

# **Faculty Athletics Representative Handbook**

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*National Collegiate Athletic Association*

# Table of Contents

A Message for Presidents and Chancellors .....	3
Introduction .....	4
Faculty Athletics Representatives and the NCAA .....	5
Faculty Athletics Representatives and Campus Activity .....	9
Faculty Athletics Representatives and FARA.....	15
Faculty Athletics Representatives and Athletics Conferences .....	17

## Appendices

A. Essential Faculty Athletics Representative Responsibilities and Support Services .....	18
B. Checklist of Faculty Athletics Representative Duties .....	20
C. Statement of the Role of the Faculty Athletics Representative .....	21
D. NCAA Organizational Structure .....	25
E. Faculty Athletics Representatives Association Structure .....	26



## The National Collegiate Athletic Association

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## A Message for Presidents and Chancellors

This handbook has been prepared by the Faculty Athletics Representatives Association (FARA) in cooperation with the NCAA membership services staff. The most important message to be conveyed is the following: Faculty athletics representatives can only be as effective as their institutional circumstances permit. Circumstances that would tend to support a meaningful role

for the faculty athletics representative include: (1) a position description, which clearly specifies both authority and responsibility; (2) a commitment of institutional resources so that the faculty athletics representative has sufficient time, clerical assistance, discretionary travel privileges and similar support; and (3) recognition by both the chief executive officer and the faculty governance structure of the importance of a significant faculty athletics representative role in the institutional governance and oversight of the intercollegiate athletics program. Ultimately, faculty athletics representatives can only be as effective as their chief executive officers and the faculty whom they represent wish and equip them to be.

The need for a significant faculty athletics representative role depends on institutional circumstances. The extent of national or regional prominence of the intercollegiate athletics program, its previous record with respect to compliance with NCAA and other applicable rules, and the division of authority and responsibility—inside vs. outside of the athletics department—for the institutional control of intercollegiate athletics will play important parts in defining an appropriate faculty athletics representative role. Each chief executive officer, with advice from the faculty governance structure and the athletics administration, should determine the extent to which a faculty athletics representative presence in the athletics program is desirable or required. In assessing this role, the chief executive officer should fully contemplate institutional responsibilities under the NCAA's requirements of academic integrity, institutional control and the well-being of student-athletes. An appropriate check-and-balance system should be devised so that inadvertent violations of, or willful disregard for, NCAA principles will be detected, self-reported and corrected.

This handbook provides guidance to the chief executive officer, faculty athletics representative and others about the potential role of the faculty athletics representative, both on and beyond the campus. For those who do not wish to study this document in its entirety, a list of the essential faculty athletics representative duties and responsibilities as well as a checklist of duties are provided in Appendices A and B, along with suggestions or guidelines for the extent of institutional support that may be required.

# Introduction

This handbook has been developed to identify ways in which faculty athletics representatives are or should be involved in the administration of intercollegiate athletics programs as conducted under the regulations of the NCAA. The document may be considered as both descriptive and prescriptive of appropriate roles of the faculty athletics representative. The responsibilities of faculty athletics representatives differ widely within and among the NCAA division classifications. This diversity occurs because of differences in the scope and importance of athletics programs and because of the various structures of “institutional control” that have been established.

Notwithstanding these differences, NCAA regulations require intercollegiate athletics programs to be designed as a vital part of the educational system and the student-athlete to be an integral part of the student body. In addition, regulations require intercollegiate athletics programs to be conducted so as to protect and enhance the educational and physical welfare of the student-athletes. These requirements commit member institutions to the maintenance of the highest regard for the academic and personal well-being of our student-athletes. These areas of student life traditionally have involved significant faculty participation and oversight. Because “student-athletes” are to be students first, faculty voices and perspectives in the administration and oversight of intercollegiate athletics programs have been recognized within the NCAA as legitimate and necessary.

This handbook is intended primarily for new faculty athletics representatives but is of relevance for chief executive officers, directors of athletics, senior woman administrators, conference commissioners, compliance coordinators, faculty governance officers, members of athletics boards or committees, and other groups or individuals. The role of the faculty athletics representative in the “institutional control” of intercollegiate athletics programs on individual campuses ultimately will be shaped by the chief executive officer but will be based in part on input and advice from many of these constituencies. Hence, a broad audience is both anticipated and encouraged.

This handbook is organized so as to describe the activities of faculty athletics representatives in four significant arenas. Chapter headings focus on faculty athletics representatives’ relationship with the NCAA, the campus, the Faculty Athletics Representatives Association (FARA) and athletics conferences.

Development of this handbook has been a cooperative endeavor between the FARA and the NCAA national office staffs.





## Faculty Athletics Representatives and the NCAA

### History of Faculty Involvement in the NCAA

Faculty voices and influence have been present in the affairs of the NCAA for as long as the NCAA has been in existence. The Carnegie Foundation Report on American College Athletics in 1928 attests to the presence of faculty views in the operation of the NCAA

up to that time. In 1980, the NCAA released a study written by Earl Ramer, which outlined the history of the significant and continuing roles played by faculty in the NCAA in the decades before 1980. Shortly after the Ramer report was published, the NCAA produced the first Faculty Athletics Representative Handbook, which was revised in 1987. These reports indicate that faculty athletics representatives have long been thoroughly integrated into the infrastructure of the NCAA. Faculty athletics representatives are prominent in all levels of NCAA governance, excepting those reserved for CEOs, and they continually serve as points of contact between their campuses and the NCAA in the regular conduct of their intercollegiate athletics programs. The organizational structure of the NCAA is depicted in Appendix D.

