Athletics Certification Committee Analysis Report with Institution Responses

University of Maryland, College Park

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/ Officers Responsible for Implementation	Specific Timetable for Completing the Work
The Athletic Department does not provide an annual report to the University Senate.	The Athletic Department will provide an annual report to the University Senate.	The Athletic Department will provide the Chair of the University Senate with a copy of the annual report currently being submitted to the Board of Regents. The Senate Chair will distribute the report to the Senate Executive Committee; place the report on the Senate website; and, as appropriate, provide comments to the full Senate on the report.	The Athletic Director, and the Chair of the University Senate.	The Athletic Director will transmit the report to the Chair of the University Senate in July, 2010, and thereafter annually. The Chair of the Senate will distribute the report to the Senate Executive Committee; place the report on the Senate website; and, as appropriate, provide comments to the full Senate on the report in August, 2010, and thereafter annually.

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While there has been a long-term practice, there is no written policy that specifies the financial support to be provided to the faculty member appointed as the University's Faculty Athletic Representative/Chair of the Athletic Council. There is no written policy that identifies the administrative unit responsible for providing and approving that support.	Establish a written policy that: specifies the financial support to be provided annually to the faculty member appointed as the University's Faculty Athletic Representative/Chair of the Athletic Council; identifies the President's Office as the administrative unit responsible for providing the funding for that support, and for approving both the annual budget request for this support as well as all expenditures, and expense reimbursements made for this purpose; and, specifies that the Faculty Athletic Representative/Chair of the Athletic Council shall submit all requests for expenditures and reimbursements to the President's Office. The financial support may include appropriate funds for course buy-out and pre-approved and reasonable expenses for travel, but shall not include funds for administrative support which shall be provided "in-kind" by the Department of Intercollegiate Athletics.	The President's Chief of Staff, in consultation with the Faculty Athletic Representative/Chair of the Athletic Council, shall develop a proposed budget for financial support for fiscal year 2011. The proposed budget shall be reviewed and approved by the President. The Athletic Council Policy Manual's section on "Responsibilities of the Chair of the Athletic Council" shall be amended to state that: the President's Office shall be responsible for providing funding for financial support to the Faculty Athletic Representative/Chair of the Athletic Council and for approving both the annual budget request for this support as well as all expenditures, and expense reimbursements made for this purpose; and, that the Faculty Athletic Representative/Chair of the Athletic Council shall submit all requests for expenditures and reimbursements to the President's Office.	President; President's Chief of Staff; Faculty Athletic Representative/ Chair of the Athletic Council.	The President's Chief of Staff shall meet with the Faculty Athletic Representative/Chair of the Athletic Council in April 2010 to develop a budget for fiscal year 2011. The budget shall be approved by the President for the fiscal year 2011 budget cycle. The Athletic Council Policy Manual's section on "Responsibilities of the Chair of the Athletic Council" shall be amended in April 2010 to state that the President's Office shall be responsible for providing appropriate financial support to the Faculty Athletic Representative/Chair of the Athletic Council; that the President's Office is the administrative unit responsible for approving both the annual budget for this support, as well as all expenditures, and expense reimbursements made for this purpose; and that the Faculty Athletic Representative/ Chair of the Athletic Council shall submit all requests for expenditures and reimbursements to the President's Office.

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The University System of Maryland Board of Regents requires the Athletic Department submit to it an annual report. In addition to submitting the required report, the Athletic Department should provide the Board of Regents with a copy of the results of the 2010 self-study and certification process for the Board's review and discussion.	The Athletic Department will provide the Board of Regents with a copy of the results of the institutional 2010 self study and certification process for the Board's review and discussion.	The Self Study and the NCAA Committee on Athletic Certification's final review and decision will be transmitted to the Board of Regents. The Board of Regents' Education Policy Committee will review the Self Study and the NCAA Committee on Athletic Certification's final review and decision, and provide a report to the full Board.	The Chair of the NCAA Self Study Steering Committee, the Athletic Director, the Chair of the Board of Regents' Education Policy Committee.	The Self Study and the NCAA Committee on Athletic Certification's final review and decision will be transmitted to the Board of Regents in March, 2011. The Board of Regents' Education Policy Committee will review the Self Study and the NCAA Committee on Athletic Certification's final review and decision in June, 2011, and provide a report to the full Board in September, 2011.

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The process for the institution's annual administrative review of the NCAA comparative data (the dashboard indicators) should be formalized in order to ensure that the dashboard indicators are used effectively to provide oversight of ICA finances.	Establish a formal process for the institution's administrative review of the NCAA comparative data (the dashboard indicators) on an annual basis.	A report on ICA's comparison to the NCAA dashboard indicators will be presented annually to the Athletic Council. The presentation will occur at the meeting where the Athletic Council reviews the ICA budget. The Athletic Council will provide comments regarding ICA's conference and cross-institutional comparisons to the President. The Athletic Director and the Chair of the Athletic Council/FAR will meet annually with the President to review the NCAA dashboard indicators, and discuss the Athletic Council's comments on ICA's comparisons to the dashboard.	The Chair of the Athletic Council/ FAR; the Senior Associate Director of Athletics / CFO, and the Athletic Director.	The first report will be at the May, 2010 meeting of the Athletic Council, and thereafter annually. The first meeting with the President will be in June, 2010, and thereafter annually.
While there has been a long time practice regarding the disbursement of away-game tickets for revenue sports, there is no written policy that specifies procedures for how recipients are selected and other distribution details.	Establish a written policy for distribution of tickets for revenue sports' away-games.	The Associate Athletic Director for Development, the Senior Associate Athletic Director for External Operations, and the Associate Athletic Director for Compliance will research models used by other Division I schools, and draft a proposed policy. The proposed policy will be presented to the Athletic Council for review. The Athletic Council will provide the Athletic Director with its recommendation regarding the proposed policy.	The Associate Athletic Director for Development, the Senior Associate Athletic Director for External Operations, the Associate Athletic Director for Compliance, and the Athletic Director.	Fall 2010 semester, and annually thereafter.

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There is no coach representative on the Athletic Council	Include a head coach as a non-voting member of the Athletic Council. The head coach shall be elected by a vote of the coaches. The elected head coach shall serve a term of one (1) year, and may be re-elected to serve an additional two consecutive years, for a maximum of three consecutive years of service.	The Athletic Council Policy Manual, under the section, "Membership," shall be amended to include the following language under the section "Non-Voting members of the Athletic Council": "A current head coach elected by the coaches as their representative. The elected head coach shall serve a term of one (1) year, and may be re-elected to serve an additional two consecutive years, for a maximum of three consecutive years of service." The coaches shall elect a current head coach as their representative on the Athletic Council.	Faculty Athletic Representative/FAR, and the President.	In April 2010, upon the President's approval, and with the recommendation of the Athletic Council, the Athletic Council Policy Manual, under the section, "Membership," shall be amended to provide for the election of a head coach as a non-voting member of the Athletic Council. Coaches shall elect a representative at their May, 2010 meeting.

