the services provided and are frequently in consultation with coaches and sports medicine staff.

I. Clinical Services

- Individual psychotherapy
- Couples therapy
- Substance abuse counseling
- Emergency assessments
- Crisis intervention

II. Performance Enhancement

- Individual student-athletes
- Teams
- Programmatic workshops:
  - Mental Training Techniques, Team Building, Goal Setting, Coping with Injuries, Sleep and Time Management, etc.
III. Consultation

- Coaches
- Sports medicine staff
- Administrators

Two CPS senior staff members attend the annual National Sports Psychology Conference, which provides continuing education for sports psychologists working at major universities and the U.S. and Canadian Olympic Committees.

- Student Health provides a medical advisor/ liaison for the Department of Athletics. This individual utilizes NCAA’s Sports Medicine Handbook to review all Department of Athletics policies and procedures. This physician works closely with Rob Higgs (Head Trainer), who oversees the Department of Athletics' sports medicine policies & procedures, to ensure these are in compliance with NCAA and fit current medical standards, protocols and guidelines. For instance, policies on concussions and sickle cell have changed in the past year. Rob Higgs oversees dissemination of all policies and procedures – students get a handbook yearly, which requires signed agreement related to a number of policies, including drug testing and concussions.

Student Health Service staff do not provide game-day coverage, although all clinicians regularly work with student-athletes, including provision of sports physicals, in-house drug testing, and treatment of medical issues (either student or trainer medical visits). The SHS physicians also regularly refer students to other specialists, including the staff nutritionist for assistance with diet concerns or eating disorders or to the counseling center. The SHS also provides radiology services and access to a community orthopedist who provides regular consultation.

3.3.22. If the institution has developed a plan(s) for improvement during the current self-study process for Operating Principle 3.3, describe the institution’s efforts to ensure the plan(s) for improvement was developed through a process involving broad-based campus participation and has received formal institutional approval.

In Process