The integration of faculty athletics representatives into NCAA operations is reflected in the bylaws of the NCAA. A brief review of this recent legislation follows.

### Faculty Athletics Representatives and NCAA Organization, Legislative Authority and Legislative Process

Articles 4, 5 and 6 of the NCAA Constitution recognize the involvement of faculty athletics representatives in the organization, legislative authority and legislative process of the NCAA and the important role of faculty athletics representatives in the local institutional control of intercollegiate athletics programs. Specifically, the NCAA Manuals indicate the following:

- Each member institution is required to appoint a faculty athletics representative. [Constitution 6.1.3]
- Qualifications of those who may serve as faculty athletics representatives are described in Constitution 6.1.3.
- The faculty athletics representative is recognized as the representative of the institution and its faculty in the relationship between the NCAA and the local campus. [Constitution 4.02.2]

- The faculty athletics representative is one of the five recognized individuals authorized to make contact with the NCAA membership services staff in the normal interaction between the NCAA and local campuses. The chief executive officer, director of athletics, senior woman administrator and compliance coordinator are the other individuals permitted to do so. [Constitution 5.4.1.2.1.2]

## **Faculty Athletics Representatives and the NCAA Committee Structure**

Faculty athletics representatives routinely serve on NCAA councils, cabinets and committees. Certain NCAA governance units are required to include faculty athletics representatives in their membership, and the eligibility of faculty athletics representatives for other committees is explicitly mentioned in the NCAA Manuals. Specifically, the Manuals indicate:

- Those who are “on the staff” are eligible for membership on NCAA committees. “On the staff” is defined as those individuals who receive a regular salary from a member institution or organization for the performance of a regular staff function representing at least 50 percent of the normal workload for a staff member at that organization or conference. The standards of Constitutions 4.02.2, 4.02.3 and 6.1.3 are met by most faculty athletics representatives. Those faculty athletics representatives who do so are eligible for membership on NCAA governance units.

- Division I Governance: Bylaw 4.5.1 stipulates that faculty athletics representatives are eligible for membership on the Division I Management Council. NCAA bylaws mandate the inclusion of faculty athletics representatives on the Division I Academics/Eligibility/Compliance Cabinet [Bylaw 21.6.6.2.1], Division I Championships/Competition Cabinet [Bylaw 21.6.6.3.1], Division I Strategic Planning Cabinet [Bylaw 21.6.6.4.1], and Division I Business/Finance Cabinet. [Bylaw 21.6.6.5.1]

- Division II Governance: Bylaw 4.6.1 stipulates that faculty athletics representatives are eligible for membership on the Division II Management Council. As members of the Division II Management Council, faculty athletics representatives may be eligible to serve on the Division II Administrative Committee [Bylaw 4.9.1] and Division II Budget and Finance Committee. [Bylaw 4.10.1]

- Division III Governance: Bylaw 4.7.1 stipulates that faculty athletics representatives are eligible for membership on the Division III Management Council. As members of the Division III Management Council, faculty athletics representatives may be eligible to serve on the Division III Administrative Committee. [Bylaw 4.11.1]

- The NCAA Committee on Athletics Certification is required to include a faculty athletics representative on its committee. [Bylaw 23.1.1]

## **Faculty Athletics Representatives and the NCAA Waivers and Appeals Process**

Faculty athletics representatives are identified in the NCAA Manuals as being among those who are routinely empowered to prepare, on behalf of their institutions, requests for waivers or appeals from NCAA legislation or process.

- The faculty athletics representative (or chief executive officer) is required to sign requests for waivers of initial-eligibility requirements. [Bylaw 14.3.1.7]
- Any appeal to restore the eligibility of a student-athlete shall be submitted in the name of the institution by the faculty athletics representative (or chief executive officer or director of athletics). [Bylaw 14.14.2]
- The faculty athletics representative (along with the chief executive officer and director of athletics) must be a signatory of institutional appeals to the NCAA Administrative Review Panel. In addition, the faculty athletics representative must be part of any telephonic call regarding the Administrative Review Panel. [Bylaw 21.3.3.2]
- The faculty athletics representative must be apprised of any institutional request for waiver of divisional membership requirements. [Bylaws 20.3.5.2 and 20.9.6.3.6]
- The faculty athletics representative (or chief executive officer, director of athletics or senior woman administrator) must appear before the membership of the appropriate division to defend a request for waiver of divisional membership criteria. [Bylaw 20.5.3.2.2]

## **Faculty Athletics Representatives and the NCAA Enforcement Process**

Faculty athletics representatives are to be included in official notifications from the NCAA that an official inquiry is being initiated to determine if rules violations have occurred.

The faculty athletics representative (along with the director of athletics) is to receive a copy of the letter from the NCAA enforcement staff to the chief executive officer informing the chief executive officer that the enforcement staff has determined that an official inquiry is justified in the investigation of an alleged violation. [Bylaw 32.5.1]

## **Faculty Athletics Representatives and Athletics Certification**

Faculty athletics representatives should be an important resource person both in preparing an institution's self-study report and in assisting the NCAA external peer-review team during its on-site evaluation visit. More than any other person, the faculty athletics representative is broadly knowledgeable about the athletics program and campus-wide academic programs and student services. The faculty athletics representative should be involved in the preparation of the institution's self-study report in each of the four basic areas, and play a leading role in the areas of academic integrity, governance and commitment to rules compliance, and commitment to equity, which includes student-athlete welfare.