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Sports-specific "Friends Of" booster groups are administered by the Athletic Department, and each group's monies raised for the benefit of the respective team are controlled by the University of Maryland College Park Foundation. As an organizational matter, however, sports-specific booster groups are informally structured, and currently do not have uniform operating guidelines in place for group leaders. Establishing a standard set of operating guidelines would provide uniformity and aid towards ensuring institutional control of sports-specific booster group participants, and group activities.	Establish a standard set of operating guidelines for sports-specific booster groups, their individual participants, and their group activities. Operating guidelines would include the following elements: organizational structure; finances, including solicitation, collection, and processing of dues, annual contributions and donations; fundraising; programs and events; and rules education; awareness, and compliance. Additional guideline elements may be determined during the drafting process.	The Associate Athletic Director for Development and the Senior Associate Athletic Director for External Operations will research models used by other Division I schools. The Associate Athletic Director for Development, the Senior Associate Athletic Director for External Operations, and the current leadership of the sports-specific booster groups will meet to discuss models, and to draft a set of operating guidelines.	The Associate Athletic Director for Development, the Senior Associate Athletic Director for External Operations, and the current leadership of the sports-specific booster groups.	The Associate Athletic Director for Development, the Senior Associate Athletic Director for External Operations, and the current leadership of the sports-specific booster groups will begin to meet in the summer of 2010 to discuss models and to draft a set of operating guidelines. The guidelines will be finalized and implemented in the fall 2010 semester.
Sports-specific booster groups do not receive annual rules education.	Provide annual NCAA rules education to members of sports-specific booster groups.	The Associate Athletic Director for Development and the Senior Associate Athletic Director for External Operations will collaborate with the Associate/ Assistant Athletic Director for Compliance on an appropriate NCAA rules education program, and present their proposal for that program to the current leadership of all sport-specific booster groups. The program will be finalized, and a date for implementation will be determined after consultation with the leadership of these groups.	The Associate Athletic Director for Development; the Senior Associate Athletic Director for External Operations; the Associate/Assistant Athletic Director for Compliance; and the current leadership of all sports-specific booster groups.	Fall 2010 semester, and annually thereafter.

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Some, but not all Athletic Department employees (coaches and staff), have rules compliance responsibilities in their contracts, position descriptions, and performance reviews. NCAA rules compliance must be listed as a central element in (as applicable) contracts, job descriptions, and performance evaluations for all employees inside the Athletic Department.	Include rules compliance as a central element in (as applicable) contracts, job descriptions, and performance evaluations for all employees in the Athletic Department.	The Associate Athletic Director for Compliance will provide all Athletic Department supervisors with model language to include NCAA rules compliance in (as applicable) contracts, job descriptions, and performance evaluations of all Athletic Department employees.	The Associate Athletic Director for Compliance, and all Athletic Department supervisors.	The necessary additions to the job descriptions and performance evaluations will be completed for the beginning of the 2010 performance evaluation cycle (July, 2010).
NCAA rules compliance must be listed as a central element in job descriptions and performance evaluations for all staff in the Office of Undergraduate Admissions, the Office of The Registrar, and the Office of Student Financial Aid who are involved with student-athletes' admissions, certification of academic standing, evaluation of academic performance, and financial aid.	Include rules compliance as a central element in job descriptions and performance evaluations for all staff in the Office of Undergraduate Admissions, Office of The Registrar, and the Office of Student Financial Aid who are involved with student-athletes' admissions, certification of academic standing, evaluation of academic performance, and financial aid.	The Associate Athletic Director for Compliance will provide the Registrar, the Assistant Vice President for Undergraduate Admissions, and the Assistant Vice President for Enrollment Services and Student Financial Aid with model language for including NCAA rules compliance in job descriptions and performance evaluations.	The Associate Athletic Director for Compliance, the Registrar, the Assistant Vice President for Undergraduate Admissions, and the Assistant Vice President for Enrollment Services and Student Financial Aid.	The necessary additions to the job descriptions and performance evaluations will be completed for the beginning of the 2010 performance evaluation cycle (July, 2010).

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The Student Athlete Advisory Committee has suggested that rules compliance training should address issues which are specifically relevant to student athletes, and stress communication and cooperation among compliance officers, coaches and the student-athletes. In particular, some SAAC members felt that rules violations occurred unintentionally because they did not know the "fine points" of certain rules.	Provide student-athletes with the opportunity to provide direct input to coaches and compliance officers into the development of their rules education programs.	The Associate Athletic Director for Compliance and the Assistant Athletic Director for Compliance will meet with SAAC at the beginning of the fall and spring semesters to solicit input into topics that will be presented in student-athlete rules compliance programs. The Associate Athletic Director for Compliance and the Assistant Athletic Director for Compliance will meet with coaches and teams to solicit similar input.	The Associate Athletic Director for Compliance and the Assistant Athletic Director for Compliance.	Fall 2010 and spring 2011 semesters, and fall and spring semesters annually thereafter.

2.1 Academic Standards.

1 Operating Principle 2.1, a-1
Measurable Standard No. 5
Self-Study Item No. 7
Page Nos. 54 and 55 and 103 through 105

Committee Observation: After reviewing your institution's self-study report and supplemental information submitted July 14, 2010, the NCAA Division I Committee on Athletics Certification (hereafter referred to as "committee") noted your institution analyzed, explained and addressed differences between the admissions profiles of student-athletes who received athletics aid with the profiles of students in general. Further, your institution developed plans for improvement to address the deficiencies in the admissions profiles of student-athletes who received athletics aid in the sports of men's basketball and football compared to the admissions profiles of students in general; however, the plans for improvement developed by your institution do not address the deficiencies identified and these plans for improvement were not entered in the Web-based Athletic Certification System (ACS).

Required Action: Therefore, your institution must revise its plans for improvements to address the deficiencies identified in the academic profiles of student-athletes in the sports of men's basketball and football. Further, using ACS, your institution must formally submit its plans for improvement in the aforementioned areas. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

Plans for Improvement to address deficiencies in the admissions profile of student athletes who received athletics aid in the sports of men's basketball and football compared to the admissions profile of students in general have been revised to address this deficiency specifically and formally submitted in the updated Plan for Improvement.

2 Operating Principle 2.1, b-2
Measurable Standard No. 8
Self-Study Item No. 15
Page Nos. 60 and 61 and 107 through 109

Committee Observation: After reviewing your institution's self-study report and supplemental information submitted July 14, 2010, the committee noted your institution developed plans for improvement to address deficiencies in the graduation rates of student-athletes in the sports of football, men's soccer, women's basketball and men's basketball. Further, your institution developed a plan for improvement to address deficiencies in the graduation rates of nonresident alien student-athletes. However, the plans for improvement developed by your institution were not entered in ACS.

Required Action: Therefore, using ACS, your institution must formally submit its plans for improvement in the aforementioned areas. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

Plans for Improvement to address deficiencies in the graduation rates of student-athletes in the sports of football, men's soccer, women's basketball, men's basketball and nonresident alien student-athletes have been revised to address this deficiency specifically and formally submitted in the updated Plan for Improvement.

3 Operating Principle 2.1, b-2
Measurable Standard No. 11
Self-Study Item No. 16
Page Nos. 61, 112 and 113

Committee Observation: After reviewing your institution's self-study report and supplemental information submitted July 14, 2010, the committee noted your institution developed plans for improvement to address deficiencies in the Graduation Success Rates (GSR) of student-athletes in the sports of men's basketball, football and women's basketball. However, the plans for improvement developed by your institution were not entered in ACS.

Required Action: Therefore, using ACS, your institution must formally submit its plans for improvement in the aforementioned areas. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

Plans for Improvement to address deficiencies in the graduation success rates of student-athletes in the sports of men's basketball, football and women's basketball have been formally submitted in the updated Plan for Improvement.

4 Operating Principle 2.1, b-2
Measurable Standard No. 12
Self-Study Item No. 17
Page Nos. 62, 114 and 115

Committee Observation: After reviewing your institution's self-study report and supplemental information submitted July 14, 2010, the committee noted your institution developed plans for improvement to address deficiencies in the retention rates of student-athletes in the sports of men's basketball, men's soccer and football. However, the plans for improvement developed by your institution were not entered in ACS.

Required Action: Therefore, using ACS, your institution must formally submit its plans for improvement in the aforementioned areas. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

Plans for Improvement to address deficiencies in the retention rates of student-athletes in the sports of men's basketball, men's soccer and football have been formally submitted in the updated Plan for Improvement.

