

Evaluation and plan for Improvement

Given the responses to the self-study items on the previous pages, complete the responses below to: (1) indicate (with a yes or no) whether each part of the operating principle exists in the athletics program, and (2) evaluate whether the activities of the athletics program are in substantial conformity with the entire operating principle as a whole. [Note: In completing this assessment, make sure that all relevant information from the other three certification areas is considered, given that some overlap does exist.]

For Operating Principles 4.3 (Student-Athlete Welfare) and 4.4 (Sportsmanship and Ethical Conduct): Where the institution concludes in its evaluation that it does not conform to the operating principle as a whole or to any particular element(s) of the operating principle [as indicated by a "Currently No" response to the element(s)] or that problems or deficiencies exist in this area, outline the institution's specific plan for improvement, which include/meet the following required elements: (a) in writing, (b) developed through broad-based campus participation, (c) issues/problems identified in the self-study, (d) measurable goals the institution intends to attain to address the issues/problems, (e) step(s) to achieve the goals, (f) the specific timetable for completing the work, (g) individuals/offices responsible for carrying out the actions, (h) institutional approval, and (i) means for funding. [Note: Please see Appendix A, Page 51 for an example format outlining all required elements of a plan.]

(please see following page)

4.1 Gender Issues.

	Currently Yes	Found on Page(s)	Currently No
Has the institution: a. Implemented its approved gender-equity plan from the previous self-study?	X	3, and Attachment 4-4.	
b. Provided an explanation from appropriate institutional authorities if its gender-equity plan was modified or not fully carried out?	—	—	—
c. Demonstrated that it is committed to, and has progressed toward fair and equitable treatment of both male and female student-athletes and athletics department personnel?	X	5 – 13	
d. Formally adopted a written plan for the future for the intercollegiate athletics program that ensures the institution maintains a program, or continues progress toward a program, which is equitable for both genders?	X	Please see attachment 4-42.	
e. Developed a plan that includes measurable goals the institution intends to achieve, steps the institution will take to achieve those goals, persons responsible and timetables?	X	Please see response above.	

Yes

No

On the basis of the yes/no answers above, is the institution in substantial conformity with Operating Principle 4.1 (Gender Issues)?

X	
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[Note: The institution should not indicate “yes” regarding conformity with the operating principle as a whole unless it has indicated “Currently Yes” for each element of the operating principle or has below a plan to address any “Currently No” response to any element(s) of the operating principle.]

(please see following page)

4.2 Minority Issues.

	Currently Yes	Found on Page(s)	Currently No
Has the institution: a. Implemented its approved minority-opportunities plan from the previous self-study?	X	3 – 4	
b. Provided an explanation from appropriate institutional authorities if its minority-opportunities plan was modified or not fully carried out?	X	3 – 4;	
c. Demonstrated that it is committed to, and has progressed toward fair and equitable treatment of all minority student-athletes and athletics department personnel?	X	13 – 28	
d. Formally adopted a written plan for the future for the intercollegiate athletics program that ensures the institution maintains a program, or continues progress toward a program, which expands opportunities and support for minority student-athletes and athletics personnel?	X	Please see attachment 4-43.	
e. Developed a plan that includes measurable goals the institution intends to achieve, steps the institution will take to achieve those goals, persons responsible and timetables?	X	Please see response above.	

Yes

No

On the basis of the yes/no answers above, is the institution in substantial conformity with Operating Principle 4.2 (Minority Issues)?

X	
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[Note: The institution should not indicate “yes” regarding conformity with the operating principle as a whole unless it has indicated “Currently Yes” for each element of the operating principle or has below a plan to address any “Currently No” response to any element(s) of the operating principle.]

(please see following page)

4.3 Student-Athlete Welfare

	Currently Yes	Found on Page(s)	Currently No	If Currently No or If Deficiencies Exist, Indicate Improvement Number
Does the institution: a. Demonstrate a commitment to the fair treatment of student-athletes, particularly in their academic role as students?	X	28 – 33 37 – 39		
b. Provide evidence that the welfare of student-athletes and the fairness of their treatment is monitored, evaluated and addressed on a continuing basis?	X	33 – 35 37 – 39		
c. Have established grievance or appeal procedures available to student-athletes in appropriate areas?	X	35 – 37		
d. Provide evidence that the institution has in place programs that protect the health of and provide a safe environment for its student-athletes?	X	37 – 39		

On the basis of the yes/no answers above, is the institution in substantial conformity with Operating Principle 4.3 Student-Athlete Welfare?

Yes	No
X	

[Note: The institution should not indicate “yes” regarding conformity with the operating principle as a whole unless it has indicated “Currently Yes” for each element of the operating principle or has below a plan to address any “Currently No” response to any element(s) of the operating principle.]