Active participation in the certification process also offers an opportunity to inform the campus community about the important roles performed by the faculty athletics representative and to review the institutional support and responsibilities accorded the position.

The faculty athletics representative must hold the basic qualifications to be included in the pool of peer reviewers in the athletics certification process. [Bylaw 33.2.3.2.1.1]





## **Faculty Athletics Representatives and Campus Activity**

*Faculty Athletics Representatives Provide Advice and Oversight for Intercollegiate Athletics Programs*

### **Faculty Athletics Representative Credentials and Duties**

Individuals who may hold the position of faculty athletics representative are described in Article 6.1.3 of the NCAA Constitution: the faculty athletics representative shall be "...a member of the institution's faculty or an administrator who holds faculty rank and shall not hold an administrative or coaching position in the athletics department." The term "faculty athletics representative" derives from NCAA usage and denotes the perceived need on the part of the NCAA to involve a faculty viewpoint in the administration of intercollegiate athletics programs. Thus, whether the individual is appointed by the chief executive officer or is elected by the faculty, those who hold this position are designated faculty athletics representatives. Faculty athletics representatives provide oversight and advice in the administration of an institutional athletics program. The working relationship between the chief executive officer and the faculty athletics representative is a critically important determinant of the effectiveness of the faculty athletics representative in contributing to the local control of the intercollegiate athletics program. The basis of this relationship should be a model of institutional control in which significant responsibilities for administration and oversight are assigned to the faculty athletics representative, as well as to the director of athletics. It is important that the chief executive officer recognize that the range of activities and the scope of the responsibilities of the faculty athletics representative elevate this position above the level of the typical faculty service appointment, and it is recommended that those who hold this position have permanent tenure. Faculty athletics representatives are as effective as their chief executive officers empower them to be, both in terms of the responsibilities assigned and the extent of institutional support provided.

The Statement of the Role of the Faculty Athletics Representative (Appendix C), which was ratified by the membership of FARA, outlines activities that are commonly undertaken by faculty athletics representatives in those circumstances in which they are adequately empowered and supported. A summary of such duties follows.

## **Faculty Athletics Representatives and Academic Integrity of the Athletics Program**

Local duties of faculty athletics representatives vary from institution, but in every case the faculty athletics representative is or should be involved in the assurance of the academic integrity of the athletics program and in the maintenance of the welfare of the student-athlete.

## **Faculty Athletics Representatives Monitor Academic Performance of Student-Athletes**

Faculty athletics representatives will be called upon to review information that relates to the academic well-being of the student-athlete to ensure that the athletes who attend can and do thrive academically. As a matter of course, they should be aware of the academic credentials of entering student-athletes, the academic attainment of continuing students and the rates at which student-athletes graduate from the institution. Faculty athletics representatives should have a role in reporting to the faculty and administration on the academic well-being of the student-athletes. The faculty athletics representative coordinates the nominations process for NCAA postgraduate scholarships.

## **Faculty Athletics Representatives are Involved in Delivery of Academic Services to Student-Athletes**

Faculty athletics representatives ensure that academic services are available to student-athletes. They bring their experience as educators and their understanding of faculty values to this endeavor and influence the delivery of services, such as tutorials, study table, academic advising and other services designed for the academic enhancement of student-athletes.

### *The Advisory Role of the Faculty Athletics Representative*

## **Faculty Athletics Representative as Senior Faculty Advisor on Athletics to the Chief Executive Officer**

The faculty athletics representative provides advice to the chief executive officer that reflects the traditional values of the faculty and which is rooted in the academic ethic of the institution. To be an effective advisor, the faculty athletics representative must be knowledgeable regarding the athletics program and must devote the time and attention required to attain this familiarity. To be useful in this role, the faculty athletics representative should have access to information regarding all aspects of the program. To ensure this access, the faculty athletics representative needs to carry authority from the chief executive officer, and this authority should be recognized on all campus venues. [To illustrate the point, the faculty athletics representative may or may not be involved in the discussions that result in the creation of the athletics budget, but should be able, on request, to have access to detailed information about that budget.] The faculty athletics representative must have access to the chief executive officer on a regular basis.

## **Faculty Athletics Representative Meets Regularly with the Director of Athletics**

The working relationship between the faculty athletics representative and director of athletics is very important. Regular interaction between them is necessary, and wide-ranging discussion of all aspects of the athletics program is encouraged. This will help the faculty athletics representative to develop the knowledge base needed to make effective contributions to local athletics administration and will be useful to the director of athletics in influencing the academic and personal well-being of the student-athletes.

## **Faculty Athletics Representative as Member of Institutional Athletics Committees**

It is customary for faculty athletics representatives to be members of institutional committees that influence the policies and procedures of local athletics programs. This permits the faculty athletics representative opportunities to contribute to the continuing education of faculty and other members of these committees by providing information and insight about NCAA or conference processes, pending legislation or other important issues. Faculty athletics representatives often serve as chairpersons for these groups.