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Develop academic success plan for football to improve indicators of academic success (APR and GSR).	Develop and implement football academic success plan with the goals of annually meeting the APR cut score and maintaining a graduation success rate of 70% or better within three years.	Develop, implement and monitor academic success plan.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Head Football Coach	Develop plan summer 2010, for implementation Fall 2010. Annual review completed in Assoc. AD for ASCDU's Performance, Review and Development document.
Develop academic success plan for men's soccer to improve indicators of academic success (APR and GSR).	Develop and implement men's soccer academic success plan with the goals of annually meeting the APR cut score and maintaining a graduation success rate of 70% or better within three years. Emphasis to be placed on ensuring s-as earn sufficient credit so they degrees can be completed off campus if they leave prior to graduation.	Develop, implement and monitor academic success plan.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Head Men's Soccer Coach	Develop plan summer 2010, for implementation Fall 2010. Annual review completed in Assoc. AD for ASCDU's Performance, Review and Development document.
Continue to implement academic success initiatives for women's basketball to improve indicators of academic success (APR and GSR).	Continue to assign a senior-level ASCDU counselor to women's basketball, have the full team participate in ILP and conduct study table while on official team travel to meet the following goals of annually meeting the APR cut score and maintaining a graduation success rate of 70% or better within three years.	Develop, implement and monitor academic success plan.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Head Women's Soccer Coach	Develop plan summer 2010, for implementation Fall 2010. Annual review completed in Assoc. AD for ASCDU's Performance, Review and Development document.
Men's basketball has not consistently met the 925 APR cut score and have the lowest incoming academic profile of ICA's 27 sports..	Men's basketball to achieve annually an APR score equal to or greater than 925, while also improving the annual graduation rate equal to or greater than 50%.	Continue to implement, evaluate and improve the established Men's Basketball Improvement Plan that was implemented in 2004. This plan has produced steady progress in the graduation rate and APR scores of men's basketball.	Assoc. AD for ASCDU, Men's Basketball Head Coach	Ongoing since 2004, and evaluated annually during academic report to the Athletic Council.

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Element: Continue to utilize University of Maryland English Institute (UMEI) to improve academic success and graduation rates of international student-athletes.	Continue to assign a senior-level compliance staff member to OIS to facilitate admission and an academic success plan for international student-athletes in order to maintaining a graduation success rate of 70% or better within three years.	Assign a senior-level compliance staff member to OIS to facilitate admission and an academic success plan for international student-athletes.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for Compliance	Develop plan summer 2010, for implementation Fall 2010. Annual review completed in Assoc. AD for Compliance's Performance, Review and Development document.
Develop academic success plan for football to improve indicators of academic success (APR and GSR).	Develop and implement football academic success plan with the goals of annually meeting the APR cut score and maintaining a graduation success rate of 70% or better within three years.	Develop, implement and monitor academic success plan.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Head Football Coach	Develop plan summer 2010, for implementation Fall 2010. Annual review completed in Assoc. AD for ASCDU's Performance, Review and Development document.
Continue to implement academic success initiatives for women's basketball to improve indicators of academic success (APR and GSR).	Continue to assign a senior-level ASCDU counselor to women's basketball, have the full team participate in ILP and conduct study table while on official team travel to meet the following goals of annually meeting the APR cut score and maintaining a graduation success rate of 70% or better within three years.	Develop, implement and monitor academic success plan.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Head Women's Soccer Coach	Specific Timetable for Completion: Develop plan summer 2010, for implementation Fall 2010. Annual review completed in Assoc. AD for ASCDU's Performance, Review and Development document.
Men's basketball has not consistently met the 925 APR cut score.	Men's basketball to achieve annually an APR score equal to or greater than 925, while also improving the annual graduation rate equal to or greater than 50%.	Continue to implement, evaluate and improve the established Men's Basketball Improvement Plan that was implemented in 2004. This plan has produced steady progress in the graduation rate and APR scores of men's basketball.	Assoc. AD for ASCDU, Men's Basketball Head Coach	Ongoing since 2004, and evaluated annually during academic report to the Athletic Council.

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Develop academic success plan for football to improve indicators of academic success (APR and GSR).	Develop and implement football academic success plan with the goals of annually meeting the APR cut score and maintaining a graduation success rate of 70% or better within three years.	Develop, implement and monitor academic success plan.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Head Football Coach	Develop plan summer 2010, for implementation Fall 2010. Annual review completed in Assoc. AD for ASCDU's Performance, Review and Development document.
Develop academic success plan for men's soccer to improve indicators of academic success (APR and GSR).	Develop and implement men's soccer academic success plan with the goals of annually meeting the APR cut score and maintaining a graduation success rate of 70% or better within three years. Emphasis to be placed on ensuring s-as earn sufficient credit so there degrees can be completed off campus if they leave prior to graduation.	Develop, implement and monitor academic success plan.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Head Men's Soccer Coach	Specific Timetable for Completion: implementation Fall 2010. Annual review completed in Assoc. AD for ASCDU's Performance, Review and Development document.
Develop and implement program of increased academic support for incoming football and men's basketball student-athletes during their freshman year to assist in their academic success, as these student-athletes' incoming academic profiles (SATs and GPAs)are consistently lower compared to the admissions profile of students in general.	Develop and implement football and men's basketball academic success plans with the goals of annually meeting the APR cut score, an indicator of student-athlete retention and eligibility.	Develop, implement and monitor academic success plan.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Head Football Coach, Head Men's Basketball Coach	Develop plan Summer 2010 for implementation academic year 2010-11.

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
The allotment of Individual Admits awarded ICA has not increased since the addition of two varsity sports in 2003. ICA over-awarded by five Individual Admits for the '09 incoming class.	ICA review IA data with Athletic Council and make recommendation for increasing the number of IAs awarded ICA, based on future success of graduating IAs.	ICA develop report for Athletic Council which reviews IA graduation rate data with Athletic Council. ICA make recommendation for future IA awards to Athletic Council. Athletic Council review data and proposal and make recommendation to President.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Athletic Council, FAR, President	ICA submit proposal to Athletic Council Spring 2010. Athletic Council review and make recommendation by September 2010. FAR submit to President for approval Fall 2010.
Since the University's graduation rate reached an all-time high of 81%, there is a widening gap between the graduation rate of student-athletes and the general student population.	Establish a student-athlete graduation rate goal of 75% or better.	As part of ICA's 2009-2014 Strategic Planning process, establish a student-athlete graduation rate goal of 75%. Assoc. AD for ASCDU will develop and implement plan of staffing reassignments and resource/support enhancements to achieve goal. Plan will include an assessment mechanism through reporting to the Athletic Council.	Director of Athletics, Sr. Assoc. AD/SWA, Assoc. AD for ASCDU, Athletic Council	Assoc. AD for ASCDU develop plan Summer 2010. Planned approved by supervisor and implemented Fall 2010. Plan and results annually evaluated by Athletic Council during academic report.

2.2 Academic Support.

1 Operating Principle 2.2-d
Measurable Standard Nos. 5, 6 and 7
Self-Study Item Nos. 7 and 8
Page Nos. 92 and 93 and uploaded documents

Committee Observation: After reviewing your institution's self-study report uploaded documents and supplemental information submitted July 14, 2010, the committee noted your institution developed a plan for improvement to conduct a review of academic support services available to student-athletes in September 2010 and this review will be conducted by appropriate academic authorities outside of athletics who do not have day-to-day responsibilities in the area of academic support services. However, the committee noted your institution did not demonstrate that all academic support services provided to student-athletes has been subject to a comprehensive written evaluation and approval at least once every four years by appropriate academic authorities outside athletics who do not have day-to-day responsibilities in the academic support services area.