(please see following page)

4.4 Sportsmanship and Ethical Conduct.

	Currently Yes	Found on Page(s)	Currently No	If Currently No or If Deficiencies Exist, Indicate Improvement Number
Does the institution: a. Demonstrate that in the area of intercollegiate athletics, it is committed to these fundamental values of sportsmanship and ethical conduct?	X	39 – 42 43 – 46		
b. Have established a set of written policies and procedures for this area?	X	40 – 42		
c. Demonstrate that educational activities related to sportsmanship and ethical conduct exist for individuals and groups associated with the intercollegiate athletics experience?	X	42 – 43		
d. Provide evidence that the effectiveness of activities in this area are monitored, evaluated and addressed on a continuing basis?	X	44 – 45		

On the basis of the yes/no answers above, is the institution in substantial conformity with Operating Principle 4.4 Sportsmanship and Ethical Conduct)?

Yes	No
X	

[Note: The institution should not indicate “yes” regarding conformity with the operating principle as a whole unless it has indicated “Currently Yes” for each element of the operating principle or has below a plan to address any “Currently No” response to any element(s) of the operating principle.]

(please see following page)

Equity, Welfare & Sportsmanship Institutional Plan for Improvement for Operating Principle 4.1

Plan #	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/ Officer Responsible for Implementation	Specific Timetable for Completing Work	Approval of goal from Institutional Authority
	Funding for annually increasing grant-in-aid spending has been identified. The Division should continue to implement and also closely monitor the current long-range plan for increasing the grant-in-aid allocated for women's teams.	1. Grant-in-aid allocation for women will increase annually per the targets established in the long-range plan so that actual allocation will grow to 39.5% for program year 01/02; 42.3% for program year 02/03; and to 44.5% for program year 03/04.	1. Division of Athletics administrators should annually review the EADA report with respect to the goals of the long-range plan to ensure that it does not regress. 2. IAB should annually review the EADA report with respect to the goals detailed in the Division of Athletics' long-range.	Senior Division of Athletic Administrators	Fall 2002 and annually thereafter	Director of Athletics
4.1	Coaches for women's teams spend significantly fewer recruiting dollars than do the coaches for men's teams. At the same time a good portion of the grant-in-aid dollars allocated for women's sports remains unspent. Therefore each senior administrator and coach should develop a plan to fully utilize the resources provided to them for recruitment in order to ensure the available grant-in-aid funding is used a manner that continues to improve the quality of the women's sports teams.	1. Whether the coaches have achieved results consistent with their plan to fully utilize grant-in-aid allocation. Increase in the amount grant-in-aid funds disbursed through woman sports.	1. Performance program for coaches to include responsibility for growing grant-in-aid need and to establish accountability for utilizing the resources provided to them for recruitment purposes.	Senior Division of Athletic Administrators	Senior Division of Athletic Administrators	Director of Athletics

(please see following page)

Equity, Welfare & Sportsmanship Institutional Plan for Improvement for Operating Principle 4.1 continued

Plan #	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officer Responsible for Implementation	Specific Timetable for Completing Work	Approval of goal from Institutional Authority
4.1	There is a need to build on the success of marketing women's basketball and apply it to other women's sports to increase awareness of the women's athletics programs on campus and in the local community	<p>1. An increase in the quality and quantity of promotional pieces generated for the other women's teams.</p> <p>2. Increase in the number of off and on campus media placements focusing on the women's varsity teams, other than basketball.</p> <p>3. Enhanced community support of other women's team demonstrated by increased attendance at events.</p> <p>4. Increase in the development of beneficial marketing ventures for women sports.</p>	<p>1. The position and title of Marketing Coordinator for Women's Athletics needs to be analyzed, to determine appropriate role and focus of the position.</p> <p>2. A marketing plan should be drafted for each women's varsity team that maximizes the use of existing resources.</p> <p>3. The long- range plan should include a strategic plan for the continuous increased awareness of and visibility of all women's sports that is annually reviewed. Review should include feedback from the head coaches of the women's teams and the sport supervisor for those team as well as include an evaluation of how the dollars allocated to the marketing of women's sports are spent.</p> <p>4. The identification of marketing ventures that are "shared" by both women's and men's program.</p>	Director of External Operations & Senior Woman Administrator	<p>1. Annually when performance program developed for position</p> <p>2. Fall 2002 and annually thereafter</p> <p>3. Fall 2002 and annually thereafter</p> <p>4. Fall 2002 and annually thereafter</p>	Director of Athletics

(please see following page)

Equity, Welfare & Sportsmanship Institutional Plan for Improvement for Operating Principle 4.1 continued