## **Faculty Athletics Representative Makes Regular Reports to Faculty Senate**

An efficient link between the faculty athletics representative and the faculty senate is useful in assuring the faculty of accurate and timely information regarding the athletics program. Whether appointed by the chief executive officer or elected directly by the faculty, the faculty athletics representative commonly serves as a conduit of information to and from the faculty and the athletics program. It is common for the faculty athletics representative to report periodically to the faculty senate regarding the operation of the athletics program.

## **Faculty Athletics Representative as a Delegate to the NCAA Convention**

The faculty athletics representative should represent the institution as a delegate to the annual NCAA Conventions and attend any special meetings of the NCAA. In many cases, the faculty athletics representative is designated as the voting delegate in the absence of the chief executive officer. He or she should be involved in discussions with the chief executive officer and the director of athletics in which the institution's voting position on NCAA legislation is established.

## **Faculty Athletics Representative and Financial Support**

The faculty athletics representative will incur expenses in the areas of travel, communications and supplies. Financial support for the activities of the faculty athletics representative should come from sources outside the athletics depart-

ment. Because of the oversight component of their duties, faculty athletics representatives should exercise caution in accepting what might be considered to be “perks” in conjunction with their positions. It is recommended that campus policy regarding the availability of tickets to athletics contests, athletically related travel with teams (including postseason travel expenses), etc., be clearly articulated and that there is an understanding between the chief executive officer and the faculty athletics representative in this regard.

### *Faculty Athletics Representatives and the Oversight of Personal Welfare of Student-Athletes*

#### **Faculty Athletics Representatives Monitor Student-Athlete Experience**

As members of the faculty, it is appropriate that faculty athletics representatives be involved in the monitoring and maintenance of the personal welfare of the student-athletes. Many of the activities of faculty athletics representatives directly influence the personal well-being of student-athletes. This aspect of their activities should be recognized by all constituencies of the institution, and faculty athletics representatives should offer themselves as independent sources of support and advice to student-athletes. For example, they should know that missed-class time policies are being honored and that gradations or cancellations of financial aid are made for appropriate reasons. They should know when student-athletes encounter difficulties with class scheduling, and should be of assistance when the student-athlete has occasion to be involved in waiver or appeals procedures at the institution. Faculty athletics representatives also should be alert to conditions that affect the health of student-athletes, being ready to aid in referral to university resources that provide advice and counsel on all types of physical and psychological problems.

#### **Faculty Athletics Representatives Meet with Student-Athlete Advisory Committees**

Student-athlete advisory committees, mandated by the NCAA for every member institution, play a significant role in promoting the academic, health, social and athletic welfare of student-athletes. Faculty athletics representatives should be actively involved with institutional student-athlete advisory committees. They should regularly attend committee meetings and consult with committee officers. Such direct and personal exchanges are useful in obtaining current, first-hand assessments of student attitudes and experiences and reinforce the understanding that the faculty athletics representative is first and foremost a faculty member interested in the welfare of athletes as students. Faculty athletics representatives should facilitate the inclusion of student-athlete participation on institutional athletics boards and committees. They should also be knowledgeable about and be supportive of the work of conference student-athlete advisory committees (if applicable).

## **Faculty Athletics Representatives are Involved with Exit Interviews**

Faculty athletics representatives should either take part in the mandated exit interviews at Division I institutions or review the results of exit interviews with student-athletes as they depart the athletics program. Over time, these exchanges can provide a useful assessment of student perceptions of the health of the athletics program, especially with regard to their interactions with coaches and with the operating policies of the program.

## *Faculty Athletics Representatives and Institutional Compliance with NCAA and Conference Regulations*

Institutional control of an intercollegiate athletics program is a campus-wide responsibility. In its discussion document titled “Principles of Institutional Control,” the NCAA has clearly specified that individuals outside the athletics department are to exercise meaningful oversight of those aspects of the athletics program that interact with other offices and departments on the campus (e.g., admissions, financial aid). Faculty athletics representatives are expected to take an active role in the institutional control of the intercollegiate athletics program on their campuses. Neither a lack of active involvement of the faculty athletics representative in the institutional compliance effort, nor unfamiliarity on the part of the faculty athletics representative with NCAA regulations is excused by the NCAA, should a major violation occur at the institution. Therefore it is of critical importance that the role of the faculty athletics representative in the monitoring and assessment of the effectiveness of the compliance effort of an institution be well-understood by the CEO, and by all others involved.

## **Faculty Athletics Representatives and Compliance Contacts with the NCAA**

Faculty athletics representatives are empowered by NCAA regulations to represent the institution in dealings with the NCAA. Faculty athletics representatives routinely make requests to the NCAA staff regarding interpretations. It is appropriate for faculty athletics representatives to be involved in the preparation of requests for waiver or appeals from NCAA regulation or process. They are encouraged to attend annual regional rules seminars sponsored by the NCAA and to avail themselves of written sources of information regarding compliance matters, such as the NCAA Guide to Rules Compliance, NCAA Guide to Financial Aid and NCAA Guide to Eligibility. They also are encouraged to use, or familiarize themselves with, the compliance software capabilities that are provided by the NCAA membership services group.

## **Faculty Athletics Representatives and Student-Athlete Eligibility**

Faculty athletics representatives may or may not be involved directly in certifying student-athletes as eligible for practice, financial aid or intercollegiate competition. In all cases, however, they should be knowledgeable in the procedures

utilized and should ensure that the individuals who are performing such certifications are fully aware of all relevant NCAA legislation and interpretations related to such matters. In addition, and at a minimum, the faculty athletics representative should inspect periodically such records for accuracy and to ensure appropriate and complete documentation.