Required Action: Therefore, your institution must demonstrate that all academic support services provided to student-athletes are subject to a comprehensive written evaluation and approval at least once every four years by appropriate academic authorities outside athletics who do not have day-to-day responsibilities in the academic support services area. Further, this evaluation must involve on-campus personnel who are employed outside of the department of intercollegiate athletics as participants. Additionally, your institution must submit a copy of the written report from the academic support services evaluation. Also, your institution must describe the process used to review the written academic support services evaluation, including the individuals involved, to determine if corrective actions are necessary. Finally, your institution must identify any relevant corrective actions planned or implemented as a result of the review. Please note, the plan for improvement developed for your institution must be implemented by December 17, 2010.

Institution Response to CAC Analysis

The Academic Support Unit Policy Committee (ASUPC), a committee comprised of campus academic
authorities outside of athletics, was established in 1988, and reports to the Vice Chancellor for Academic Affairs and
Provost.

The committee consists of the Director of Intercollegiate Athletics, the Dean of Undergraduate Studies, an academic dean chosen by the Vice Chancellor for Academic Affairs and Provost. The selection of committee members is established in the ASUPC Charter which was approved by President Britt Kirwin on June 2, 1988.

The committee's main responsibility is to recommend policy and performance standards for the Academic Support Unit, and to conduct an annual review of the unit's effectiveness and support services for student-athletes. The committee also makes recommendations
regarding staffing, program support, personnel, facilities and budget for the Academic Support Unit, based upon this annual review in an effort to help best ensure that student-athletes receive high quality academic support.

In a Plan for Improvement under Operating Principle 2.2, the University will require that the ASUPC charter be amended to include a requirement that no member of ASUPC with day-to-day responsibilities in the athletic department may be involved in this review and that this annual review be included as part of the ICA's annual academic report to the Athletic Council, and recommendations from the review approved, as necessary, by the Athletic Council.

This review was completed by members of ASUPC without day-to-day responsibilities in athletics on September 10,2010 and the evaluation report has been submitted as part of the certification process.

This review will be presented to the Athletic Council on September 14, 2010 to determine if corrective actions are necessary.

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The process for formal review of ASCDU by the Academic Support Unit Policy Oversight Committee (ASUPC) should include an annual reporting reporting requirement to the Athletic Council.	Include, as part of the Athletic Council's annual report on academic services and data, a report from ASUPC on their annual review of ASCDU services.	Academic Integrity subcommittee makes recommendation to Athletic Council. Athletic Council reviews and votes on recommendation.	Director of Athletics, ASUPC, Athletic Council	Recommendation made to Athletic Council April 22, 2010 for review and approval for inclusion in 2011 report.
Establish a tri-annual review of ASCDU support services by outside consultants who specialize in the academic achievement of at risk students.	Funding be established for a tri-annual review by academic experts in the field of at-risk student success to review all of ASCDU services. The review would follow the N4A sanctioned review process.	Develop budget for review process. Make proposal to Director of Athletics and CFO for review funding. Schedule review with outside consultants for on-campus visit.	Director of Athletics, Sr. Assoc. AD/CFO, Assoc. AD ASCDU	Funding proposal made Nov. 2010 If approved, funding included in FY 12 budget to University for approval. The outside peer review team would conduct their initial review during the academic year 11-12.
Lack of response from Professor Progress Reports	Increase by 20% the response rate of professor progress reports sent out to faculty twice a semester requesting academic feedback on the student-athletes.	Develop a secure website that the faculty may access to provide regular feedback on the academic progress of the student-athletes. Launch website and provide instructional support to faculty on use of website. Annually evaluate response rate.	Sr. Assoc. AD/SWA, Assoc. AD ASCDU; Athletic and Campus Information Technology Units; Registrar	A secure website developed and tested by August 2012 and launched for academic year 12-13.

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Student-athletes could benefit academically and emotionally from mentoring by upperclass student-athletes and/or professors.	Develop a mentor program that allows upperclass student-athletes and professors to regularly interact with student-athletes to asssit them with academic and athletic endeavors.	Develop program parameters. Recruit student-athletes and professors Assign mentors/mentees Evaluate progress through survey process	Assoc. AD for ASCDU; Assoc. AD for Compliance; Athletic Council	Develop program parameters Summer 2010 Recruit student-athletes and professors as mentees Spring 2011 implement program Fall 2011 Develop on-line survey tool for evaluation Spring 2011 Report on program during annual academic report to athletic council during FY 12
Due to competition and travel schedules, it can be difficult for student-athletes to complete required study hall hours in ASCDU facilities.	Establish a policy that requires a minimum of two hours of study time when traveling 24 hours or more for competitions.	Develop draft study table travel policy. Present policy to Athletic Council. Implement academic year 11-12.	Assoc. AD for ASCDU; Athletic Council; Sports Supervisors; Head Coaches	Present policy to Athletic Council Fall 2011 and implement for 11-12 academic year.

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Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/ Officers Responsible for Implementation	Specific Timetable for Completing the Work
Streamline ASCDU services by better utilizing ASCDU website.	Develop website applications to be used by student-athletes through the ASCDU website which streamline many processes for student-athletes which will assist in their academic success.	Collaborate with the athletic department Information Technology Unit; Campus Information Technology Unit; and ICA website coordinators to develop services on the ASCDU website to be used by the student-athletes (i.e., Tutor Requests and confirmations; Advisor Appointments; Community Service sign-up; CHAMPS Cup point current tallies; Post-Graduate Scholarship Applications; etc.).	Assoc. AD for ASCDU, ICA IT and Campus Information Technology	A review with recommendations to be completed by June 2011.
The priority registration system does not allow student-athletes to have access to more than 10% of seat availability in any class during priority registration.	Implement a priority registration process that allows the most at-risk population (student-athletes and non-student-athletes) the ability to register for classes before the general student population with increased limits on seat availability greater than 10%.	Develop a proposal for improving the priority registration process which allows the Individual Admits the ability to register for classes without the restriction of timed-release. Athletic Council review and vote on proposal. President reviews athletic council recommendation.	Assoc. AD for ASCDU; Athletic Council; Registrar; President's Office	Athletic Council develop proposal summer 2010 in consultation with registrar office. Athletic Council vote on recommendation Fall 2010. Recommendation sent to President for approval FY 11. If approved, new priority registration system implemented academic year 11-12.

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/ Officers Responsible for Implementation	Specific Timetable for Completing the Work
The University will require that the ASUPC charter be amended to include a requirement that no member of ASUPC with day-to-day responsibilities in the athletic department may be involved in the review of academic support services and that this annual review be included as part of the ICA's annual academic report to the Athletic Council, and recommendations from the review approved, as necessary, by the Athletic Council.	Ensure an annual review of ASCDU academic support services is completed by academic authorities from the University and does not include any individual with day-to-day responsibilities in the athletic department. Further, results of this annual review will be included as part of the annual academic report presented to the athletic council to determine, if necessary, any corrective actions required as part of the review.	ASUPC complete annual review of ASCDU services with no individual with day-to-day responsibilities involved as a member of the review team. Present review findings to Athletic Council to determine, if necessary corrective actions.	Chair of ASUPC, Athletic Council	Complete annual review by September 10, 2010. Present review findings to Athletic Council September 14, 2010 and determine corrective actions as necessary.

3.1 Gender Issues.

1 Operating Principle 3.1-c
Measurable Standard No. 8
Self-Study Item No. 9
Page Nos. 163 through 167

Committee Observation: After reviewing your institution's self-study report and gender-issues plan for improvement, the committee noted the program areas do not contain specific timetables for completing the work. Further, the committee is unclear whether your gender-issues plan for improvement extends five years into the future.