Plan #	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officer Responsible for Implementation	Specific Timetable for Completing Work	Approval of goal from Institutional Authority
4.1	<p>Operating budget for women's track team looks substantially larger than OB for the comparably sized men's track team. However, the transportation expenses of the men's track team are being paid from the women's OB. This creates an inaccurate impression that the budget for the women's team is more generous than the men's.</p>	<p>1. Separate budgets are established for the Men and Women track teams, which more accurately reflect the actual dollars spent in support of the individual teams.</p>	<p>1. The budgets for men's and women's track team should be restructured so that the expenses of the men's team are not included in the expenses of the women's team in departmental budget and EADA reports. <i>The Division of Athletics has already begun to address this issue as the plan for the upcoming year is to have separate head coaches and budgets for the Men and Women Track teams.</i></p>	<p>1. Coach for the Men's and Women's Track teams.</p>	<p>1. Fall 2002</p>	<p>1. Director of Athletics</p>
	<p>1. Staffing of each of the women's teams should be evaluated and if necessary adjusted so that the number of fulltime Asst. coaches employed is equitable with the men's program.</p> <p>2. The efforts to ensure a strong pool of female applicants for professional and coaching positions should continue.</p>	<p>More equitable FTE split between women's and men's teams with regard to Asst. Coach positions after taking into account the increased number of athletes the women's teams must carry in order to meet the roster management policy.</p>	<p>Divisional review of the number of Asst coaches assigned to women's team with recommendations for corrective action if deemed necessary.</p>	<p>Senior Division of Athletic Administrators</p>	<p>Fall 2002 and annually thereafter.</p>	<p>Director of Athletics</p>

(please see following page)

Equity, Welfare & Sportsmanship Institutional Plan for Improvement for Operating Principle 4.2

Plan #	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officer Responsible for Implementation	Specific Timetable for Completing Work	Approval of goal from Institutional Authority
4.2	A. A more focused and consistent approach is required for identifying and following up with prospective multicultural students with an interest in intercollegiate athletics.	Increased diversity in a wider variety of sports other than football and basketball.	<p>1. AD or designee should meet annually with Office of Admissions and EOP to review current admissions and recruitment initiatives that can be applied to recruiting student-athletes. Results of meeting with Admissions & EOP should be communicated with all athletic coaches.</p> <p>2. Efforts should be identified for communicating the division's commitment for diversity to current athletes, student organizations, potential recruits, faculty and staff.</p> <p>3. Sports Supervisors should meet annually with coaches to emphasize the Division's commitment to the recruitment of minority student athletes.</p>	<p>1. Athletic Director</p> <p>2. Athletic Director</p> <p>3. Sport Supervisors</p>	<p>1. July 2002</p> <p>2. Fall 2002</p> <p>3. August 2002 and annually thereafter</p>	<p>1. Director of Athletics</p> <p>2. Director of Athletics</p> <p>3. Director of Athletics</p>
	B. Specifically gear recruitment activity toward the recruitment of minority student athletes.	Increase level of activity for promoting athletic opportunities for prospective minority student athletes.	<p>1. Appropriate mechanisms for developing relationships with high school administrators to help facilitate the communication of the opportunities available to minority athletes at UB should be identified.</p> <p>2. Consistent reminders about the importance of diversity should be made to all coaches on a regular basis. Communication should be presented in both oral and written form.</p> <p>3. Each year the coaches should receive for recruitment purposes an updated version of the Division of Athletics' recruiting PowerPoint presentation, which shows the diversity of the Division of Athletics.</p>	<p>1. Appropriate staff as determined by Athletic Director</p> <p>2. Sport Supervisors</p> <p>3. Director of Athletic Communications</p>	<p>1. Fall 2002 and continue annually thereafter.</p> <p>2. Fall 2002 and continue annually thereafter.</p> <p>3. Annually beginning Fall '02</p>	<p>1. Director of Athletics</p> <p>2. Director of Athletics</p> <p>3. Director of Athletics</p>

(please see following page)

Equity, Welfare & Sportsmanship Institutional Plan for Improvement for Operating Principle 4.2