### **Faculty Athletics Representatives and Rules Violations**

Faculty athletics representatives should play a central role in any major institutional inquiries into alleged or suspected rules violations. They should be involved in the preparation of written reports of infractions that are made to the conference (if any) or to the NCAA.



# Faculty Athletics Representatives and FARA

## History of FARA

The Faculty Athletics Representatives Association had its genesis in the mid-1980s when a group of faculty athletics representatives initiated a series of forums. The purpose of these forums, which were held in conjunction with the annual NCAA Conventions, was to provide for discussion of issues that

were of concern to the NCAA membership. The first of these meetings was held in Nashville in 1985, with other forums following on an annual basis through 1988. At the special NCAA Convention held in Dallas in June 1987, a faculty athletics representative task force was established to facilitate contributions by faculty athletics representatives to the reform agenda of the newly formed NCAA Presidents Commission. In November 1987, the task force created the faculty athletics representative academic review committee to assess the academic implications of legislation to be voted on at the subsequent NCAA Convention. The committee, which included representation from NCAA Divisions I, II and III, produced the first of what has become a continuing series of printed reports that are distributed to the NCAA membership to promote an understanding of the academic impact of proposed legislation.

The work of the task force reached its culmination in 1989 in the ratification of the bylaws of a new national organization for faculty athletics representatives. This organization, the Faculty Athletics Representatives Association, was designed to promote greater cohesion among faculty athletics representatives and to enhance their usefulness within the NCAA and at their respective institutions.

## Organization of FARA

The membership of FARA includes all persons who hold appointments at their institutions as faculty athletics representatives. The organizational structure of FARA includes five elected officers--the President, President-Elect, Division I Vice-President, Division II Vice-President and Division III Vice-President. The officers are elected to one-year nonrenewable terms. The 13-person executive committee includes the officers and eight other members elected for one-year terms, with representation that includes two from Division I-A, one each from Divisions I-AA and I-AAA, and two each from Divisions II and III. The work of FARA is facilitated by standing committees, including the

nominating committee, the communications and publications committee, the conference liaison committee and the legislative review committee. The legislative review committee reviews issues affecting the welfare of the student-athlete, in addition to academic implications of proposed legislation. Other committees of FARA are formed on an ad hoc basis. The structure of FARA is set forth in Appendix E.

Each member conference in the NCAA has an appointed faculty athletics representative conference liaison whose function is to facilitate communication between the officers and executive committee of FARA and the membership.

## **Purposes of FARA**

Faculty athletics representatives are in place to promote academic integrity in intercollegiate athletics, to facilitate the integration of the athletics and academic components of the collegiate community, and to promote institutional control of athletics on campuses. Under the auspices of the NCAA and in concert with the Executive Committee, FARA's purpose is to enhance the faculty athletics representative's effectiveness in pursuing these important goals. With support from the NCAA membership services staff, FARA provides a collective voice for faculty athletics representatives on collegiate athletics. FARA is an active participant in the national dialogue on the importance of academic values in the conduct of athletics programs and is frequently solicited by various NCAA committees and constituent organizations for a faculty perspective on a variety of topics.

## **FARA Programs and Activities**

To enhance the utility and effectiveness of faculty athletics representatives on campuses and within the NCAA, FARA sponsors a variety of programs and activities. Each fall, the legislative review committee conducts a review of proposed legislation to be voted on at the subsequent NCAA Convention, pertaining to academic standards or that which may otherwise impact the student-athlete, and circulates its written report to the membership. FARA also conducts an annual meeting, as well as a meeting in conjunction with the NCAA Convention. The agenda of each meeting fosters the professional development of faculty athletics representatives through discussion of topics pertinent to their campus responsibilities. Training and orientation sessions for newly appointed faculty athletics representatives are available at both meetings. This aspect of FARA activities is particularly important given the substantial turnover in faculty athletics representatives. In addition, with budget and production assistance from the NCAA, the association has developed a videotape presentation to aid in the orientation of new faculty athletics representatives and their chief executive officers to the potential parameters of the faculty athletics representative position. A Statement of the Role of the Faculty Athletics Representative (see Appendix C) was developed and formally adopted by the association in 1992. This statement describes the duties and responsibilities a faculty athletics representative might undertake in the administration of an institution's athletics program to promote the program's academic integrity and the well-being of student-athletes.





## Faculty Athletics Representatives and Athletics Conferences

The level and extent of the formal involvement of faculty athletics representatives in the activities of athletics conferences vary, both within and across divisional classifications. In a small number of conferences, faculty athletics representatives serve as conference officers, dominate the conference committee structure and cast the votes by which conference business is conducted. In most instances, they are much less involved in the conduct of routine conference affairs.

The governance systems of most conferences include committees of faculty athletics representatives. These groups usually meet separately at conference meetings, providing faculty athletics representatives with opportunities to express their opinions with regard to conference operations, especially as they impact the academic and personal well-being of student-athletes. The results of deliberations of these committees are usually communicated to general conference business meetings, either as items of information or for vote.

A survey of activities of faculty athletics representatives in conferences across all NCAA divisions indicates that they typically provide advice and/or oversight in the following conference activities, especially as they impact the academic and personal well-being of student-athletes.