Required Action: Therefore, your institution must revise its gender-issues plan for improvement to ensure the plan extends five years into the future and includes specific timetables for completing the work in all program areas. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

The Gender Issues Plan will commence in 2011 and be reviewed annually in a report to the Athletic Council every February. The plan will extend until 2016.

In addition, please see the Gender Issues Plan For Improvement elements for specific timetables related to each element.

Plan Date Range: 2010-11 thru 2015-16

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Accommodation of Interests and Abilities.	No issues identified during self-study.	Continue to accommodate interests and abilities by maintaining participation rates of female-to-male student-athletes that are proportionate to the female-to-male undergraduate student enrollment of the institution.	Continue effective annual roster management.	Athletic Director; Sport Supervisors; SWA.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Athletics Scholarships.	No issues identified during self-study.	Continue to provide the maximum number of scholarships for all varsity sports while maintaining full compliance with Title IX.	Continue to fully fund the NCAA maximum allowable scholarships for all varsity women's programs. Continue to fully fund scholarships for all varsity men's programs to the extent possible while maintaining full compliance with Title IX. Continue to ensure that any disparities between budgeted scholarship amounts and actual scholarship expenditures are for gender-neutral reasons.	Athletics Director; Senior Associate Athletics Director and CFO; SWA.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Equipment and Supplies.	No issues identified during self-study.	Continue to provide appropriate and equitable equipment and supplies to all varsity programs.	Continue to monitor and evaluate allocation of apparel and equipment funds across all varsity teams. Continue to monitor and evaluate apparel and equipment purchases and expenditures.	Senior Associate Athletics Director and CFO; Associate Athletics Director for Business (equipment unit oversight).	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Scheduling of Games and Practice Times.	No issues identified during self-study.	Continue to provide all varsity programs equitable access to practice and competition facilities. Continue to provide all programs the opportunity to schedule the NCAA maximum allowable competitions, working within standard ICA travel guidelines.	Continue to provide timely and equitable annual practice and competition scheduling process. Continue to monitor and evaluate the number of contests scheduled by each program.	Sports Supervisors; Assistant Athletics Director for Operations & Facilities; Associate Athletics Director for Compliance.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Travel Allowance.	No issues identified during self-study.	Continue to provide equitable modes of transportation, accommodations, per diem and dining options, and other travel expenses, as permitted under NCAA, conference and institutional guidelines.	Continue to monitor and evaluate modes of transportation, accommodations, per diem and dining options, and other travel expenses, as permitted under NCAA, conference and institutional guidelines.	Sports Supervisors; Senior Associate Athletics Director and CFO; Associate Athletics Director for Compliance.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Academic Support Services.	No issues identified during self-study.	Continue to provide equitable academic support and career development services to all varsity teams.	Continue to monitor and evaluate ASCDU staffing, academic support and career development services, and academic support and career development expenditures. Continue to enhance delivery of academic support and career development services through evaluations contained in annual Student-Athlete Surveys and Exit Interviews.	Senior Associate Athletics Director and CFO; Associate Athletics Director for Academic Support & Career Development; SWA.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Coaches.	No issues identified during self-study.	Continue to provide equitable coaching opportunities and salaries for all varsity programs.	Continue to monitor and evaluate coaching salaries and compensation packages. Continue to aggressively advertise position vacancies to encourage gender and ethnic diversity in applicant pools.	Senior Associate Athletics Director and CFO; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Locker Rooms, Practice and Competitive Facilities.	No issues identified during self-study.	Continue to provide equitable access to locker rooms, practice and competitive facilities. Continue to monitor and evaluate facility renewal expenditures, facility enhancements and capital projects to ensure equitable treatment of varsity programs.	Continue to monitor and evaluate that access to locker rooms, practice and competitive facilities are provided equitably to varsity programs. Continue to monitor and evaluate facility renewal expenditures, facility enhancements and capital projects to ensure equitable treatment of varsity programs. Continue to enhance locker rooms, practice and competitive facilities through evaluations contained in annual Student-Athlete Surveys and Exit Interviews.	Sports Supervisors; Senior Associate Athletics Director and CFO; Assistant Athletics Director for Operations & Facilities.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Medical and Training Facilities and Services.	No issues identified during self-study.	Continue to provide equitable medical and training facilities and services to all varsity programs.	Continue to monitor and evaluate that all medical and training facilities and services are provided equitably to all varsity programs. Continue to enhance delivery of medical and training services through evaluations contained in annual Student-Athlete Surveys and Exit Interviews. Continue to educate student-athletes regarding the policies and scope of coverage of medical and training facilities and services.	Sports Supervisors; Senior Associate Athletics Director and CFO; Assistant Athletics Director for Operations & Facilities; Assistant Athletics Director for Sports Medicine; Head Coaches.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Housing and Dining Facilities and Services.	No issues identified during self-study.	Continue to provide equitable housing, dining, facilities and services to all varsity programs.	Continue to monitor and evaluate that housing, dining, facilities and services are provided equitably to all varsity programs. Continue to offer training table option to all varsity programs.	Individuals Responsible for Implementation: Sports Supervisors; Senior Associate Athletics Director and CFO; Assistant Athletics Director for Compliance.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Publicity and Awards.	No issues identified during self-study.	Continue to provide equitable publicity and awards to all varsity programs.	Continue to monitor and evaluate that publicity and awards are provided equitably to all varsity programs. Continue to provide public recognition for Olympic sport student-athletes at home football and men's basketball games, as appropriate. Continue to submit student-athlete nominations for local, state, regional, conference and national awards, grants and scholarships, as appropriate. Continue to host annual President's Cup Awards Brunch to recognize the academic, athletic and community service achievements of student-athletes.	Sports Supervisors; Associate Athletics Director for Academic Support & Career Development; Associate Athletics Director for Media Relations; Associate Athletics Director and Executive Director of the M Club.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Support Services.	No issues identified during self-study.	Continue to provide equitable administrative and support services to all varsity programs.	Continue to monitor and evaluate that administrative and support services are provided equitably to all varsity programs. Continue to enhance delivery of administrative and support services through evaluations contained in annual Support Unit Survey.	Sports Supervisors; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Recruitment of Student-Athletes.	No issues identified during self-study.	Continue to provide equitable opportunities for the recruitment of student-athletes to all varsity programs.	Continue to monitor and evaluate that opportunities for the recruitment of student-athletes are provided equitably to all varsity programs. Continue to monitor expenditures related to recruitment of student-athletes to ensure equitable treatment of varsity programs.	Sports Supervisors; Senior Associate Athletics Director and CFO; Associate Athletics Director for Compliance.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Retention.	Continue to retain student-athletes, coaches and staff.	Continue to monitor and evaluate retention of student-athletes, coaches and staff. Continue to collect salary and compensation data from the NCAA, ACC, Division 1-A Athletic Director's Salary Survey, and other resources. Continue to provide professional development opportunities and training for coaches and staff. Continue to provide personal and career development opportunities for student-athletes.	Continue to monitor and evaluate retention of student-athletes, coaches and staff. Continue to collect salary and compensation data from the NCAA, ACC, Division 1-A Athletic Director's Salary Survey, and other resources. Continue to provide professional development opportunities and training for coaches and staff. Continue to provide personal and career development opportunities for student-athletes.	Sports Supervisors; Senior Associate Athletics Director and CFO; Assistant Athletics Director for Human Resources; Associate Athletics Director for Academic Support & Career Development; Director of Character Education.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Programs and Activities (staff and coaches).	No issues identified during self-study.	Continue to provide programs and activities regarding gender issues for staff and coaches.	Continue to provide professional development opportunities and training for coaches and staff. Continue to enhance delivery of all resources through evaluations contained in annual Support Unit Survey and Performance Review & Development process.	Cabinet; Sport Supervisors; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Programs and Activities (student-athletes).	No issues identified during self-study.	Continue to provide programs and activities regarding gender issues for student-athletes.	Continue to provide personal and career development opportunities for student-athletes. Continue to enhance delivery of personal and career development resources through evaluations contained in annual Student-Athlete Surveys and Exit Interviews. Continue to provide information on gender resources to student-athletes through the Student-Athlete Handbook and regular Student-Athlete Advisory Council meetings.	Individuals Responsible for Implementation: Sports Supervisors; Associate Athletics Director for Academic Support & Career Development; Director of Character Education.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.
Participation in Governance and Decision Making.	No issues identified during self-study.	Continue to provide female student-athletes, coaches and staff opportunities to participate in governance and decision-making.	Continue to provide leadership opportunities for female student-athletes, coaches and staff at the institutional, regional, conference and national levels. Continue to have equitable representation of female staff on ICA Cabinet and Sports Supervisors. Continue to have equitable representation of student-athletes on the Student-Athlete Advisory Committee and the University Athletic Council.	Athletics Director; FAR; Senior Associate Athletics Director and CFO; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually commencing in 2011 and extending five years until 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Annual review of Plan for Improvement.	The process for the institution's annual administrative review of the Gender Equity Plan for Improvement should be formalized in order to ensure that the Plan for Improvement is used effectively to provide oversight of ICA gender equity initiatives.	Establish a formal process for the institution's Gender Equity Plan for Improvement on an annual basis.	A report on ICA's Gender Equity plan for Improvement will be presented annually to the Athletic Council. The presentation will occur at the meeting where the Athletic Council reviews ICA's compliance with Title IX. The Athletic Council will provide comments regarding ICA's performance. The Chair of the Athletic Council/FAR will meet annually with the President to review the report and the Athletic Council's comments on ICA's progress.	The Chair of the Athletic Council/FAR; the Senior Associate Director of Athletics / SWA, and the University Legal Office	The first report will be at the May, 2010 meeting of the Athletic Council, and thereafter annually as part of the annual Gender Equity report provided the Athletic Council each February, extending until 2016.