Plan #	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officer Responsible for Implementation	Specific Timetable for Completing Work	Approval of goal from Institutional Authority
4.2	B. Specifically gear recruitment activity toward the recruitment of minority student athletes. <i>(continued from above)</i>	Increase level of activity for promoting athletic opportunities for prospective minority student athletes. <i>(continued from above)</i>	<p>4. Division of Athletics to meet with the Office of Admissions prior to the updating of the University Video and View Book to discuss opportunities to incorporate the goals and objectives of the Division of Athletics' diversity program.</p> <p>5. Division of Athletics should consider creating a web-site link for minority athlete opportunities, including EOP link, special scholarship information and general information on the Division's commitment to diversity.</p> <p>6. Athletic Director or designee to take the initiative in holding a meeting with Directors of Admissions and EOP to review opportunities for minority enrollment and intercollegiate athletic participation.</p> <p>7. Director of EOP to be invited to talk to coaches at a monthly coaches meeting.</p> <p>8. Conduct periodic focus groups with current and potential minority athletes on recruitment and enrollment issues.</p>	<p>4. Director of Athletic Communications</p> <p>5. Director of Athletic Communications</p> <p>6. Athletic Director or designee</p> <p>7. Athletic Director or designee</p> <p>8. Athletic Director or designee</p>	<p>4. Annually</p> <p>5. Fall 2002</p> <p>6. Annually</p> <p>7. Annually during academic year</p> <p>8. Annually if not more often (but prior to May of each year)</p>	<p>4. Director of Athletics</p> <p>5. Director of Athletics</p> <p>6. Director of Athletics</p> <p>7. Director of Athletics</p> <p>8. Director of Athletics</p>
	C. Process for applying for scholarship funds needs to be evaluated.	1. Increase level of activity for promoting athletic opportunities for prospective minority student athletes.	1. Long-range-plan should include a plan of action for implementing a written scholarship application process, including better-defined guidelines and procedures for implementation	1. Athletic Director or designee	1. Annually	1. Director of Athletics

(please see following page)

Equity, Welfare & Sportsmanship Institutional Plan for Improvement for Operating Principle 4.3

Plan #	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officer Responsible for Implementation	Specific Timetable for Completing Work	Approval of goal from Institutional Authority
4.3	Monitor and address equitable application of class absences policy; reduce instances of student-athlete issues with class absences	A. Monitor and codify instances of student-athlete issues with absences	1. Develop a form for student-athletes to report 2. Identify recurring situations 3. Work with Vice Provost for academic Affairs to develop appropriate frameworks for specific situation related to class absences, and communicate with faculty.	1. Director, Athlete Academic Services 2. Director, Athlete Academic Services 3. Director, Athlete Academic Services; Vice-Provost for Academic Affairs	1. July 1, 2002 2. September 2002 and ongoing 3. October 2002 and ongoing	1. Director of Athletics 2. Director of Athletics 3. Director of Athletics
		B. Develop equitable arrangements and frameworks with administration and faculty for specific recurring situations related to class absences	1. Use class absences policy text and developed frameworks for formal interactions with faculty.	1. Director, Athlete Academic Services	1. October 2002 and ongoing	1. Director of Athletics

(please see following page)

Equity, Welfare & Sportsmanship Institutional Plan for Improvement for Operating Principle 4.4

Plan #	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officer Responsible for Implementation	Specific Timetable for Completing Work	Approval of goal from Institutional Authority
4.4	Improve/extend communication of information gathered in "Head Coach/Staff Evaluation surveys that student-athletes complete annually.	A. Extend communication of survey information beyond coaches to support staff.	1. Develop communication means to widely share survey information within the Division of Athletics on an annual basis.	1. Sport Supervisors	1. December 2002	1. Director of Athletics
		B. Develop effective means to communicate to student-athletes how survey information is compiled and used.	1. Work with coaches and SAAC to communicate to student-athletes the confidentiality of survey information and how survey information is compiled and used. 2. Report to the SAAC on an annual basis about selected major information gathered from surveys.	1. Sport Supervisors 2. Sport Supervisors	1. August 2002 and ongoing 2. November 2002 and ongoing.	1. Director of athletics 2. Director of athletics
		C. Monitor changes or initiatives that occur as result of survey information.	1. Incorporate changes or initiatives resulting from survey information selectively in annual reports; and use information in development of long-range plans.	1. Athletics Director; Senior Woman Administrator; support services administrators; Director of Internal Operations; Associate Athletics Director for Compliance and Student Services; Senior Assistant Director for External Relations; Assistant Athletic Director for Communication.	1. July 2003 and ongoing.	1. Director of Athletics

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Equity, Welfare & Sportsmanship Institutional Plan for Improvement for Operating Principle 4.4 continued

Plan #	Issues in the Self-Study	Measurable Goals	Steps to Achieve Goals	Individuals/Officer Responsible for Implementation	Specific Timetable for Completing Work	Approval of goal from Institutional Authority
4.4	There may be a need to monitor the effectiveness and equitable application of the "team travel guidelines" implemented in 2001. For instance when traveling, some teams assign two athletes to a bed while other teams allow each athlete to have their own bed; appropriate food options may not always be available for student-athletes to make optimum use of their per-diem funding	A. Insure that all coaches are in conformity with travel guidelines.	1. Monitor coaches on an annual basis to determine conformity with travel guidelines and identify any practices not in conformity.	1. Sport Supervisors	1. September 2002 and ongoing.	1. Director of Athletics
		A. Allocate resources, if necessary, to ensure equity and compliance with the "team travel guidelines"	1. Determine required resources needed to maintain equity and conformity for all teams, and identify source of funding, if necessary.	1. Sport Supervisors	1. July 2003 and ongoing	1. Director of Athletics