- Faculty athletics representatives often hold discussions that promote better understanding of NCAA regulations and how they affect conference members.
- Faculty athletics representatives often hold discussions regarding NCAA violations that involve conference members and discuss how best to maintain high ethical standards of conduct among conference members.
- Faculty athletics representatives often discuss conference schedules of contests to assess their impact on academic welfare of student-athletes. Special attention is paid to final examination schedules of conference institutions.
- Faculty athletics representatives often are involved in conference decisions that relate to waivers of conference eligibility requirements, especially academic requirements.
- Faculty athletics representatives often are involved in the discussions that determine the voting position of the conference at NCAA Conventions.
- Faculty athletics representatives often are involved in determining recipients of conference academic honors.

FARA has established a conference liaison with each NCAA conference. These individuals will network within their conferences and between conferences to promote academic integrity and other appropriate goals of the NCAA and FARA.

# APPENDIX A

## Essential Faculty Athletics Representative Responsibilities and Support Services

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### **Responsibilities:**

1. The faculty athletics representative should ensure, either directly or indirectly, that student-athletes meet all NCAA, conference and institutional requirements for eligibility for practice, financial aid and intercollegiate competition. This should include both initial and continuing academic eligibility requirements for both freshmen and transfer student-athletes. These certifications should be performed by the faculty athletics representative, performed under the direction of the faculty athletics representative or, at a minimum, periodically reviewed and audited by the faculty athletics representative. Academic eligibility certifications should be performed by persons outside of the department of athletics.

2. The faculty athletics representative should develop, or arrange to have developed, periodic statistical reports on the academic preparation and performance of student-athletes for each sports team. This information should be provided by the chief executive officer, the athletics board or committee, the athletics administration and head coaches. The faculty athletics representative should be knowledgeable about the academic preparation and performance of each sports team and should use such reports to uphold high academic standards and expectations for these team members.

3. The faculty athletics representative should be responsible, either directly or indirectly, for institutional compliance activities or responsibilities, which involve campus entities outside the athletics department. Such entities include, but are not limited to, the following: (a) Office of student financial aid, (b) office of undergraduate admissions, (c) office of the registrar and (d) offices of the academic vice-president and the deans of several colleges. The faculty athletics representative should work in concert with the director of athletics to ensure a comprehensive and effective rules education and compliance program on the campus.

4. The faculty athletics representative should be knowledgeable about the NCAA and conference rules related to academic eligibility, transfer requirements, and restrictions and enforcement procedures. He or she should participate, or otherwise be fully informed about, institutional investigations of allegations of rules violations. No infractions report to either the NCAA or a conference should leave the campus until it has been reviewed by the faculty ath-

letics representative. He or she should play a major and direct role in matters that potentially involve major violations of NCAA rules.

5. The faculty athletics representative should have direct contact with student-athletes on a systematic and periodic basis. He or she should participate in new student-athlete orientation activities and should interact frequently with student-athlete advisory committees. Student-athletes should recognize the faculty athletics representative as a source of information, support and counseling, which is located administratively outside of the athletics department.

6. The faculty athletics representative should be a senior advisor outside of the athletics department to the chief executive officer on matters related to intercollegiate athletics. Together, with the director of athletics, the faculty athletics representative should formulate and recommend institutional positions on NCAA legislation and other matters affecting, or related to, intercollegiate athletics on the campus.

7. The faculty athletics representative should represent the institution to the NCAA and to athletics conferences (if any).

8. The faculty athletics representative should be an active member of the campus intercollegiate athletics board or committee.

### **Support Services:**

The faculty athletics representative should be provided support services commensurate with the duties and responsibilities of the office. Such support services could include some or all of the following:

1. Release time from teaching responsibilities (with compensation to the affected academic unit, as appropriate).

2. Summer support, including the possibility of a fiscal-year contract.

3. Full- or part-time secretarial assistance.

4. A microcomputer with connections to the institution's mainframe computer system for access to the admissions, academic and financial aid records of student-athletes.

5. A travel budget sufficient to support travel to the meetings of FARA, the annual NCAA Convention and any additional or special NCAA meetings. Faculty athletics representatives also should receive travel support to attend semi-annual conference meetings.

# APPENDIX B

## Checklist of Faculty Athletics Representative Duties

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1. Develop a written job description, which accurately and fully describes the duties and responsibilities.
2. Obtain approval of this job description from the chief executive officer and faculty governance structure.
3. Identify the resources needed to successfully meet the responsibilities and arrange for these resources to be made available.
4. Learn the rules, especially those contained in NCAA Bylaws 14, 13 and 15 (in that order of priority).
5. Establish control or oversight of academic eligibility decisions.
6. Together with the chief executive officer and the director of athletics, develop a comprehensive plan for the institutional control of intercollegiate athletics and ensure that appropriate and explicit assignments of both responsibility and authority are made.
7. Be visible to the student-athletes. Participate in orientation activities at the beginning of the year and exit-interview activities at the end of the year. Support the student-athlete advisory committee and other similar activities on the campus.
8. Report all secondary and major violations to the NCAA (or conference, if applicable). Be knowledgeable about all institutional investigations and have access to all infractions reports before they are submitted to the NCAA (or conference, if applicable).
9. Establish solid working relationships with the director of athletics, the compliance coordinator, the director of admissions, the registrar and the director of student financial aid.
10. Be active in working with the institution's athletics board or committee and report regularly to the institution's faculty governance structure.
11. Be positive about the good things in intercollegiate athletics, but do not attempt to be an apologist for those things that are problematic and require change.
12. Participate on search committees for senior athletics department administrators and head coaches.
13. Be cautious when accepting perks, which could be misunderstood by the campus or external communities.