3.2 Diversity Issues.

1 Operating Principle 3.2-c
Measurable Standard No. 8
Self-Study Item No. 10
Page Nos. 202 through 206

Committee Observation: After reviewing your institution's self-study report and diversity-issues plan for improvement, the committee noted the program areas do not contain specific timetables for completing the work. Further, the committee is unclear whether your diversity-issues plan for improvement extends five years into the future.

Required Action: Therefore, your institution must revise its diversity-issues plan for improvement to ensure the plan extends five years into the future and includes specific timetables for completing the work in all program areas. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

The Diversity Issues Plan will commence in 2011 and be reviewed annually in a report to the Student-Athlete Well-Being subcommittee of the Athletic Council. The plan will extend five years until 2016.

In addition, please see the Diversity Issues Plan For Improvement elements for specific timetables related to each element.

Plan Date Range: 2010-11 thru 2015-16

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Institutional and Athletics Department Commitment and Organization.	No issues identified during self-study.	Continue to communicate institutional and athletics department commitment to diversity to coaches, student-athletes and staff.	Continue to monitor and evaluate the communication of institutional and athletics department commitment to diversity through the University Mission Statement; ICA Mission Statement; Student-Athlete Handbook; Student-Athlete Code of Conduct; UNIV student orientation seminars; Coaches & Administrator's Manual; Maryland Athletics Official Website, www.umterps.com.	Athletics Director; Cabinet; Associate Athletics Director for Academic Support & Career Development; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.
Assessment.	No issues identified during self-study.	Continue to monitor the athletic department's activities and programming related to its commitment to diversity.	Continue to monitor and evaluate the athletic department's activities and programming related to its commitment to diversity through institutional Diversity Accountability and Initiatives reported as required through the University's new strategic plan; Student-Athlete Surveys; Exit Interviews; Support Unit Surveys. .	Individuals Responsible for Implementation: Cabinet; Sport Supervisors; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Recruitment.	Recruitment of student-athletes: no issues identified during self-study.	Recruitment of coaches and staff: increase diversity of applicant pools for vacant coaching and staffing positions. Continue to provide equitable opportunities for the recruitment of student-athletes to all varsity programs. Increase the number of minority candidates for vacant coaching and staffing positions.	Continue to monitor and evaluate that opportunities for the recruitment of student-athletes are provided equitably to all varsity programs. Continue to monitor expenditures related to recruitment of student-athletes to ensure equitable treatment of varsity programs. Continue to actively recruit minority candidates and aggressively publicize position vacancies through minority organizations, including HBCUConnect.com; Black Coaches and Administrators; Minority Opportunities Athletic Association (through NACDA).	Athletics Director; Cabinet; Sport Supervisors; Senior Associate Athletics Director and CFO; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.
Hiring Practices.	No issues identified during self-study.	Continue to utilize diverse search committees for vacant positions. Continue to increase diversity of applicant pools for vacant coaching and staffing positions.	Continue to actively recruit minority candidates and aggressively publicize position vacancies through minority organizations, including HBCUConnect.com; Black Coaches and Administrators; Minority Opportunities Athletic Association (through NACDA).	Athletics Director; Cabinet; Sport Supervisors; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Retention.	No issues identified in self study.	Continue to retain minority student-athletes, coaches and staff.	Continue to monitor and evaluate retention of minority student-athletes, coaches and staff. Continue to collect salary and compensation data from the NCAA, ACC, Division 1-A Athletic Director's Salary Survey, and other resources. Continue to provide professional development opportunities and training for minority coaches and staff. Continue to provide personal and career development opportunities for minority student-athletes. Continue to monitor and evaluate graduation rates and APR of minority student-athletes.	Sports Supervisors; Senior Associate Athletics Director and CFO; Assistant Athletics Director for Human Resources; Associate Athletics Director for Academic Support & Career Development; Director of Character Education.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.
Partnerships.	No issues identified in self study.	Continue to partner with campus community and utilize campus resources to promote diversity to coaches, student-athletes and staff.	Continue to partner with campus community and utilize campus resources to promote diversity to coaches, student-athletes and staff, including: Division of University Relations; Office of Multi-Ethnic Student Education; Office of Minority Students; the Maryland Alumni Association; the M Club; University Human Resources; Office of Staff Relations.	Assistant Athletics Director for Human Resources; Associate Athletics Director for Academic Support & Career Development; Director of Character Education.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.
Programs and Activities (staff and coaches).	No issues identified in self study.	No issues identified in self study.	Continue to provide professional development opportunities and training for coaches and staff. Continue to enhance delivery of all resources through evaluations contained in annual Support Unit Survey and Performance Review & Development process.	Cabinet; Sport Supervisors; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.

Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Programs and Activities (student-athletes).	No issues identified in self study.	Continue to provide programs and activities regarding diversity issues for student-athletes.	Continue to provide personal and career development opportunities for student-athletes. Continue to enhance delivery of personal and career development resources through evaluations contained in annual Student-Athlete Surveys and Exit Interviews. Continue to provide information on diversity resources to student-athletes through the Student-Athlete Handbook and regular Student-Athlete Advisory Council meetings.	Sports Supervisors; Associate Athletics Director for Academic Support & Career Development; Director of Character Education.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.
Participation in Governance and Decision Making.	No issues identified in self study.	Continue to provide minority student-athletes, coaches and staff opportunities to participate in governance and decision-making.	Continue to provide equitable leadership opportunities for student-athletes, coaches and staff at the institutional, regional, conference and national levels. Continue to have equitable representation of staff on ICA Cabinet and Sports Supervisors. Continue to have equitable representation of student-athletes on the Student-Athlete Advisory Committee and the University Athletic Council.	Athletics Director; FAR; Sport Supervisors; Senior Associate Athletics Director and CFO; Assistant Athletics Director for Human Resources.	Goals currently being achieved. Goals, steps to achieve goals, and effectiveness to be evaluated annually through a presentation to the Student-Athlete Well Being subcommittee of the Athletic Council commencing in 2011 and extending through 2016.
Annual review of plan for improvement.	The process for the institution's annual administrative review of the Diversity Plan for Improvement should be formalized in order to ensure that the Plan for Improvement is used effectively to provide oversight of ICA gender equity initiatives.	Establish a formal process for the institution's Diversity Plan for Improvement on an annual basis.	A report on ICA's Diversity Plan for Improvement will be provided to the University's President's Office annually as part of the diversity reporting requirements included in the University's new strategic plan.	Asst. Ad for HR, Athletic Director, University's Equity Officer, University President	Annually as required in the University's new strategic reporting requirements, commencing in 2011 and extending until 2016.

3.3 Student-Athlete Well-Being.

1 Operating Principle 3.3-a
Measurable Standard No. 2
Self-Study Item No. 4
Page No. 212

Committee Observation: After reviewing your institution's self-study report and supplemental information submitted July 14, 2010, the committee noted your institution developed plans for improvement to add questions to its student-athlete exit interview instrument regarding the following:

a. The institution's commitment to opportunities for student-athletes to integrate into campus life;
b. The institution's commitment to informing student-athletes about the NCAA Division I Special Assistance Fund and the NCAA Division I Student-Athlete Opportunity Fund;
c. The institution's efforts to measure the effectiveness of the institution's mechanisms to monitor the well-being of its student-athletes;
d. The institution's commitment to a safe and inclusive environment for all student-athletes; and
e. The institution's commitment to diversity. However, the plans for improvement developed by your institution were not entered in ACS.

Required Action: Therefore, your institution must provide written evidence that the student-athlete exit interview instrument contains questions related to the aforementioned items. Please note, the plan for improvement in this area must be implemented by December 17, 2010.

Institution Response to CAC Analysis

The institution's Senior Exit survey had been updated to include questions regarding the student-athlete experience in the following five areas:

a. The institution's commitment to opportunities for student-athletes to integrate into campus life;
b. The institution's commitment to informing student-athletes about the NCAA Division I Special Assistance Fund and the NCAA Division I Student-Athlete Opportunity Fund;
c. The institution's efforts to measure the effectiveness of the institution's mechanisms to monitor the well-being of its student-athletes;
d. The institution's commitment to a safe and inclusive environment for all student-athletes; and
e. The institution's commitment to diversity.

Use of the revised survey will commence in 2011 and extend through 2016. The updated survey has been submitted as part of the Institution Response to the CAC Analysis.

2 Operating Principle 3.3-c
Measurable Standard No. 8
Self-Study Item No. 9
Page Nos. 223 through 238

Committee Observation: After reviewing your institution's self-study report and supplemental information submitted July 14, 2010, the committee is unclear how your institution directly communicates in writing its emergency plans for practices and games to student-athletes, department of athletics staff and coaches.

Required Action: Therefore, your institution must describe how it directly communicates in writing its emergency plans for practices and games to student-athletes, department of athletics staff and coaches. Please note, if your institution develops a plan for improvement in this area, it must be implemented by December 17, 2010.

Institution Response to CAC Analysis

Maryland has extensive emergency plans for its teams, student-athletes and spectators, including games, practices, training and workouts throughout the year.

Maryland has a detailed Crisis Management Plan, Catastrophic Injury Plan, and Lightning & Severe Weather Plan. In addition, Emergency Action Plans (EAPs) are in place for each athletic venue where student-athletes practice and compete. EAPs of specific venues can be provided upon request.

Maryland also has policies in place for a variety of specific emergency situations, such as: airways/oxygen, asthma, cervical spine injuries, and pandemic flu. These policies can be forwarded upon request or made available for review during the Peer Review Team's visit.

These policies are communicated to student-athletes, coaches and ICA staff through the following vehicles:

1. Annual Schedule of email notices: The Asst. AD for Sports Medicine develops an annual communication schedule of emails to all student-athletes, parents and ICA staff regarding sports medicine services and policies.

2. Prospective Student-Athlete Orientation. Prospective student-athletes meet with Sports Medicine staff during which time EAPs are discussed.
3. Annual Team Meetings. Individual team meetings are held by the respective ICA Sports Medicine Trainer at the start of each academic year to discuss sports medicine services and policies available to student-athletes.
4. www.umterps.com. ICA maintains an exclusive site detailing the sports medicine services and policies provided student-athletes. A description of services, staff, policies, staff and facilities, as well as on-line medical forms is available on the site.
5. EDCP 108-O. This introductory course is required for all student-athletes and covers, in part, sports medicine services and policies provided by ICA.
6. Student-Athlete Advisory Council (SAAC). Representatives from each of ICA's 27 varsity teams are informed of and discuss sports medicine support services during monthly SAAC meetings, as needed. Annually The Asst. AD for Sports Medicine is a featured speaker at a SAAC meetings.
7. Student-Athlete Handbook. All student-athletes receive the Student-Athlete Handbook which contains policies regarding sports medicine services. The handbook is also available online on the ASCDU webpage on www.umterps.com (see http://www.umterps.com/auto_pdf/p_hotos/s_chools/md/genrel/auto_pdf/StudentAthleteHandbook).
8. ICA Coaches & Administrator Manual. This ICA employee manual contains University and ICA policies regarding sports medicine and is available to employees via a password protect webpage on www.umterps.com.
9. Monthly Coaches Meetings. Monthly meetings with all head coaches and senior level staff are required throughout the academic year. Discussions regarding sports medicine services are held as needed. Often the Asst. AD for Sports Medicine is invited to these meetings to aid in discussion of sports medicine services.
10. Biweekly Sport Supervisor Meetings. Sport Supervisors meet biweekly throughout the academic year with the Director of Athletics. Discussions regarding sports medicine services and performance are held as necessary. Often the Asst. AD for Sports Medicine is invited to these meetings to aid in discussion of sports medicine services.

3 Operating Principle 3.3-c
Measurable Standard No. 8
Self-Study Item No. 9
Page Nos. 223 through 238

Committee Observation: After reviewing your institution's self-study report and supplemental information submitted July 14, 2010, the committee is unclear how your institution directly communicates in writing its emergency plans for strength training, skills sessions and out-of-season workouts to student-athletes, department of athletics staff and coaches.

Required Action: Therefore, your institution must describe how it directly communicates in writing its emergency plans for strength training, skills sessions and out-of-season workouts to student-athletes, department of athletics staff and coaches. Please note, if your institution develops a plan for improvement in this area, it must be implemented by December 17, 2010.

Institution Response to CAC Analysis

Maryland has extensive emergency plans for its teams, student-athletes and spectators, including games, practices, strength training skills sessions and out-of-season workouts.

Maryland has a detailed Crisis Management Plan, Catastrophic Injury Plan, and Lightning & Severe Weather Plan. In addition, Emergency Action Plans (EAPs) are in place for each athletic venue where student-athletes practice and compete. EAPs of specific venues can be provided upon request.

Maryland also has policies in place for a variety of specific emergency situations, such as: airways/oxygen, asthma, cervical spine injuries, and pandemic flu. These policies can be forwarded upon request or made available for review during the Peer Review Team's visit.

These policies are communicated to student-athletes, coaches and ICA staff through the following vehicles:

1. Annual Schedule of email notices: The Asst. AD for Sports Medicine develops an annual communication schedule of emails to all student-athletes, parents and ICA staff regarding sports medicine services and policies.