# APPENDIX C

## Statement of the Role of the Faculty Athletics Representative

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### Introduction

This statement has been developed to emphasize the strategic role that the faculty athletics representative (FAR) should play to ensure academic integrity, facilitate institutional control of intercollegiate athletics and enhance the student-athlete experience. Although chief executive officer (CEO) control of the intercollegiate athletics program is essential, this goal is more likely to be attained through appropriate delegation of both responsibility and authority on the campus. Of all of the major participants in the administration of the intercollegiate athletics program, those who represent the faculty are most likely to be independent of the financial and other pressures that create enormous incentives for competitive success in the revenue-producing sports. Senior faculty members are able to provide significant leadership in the governance of athletics programs on their campuses if they are empowered by their CEOs and their faculty governance structures to do so, and if they are provided adequate institutional support to fully discharge their responsibilities.

The common bond that links FARs across all NCAA member institutions is a commitment to academic integrity. Beyond this goal, FAR roles vary both among and within divisional classifications.

The roles of faculty-dominated athletics boards or committees also may differ. In this statement, the “role of the FAR” should be broadly interpreted to include the activities of the athletics boards and committees that also are charged to represent faculty perspectives in the governance of intercollegiate athletics.

Obviously, this statement is not intended to be binding on either individual FARs or member institutions. It does contain, however, guidelines that merit diligent consideration on the part of those who select or appoint the FAR and on the part of the faculty members who are asked to consider such appointments.

### Academic Integrity

The academic integrity of an intercollegiate athletics program may be evaluated in a number of ways, including a review of: the admissions profiles of recruited student-athletes vs. all students who are admitted to the institution; courses and academic programs selected by student-athletes; the semester and cumulative records of academic performance of student-athletes and the rates at which they graduate. The FAR periodically should review appropriate records (for both individual student-athletes and for sport teams) to ensure that decisions

related to admissions, academic advising, evaluation of academic performance and the extent of academic support services are made in ways that are consistent with the primary academic mission of the institution.

The FAR should ensure that the institution has in place effective mechanisms for evaluating whether student-athletes have met all of the academic eligibility requirements for practice, financial aid and intercollegiate competition established by the NCAA, the conference (if any) and the institution. The FAR need not perform these certifications personally, but should ensure that all certifications for both initial and continuing academic eligibility have been performed correctly, and with adequate documentation.

The FAR should assume an advisory and reporting role with respect to the academic preparation and performance of student-athletes. The FAR may prepare (or request on the basis of FAR specifications) periodic reports on the academic preparation and performance of student-athletes. Such reports should be carefully reviewed by the FAR and discussed with the CEO, the faculty and the athletics department.

## **Compliance**

Institutional control of intercollegiate athletics is a campus-wide responsibility. Unless the institution has designated an athletics compliance coordinator who reports directly to the CEO (or another senior-level administrator outside the athletics department), the FAR and the director of athletics should assume joint responsibility for ensuring compliance with all NCAA, conference (if any) and institutional rules. Consistent with the guidelines provided by the NCAA's principles of institutional control discussion document, FAR responsibilities should include oversight of compliance-related activities undertaken within the athletics department and coordination of the compliance-related activities of the campus units located outside the athletics department. Such efforts could focus on academic-eligibility certifications (noted above), rules education and staff training, rules interpretations, and periodic spot-checks of records to ensure that all institutional compliance systems are engaged and functioning. Even if the institution has appointed a compliance coordinator who reports directly to the CEO, the FAR should retain significant responsibilities for institutional-control structures and activities.

The FAR should play a central role in any major institutional inquiry into alleged or suspected rules violations and in the preparation of any infractions reports submitted to the conference (if any) or the NCAA.

The FAR should receive the results of any periodic audits of the athletics department that may be conducted.

The FAR should play a major role in any NCAA athletics certification program reviews.

Intercollegiate athletics programs offer privileges that include financial assistance, team membership, competitive opportunities and numerous additional support services. Such privileges create a heightened visibility of student-athletes both on and beyond the campus. Hence, student-athletes must accept some additional responsibilities for their behavior that are not imposed on

students generally. The FAR, together with the athletics administration, should ensure that appropriate standards of student-athlete conduct are established (for both on- and off-campus behavior), clearly communicated and consistently enforced.

## **Student-Athlete Experience**

The FAR should promote a balance between academics, athletics and the social lives of student-athletes, which affords them opportunities to enjoy the full range of collegiate experiences available to students generally. Examples of such activities include a review of travel and competition schedules (to minimize missed class time), reviews of athletics scholarship cancellations or reductions (which might inappropriately limit opportunities for student-athletes to complete their degrees), periodic reviews of the mechanisms used to monitor the hourly and weekly limitations on athletically related activities, and actions to encourage the availability of posteligibility financial support for student-athletes. The FAR should participate in student-athlete exit interviews, facilitate student-athlete participation on athletics boards and committees, and inform student-athletes about the FAR role as an independent source of counsel, assistance and information.