2. Prospective Student-Athlete Orientation. Prospective student-athletes meet with Sports Medicine staff during which time EAPs are discussed.
3. Annual Team Meetings. Individual team meetings are held by the respective ICA Sports Medicine Trainer at the start of each academic year to discuss sports medicine services and policies available to student-athletes.
4. www.umterps.com. ICA maintains an exclusive site detailing the sports medicine services and policies provided student-athletes. A description of services, staff, policies, staff and facilities, as well as on-line medical forms is available on the site.
5. EDCP 108-O. This introductory course is required for all student-athletes and covers, in part, sports medicine services and policies provided by ICA.
6. Student-Athlete Advisory Council (SAAC). Representatives from each of ICA's 27 varsity teams are informed of and discuss sports medicine support services during monthly SAAC meetings, as needed. Annually The Asst. AD for Sports Medicine is a featured speaker at a SAAC meetings.
7. Student-Athlete Handbook. All student-athletes receive the Student-Athlete Handbook which contains policies regarding sports medicine services. The handbook is also available online on the ASCDU webpage on www.umterps.com (see http://www.umterps.com/auto_pdf/p_hotos/s_chools/md/genrel/auto_pdf/StudentAthleteHandbook).
8. ICA Coaches & Administrator Manual. This ICA employee manual contains University and ICA policies regarding sports medicine and is available to employees via a password protect webpage on www.umterps.com.
9. Monthly Coaches Meetings. Monthly meetings with all head coaches and senior level staff are required throughout the academic year. Discussions regarding sports medicine services are held as needed. Often the Asst. AD for Sports Medicine is invited to these meetings to aid in discussion of sports medicine services.
10. Biweekly Sport Supervisor Meetings. Sport Supervisors meet biweekly throughout the academic year with the Director of Athletics. Discussions regarding sports medicine services and performance are held as necessary. Often the Asst. AD for Sports Medicine is invited to these meetings to aid in discussion of sports medicine services.

4 Operating Principle 3.3-c
Measurable Standard No. 8
Self-Study Item No. 9
Page Nos. 223 through 238

Committee Observation: After reviewing your institution's self-study report, student-athlete well-being plan for improvement and supplemental information submitted July 14, 2010, the committee noted your institution stated it will "formalize travel policies including, but not limited to, the areas of modes of transportation, per diem and hotel and to improve and increase the vehicles with which these updated policies are communicated to staff and student-athletes" in the program-area analysis of travel policies. However, this deficiency was not included in your institution's student-athlete well-being plan for improvement.

Required Action: Therefore, your institution must revise its student-athlete well-being plan for improvement to include the aforementioned deficiency or provide further explanation to demonstrate that no deficiency exists. Please note, all plans for improvement must contain all required elements.

Institution Response to CAC Analysis

ICA has updated its Student-Athlete Well Being Plan for Improvement to include a plan directed at formalizing travel policies including, but not limited to, the areas of modes of transportation, per diem and hotel and to improve and increase the vehicles with which these updated policies are communicated to staff and student-athletes. Please see the updated Student-Athlete Well-Being Plan for Improvement.

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
The athletics program has historically utilized the nutrition services of the University Health Center and would benefit from additional resources in this area.	Identify supplemental nutrition services and make those services available to all 27 varsity teams.	Identify an expert in the nutrition field. Coordinate informational meetings with key constituents, including: sports medicine staff, head/assistant coaches, sport supervisors and student-athletes. Implement nutrition programming with all 27 teams.	Assistant Athletic Director for Sports Medicine.	Identify expert in nutrition field by May 2010. Coordinate informational meetings with key constituents by August 2010. Implement nutrition programming beginning in 2010-11 academic year and review annually thereafter.
ICA's current team travel policies need to be formalized in the areas of modes of transportation, hotel and per diem to help best ensure the safety of student-athletes while on official team travel. These policies also need to be more effectively communicated to all student-athletes.	Formalize ICA travel policies including, but not limited to, the areas of modes of transportation, per diem and hotel and improve and increase the vehicles with which these updated policies are communicated to staff and student-athletes.	Review current travel policies. Analyze travel policies of peer institutions. Incorporate enhanced travel policies into wide-spread communication vehicles for coaches, student-athletes and staff.	Director of Athletics; Senior Associate Athletic Director/CFO; Sport Supervisors	Review current travel policies and analyze travel policies of peer institutions by June 2010. Develop recommendations for enhanced travel policies to AD. Incorporate enhanced travel policies into communication vehicles by September 2010.
ICA's sports medicine policies are detailed and its services are extensive. Student-athletes are not always clear regarding the scope of medical coverage and the breadth of services provided by ICA Sports Medicine, the University of Maryland Health Center, and the University of Maryland Medical System.	Increase effectiveness of communications regarding sports medicine policies and scope of coverage with student-athletes.	Enhance sports medicine section of Student-Athlete Handbook and official athletics website, www.umterps.com. Provide additional handouts to student-athletes at start-of-year team meetings.	Assistant Athletics Director for Sports Medicine; Sport Supervisors; Head Coaches.	Enhance sports medicine section of Student-Athlete Handbook and official athletics website, www.umterps.com by August 2010. Provide additional handouts to student-athletes at start-of-year team meetings by September 2010.

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
ICA's current Internet Safety Recommendations are now several years old and should be updated to reflect developing technologies to best ensure the health, safety and wellbeing of student-athletes.	Review and update ICA's Internet Safety Recommendations to best ensure the health, safety and wellbeing of student-athletes.	Review current Internet Safety Recommendations. Discuss policy changes with Coaches and Student-Athletes. Incorporate policy changes into Student-Athlete Handbook.	Sport Supervisors; Head Coaches; Student-Athlete Advisory Council.	Review current Internet Safety Recommendations by June 2010. Discuss policy changes with Coaches and Student-Athletes by July 2010. Incorporate policy changes into Student-Athlete Handbook by August 2010.
ICA provides effective information, education and support services for student-athletes with regard to ethnic and gender diversity, and wants to ensure that it does the same with regard to sexual orientation.	Provide effective information, education, and support services to student-athletes regarding sexual orientation.	Develop communication strategy for providing Provide effective information, education, and support services to student-athletes regarding sexual orientation. Incorporate information regarding support services for sexual orientation into Student-Athlete Handbook. Offer guest speaker on sexual orientation to student-athletes.	Director of Character Education; Sport Supervisors; Head Coaches; Student-Athlete Advisory Council.	Develop communication strategy by July 2010. Implement communications to student-athletes during 2010 Fall Semester. Incorporate information regarding support services into Student-Athlete Handbook by August 2010. Offer guest speaker on sexual orientation to student-athletes during 2010 Fall Semester.

Elements	Goals	Steps		
Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/ Officers Responsible for Implementation	Specific Timetable for Completing the Work
The institution's Senior Exit survey had been updated to include questions regarding the student-athlete experience in the following five areas: a. The institution's commitment to opportunities for student-athletes to integrate into campus life; b. The institution's commitment to informing student-athletes about the NCAA Division I Special Assistance Fund and the NCAA Division I Student-Athlete Opportunity Fund; c. The institution's efforts to measure the effectiveness of the institution's mechanisms to monitor the well-being of its student-athletes; d. The institution's commitment to a safe and inclusive environment for all student-athletes; and e. The institution's commitment to diversity. Use of the revised survey will commence in 2011 and extend through 2016. The updated survey has been submitted as part of the Institution Response to the CAC Analysis.	Update current Senior Exit survey to assess the student-athlete experience in the aforementioned five areas.	Amend the current Senior Exit survey to include questions to assess the student-athlete experience in the aforementioned five areas.	Senior Assoc. AD for Varsity Sports, Director of Athletics	Amend survey summer 2010. Use of the revised survey will commence in 2010-11 and extend through 2016. Submit updated survey as part of the Institution Response to the CAC Analysis.