The FAR should encourage and facilitate interactions between student-athletes and the mainstream of institutional activities. At the beginning of each academic year, the FAR should address student-athletes as a group, or in individual team meetings, to emphasize the primacy of the academic mission of the institution and the responsibilities of student-athletes within that setting. Further, the FAR should utilize every opportunity to reinforce the principle that student-athletes are students who are to be afforded opportunities to participate in a variety of institutional experiences.

The FAR should encourage student-athletes to prepare for careers outside (or in some instances, associated with) their experiences as intercollegiate athletes. To this end, the FAR should ensure that testing, counseling, evaluation and other career-planning services are made available to student-athletes.

## **Communication/Administration**

The FAR should play a central role in discussions of matters related to intercollegiate athletics at athletics board or committee meetings and at faculty or institutional senate meetings. At these meetings, the FAR should provide periodic reports related to matters of academic integrity, academic preparation and performance of student-athletes, rules compliance or violations, and other matters related to the intercollegiate athletics program. Faculty and other members of the institutional community should have an opportunity to learn about the work of the FAR and to raise relevant questions or concerns with the FAR. The FAR should serve as a member, or as chair, of the institution's athletics board or committee.

The FAR should have access to complete budgetary information about the athletics department.

The FAR should play an important role in the shaping of institutional voting decisions on conference and NCAA legislation.

The FAR, as an appointee of the CEO, must have access to the CEO and must be recognized as a key advisor on athletics-related matters by the CEO and others involved in the administration of intercollegiate athletics. The FAR also must have access to a working relationship with the director of athletics and his or her staff. The FAR should have a major role in institutional searches for key athletics department personnel.

### **Institutional Resources/Compensation**

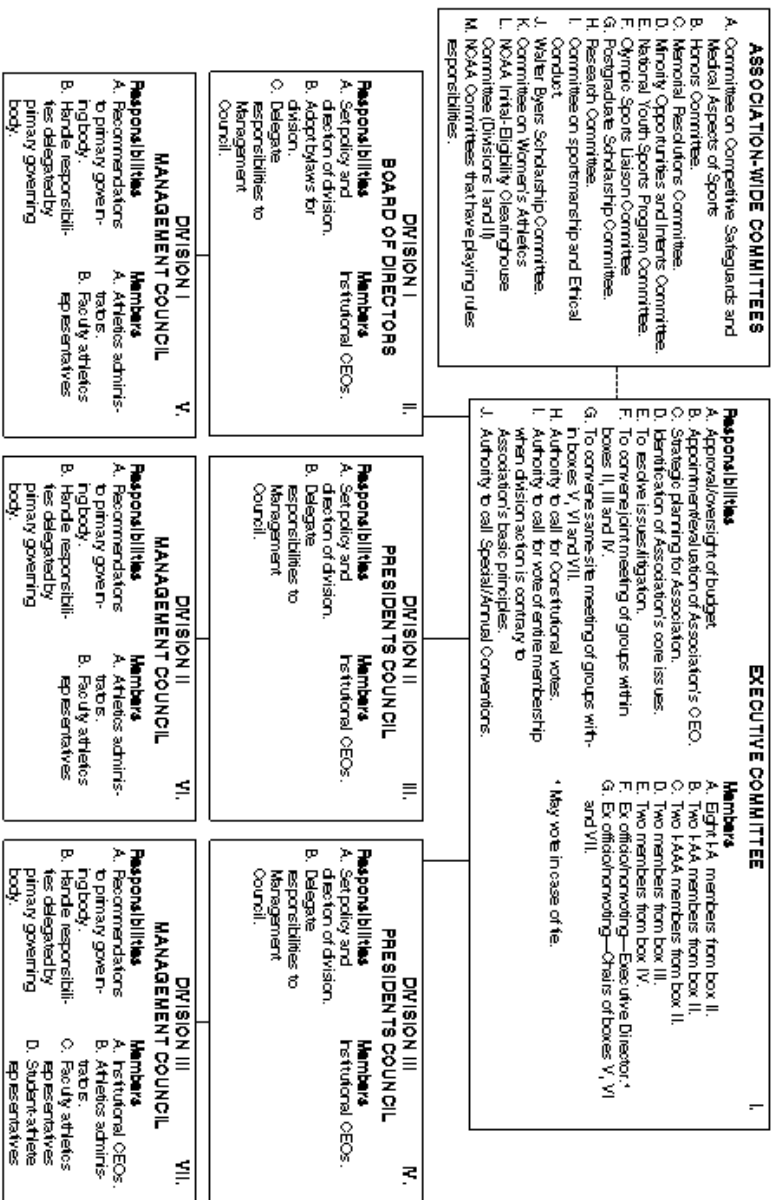
The CEO must ensure that the FAR and the faculty members who share the responsibilities identified above are allocated the time and institutional resources consistent with their duties. This support could include clerical staff, release time from teaching or other duties, and additional compensation during the academic or fiscal year. In addition, deans, department chairs and other institutional administrators should acknowledge that the FAR's activities described above require a significant commitment of time and energy. No faculty member should accept appointment to the position of FAR without a commitment of institutional resources consistent with these responsibilities and a pledge of institutional recognition of the time and energies required for these duties to be effectively discharged.

Athletically related perquisites (team travel, tickets, etc.) provided to the FAR should be subject to annual approval by the CEO. Where possible, it would be desirable to have the expenses associated with such perquisites paid through the office of the CEO, not the athletics department.



# APPENDIX D

## NCAA Organizational Structure



# APPENDIX E

## Faculty Athletics Representatives Association Structure

