

Murray State University

1.2 Rules Compliance

1 NCAA Operating Principle 1.2 requires an institution to demonstrate that a clear and unambiguous commitment to rules compliance is a central element in all personnel matters for individuals involved with the intercollegiate athletics program. In order to demonstrate conformity with this operating principle, an institution must provide evidence that all individuals outside the athletics department who are involved or associated with athletics have statements regarding the importance of rules compliance in all of the following documents: contracts or letters of appointment, performance evaluations and job descriptions. After reviewing Page No. 20 of your self-study report and supplemental materials submitted June 26, 2008, the NCAA Division I Committee on Athletics Certification (hereafter referred to as committee) noted that individuals outside the athletics department who are involved or associated with athletics have responsibilities related to athletics in their job descriptions, but a statement regarding the importance of rules compliance does not exist. Further, the committee noted your institution did not provide evidence that a statement regarding the importance of rules compliance is included in contracts or letters of appointment or performance evaluations. Therefore, your institution must provide written evidence by December 19, 2008, that all individuals outside the athletics department who are involved or associated with athletics have statements regarding the importance of rules compliance in all of the following documents: contracts or letters of appointment, performance evaluations and job descriptions.

Institution Response to CAC Analysis

Murray State University has identified the following employees outside the Athletic Department who are involved or associated with Athletics: Registrar, the Assistant Registrar for Research, the NCAA Eligibility Specialist, the Director of Student Financial Aid, and the Faculty Athletics Representative.

Steps are being taken to implement the following:

1. The addition of language to job descriptions that will read:

"The duties of this position include assistance with assuring the University's compliance with rules of the National Collegiate Athletics Association and the Ohio Valley Conference. Thus, [name of the position] will comply with all applicable NCAA rules and regulations as provided in the NCAA Division I Manual and with all rules and regulations of the OVC. Failure to comply shall result in disciplinary or corrective action including applicable disciplinary and corrective action set forth in the provisions of the NCAA enforcement procedures, which includes suspension without pay or termination of employment upon a finding by the NCAA Disciplinary Committee that the employee knowingly engaged in or condoned a major violation."

2. The addition of similar language to employment documents such as letter agreements.

3. The addition of a supplemental statement, attached to annual performance evaluations. (Exhibit 1)

4. As an interim measure, the listed employees have all signed a document styled "NCAA Rules Acknowledgement" (Exhibit 2). The Office of the Registrar has a new NCAA Eligibility Specialist; the document she was asked to sign is worded in a slightly different manner. (Exhibit 3).

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Elements	Goals	Steps		
Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals / Officers Responsible for Implementation	Specific Timetable for Completing the Work
All individuals outside the athletics department who are involved or associated with athletics have statements regarding the importance of rules compliance in all of the following documents: contracts or letters of appointment, performance evaluations and job descriptions.	All individuals outside the athletics department who are involved or associated with athletics will have statements regarding the importance of rules compliance in all of the following documents: contracts or letters of appointment, performance evaluations and job descriptions.	Add statements regarding the importance of rules compliance to job descriptions for the following employees: Registrar, the Assistant Registrar for Research, the NCAA Eligibility Specialist, the Director of Student Financial Aid, and the Faculty Athletics Representative	University Attorney. Approved by President.	2008-2009
		Add statements regarding the importance of rules compliance to employment documents such as letter agreements for the following employees: Registrar, the Assistant Registrar for Research, the NCAA Eligibility Specialist, the Director of Student Financial Aid, and the Faculty Athletics Representative	University Attorney. Approved by President.	2008-2009
		Add statements regarding the importance of rules compliance to annual performance evaluations for the following employees: Registrar, the Assistant Registrar for Research, the NCAA Eligibility Specialist, the Director of Student Financial Aid, and the Faculty Athletics Representative	University Attorney. Approved by President.	2008-2009

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2.2 Academic Support

1 Operating Principle 2.2 requires academic support services for student-athletes to be reviewed and approved periodically by appropriate academic authorities outside the department of intercollegiate athletics. In order to demonstrate conformity with this operating principle, institutions must demonstrate that academic support services for student-athletes are subject to a comprehensive review at least once every three years by appropriate academic authorities outside of athletics who do not have day-to-day responsibilities in the academic support services area. After reviewing Page Nos. 45 through 47 of your institution's self-study report, the committee noted that your institution has not conducted a review of its academic support services for student-athletes. Therefore, your institution must provide written evidence to demonstrate that a comprehensive written review of its academic support services for student-athletes has been conducted by appropriate academic authorities outside the department of intercollegiate athletics by December 19, 2008. This review must involve on-campus personnel as participants in the review process. Further, your institution must describe any relevant corrective actions planned or implemented based on the recommendations from the evaluation. Finally, your institution must ensure that this review will occur at least once every three years in the future.

Institution Response to CAC Analysis

Dr. Dan Wann from the Psychology Department headed a committee that undertook a review of the Athletic Department academic support services for student-athletes in 2008. The report was approved by the President. The Athletic Department is in the process of making appropriate changes to the academic support services based on the findings resultant from this study. This report is available for review. There will be a comprehensive review conducted every three years by appropriate academic authorities outside the Athletic Department.

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Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
There has not been a sustained effort in evaluating Academic Support services from authorities outside the Athletics Department.	Evaluate the Academic Support services by academic authorities outside the Athletics Department.	Conduct a review of the academic support services by academic authorities outside the Athletics Department.	Dr. Dan Wann, Professor of Psychology and committee	2008-2009, 2011, 2014 and every three years following

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3.1 Gender Issues

1 Operating Principle 3.1 requires an institution to have implemented its approved gender-issues plan from the previous self-study. If the plan has been modified or not fully implemented, the institution shall provide an explanation from appropriate institutional authorities. In order to demonstrate conformity with this operating principle, institution must report on the implementation of its plan developed during its first-cycle certification process to address gender issues. Specifically, the institution should include:

- a. The original plan;
- b. The action(s) taken by the institution;
- c. The date(s) of the action(s);
- d. Explanation(s) for partial completion.

Please note, the committee will not accept the following explanations for partial completion or noncompletion of gender-issues plans:

- a. Lack of sufficient funding to implement the plan; and
- b. Personnel changes since the original development of the plan.

After reviewing Page Nos. 52 and 56 of your institution's self-study report, the committee noted your institution stated that it included a plan for improvement in the area of oversight of your gender-issues plan by an individual outside of the athletics department. However, the committee noted your institution's gender-issues plan did not contain a plan for improvement regarding this oversight. Therefore, your institution must provide written evidence of a revised gender-issues plan which contains a plan for improvement regarding oversight of your gender-issues plan by an individual outside of the athletics department. The revised plan must include measurable goals, steps to achieve those goals, extend at least five years into the future, be active at all times and must receive formal institutional approval. Finally, your institution must demonstrate that its revised plan was developed using broad-based participation and has received formal institutional approval.

Institution Response to CAC Analysis

Oversight of the gender-issues plan will be the responsibility of the institution's Director of Equal Opportunity. The Director of Equal Opportunity will monitor and evaluate progress toward the implementation of the gender issues plan and will report the findings to the President. As a means of maintaining the active status of the plan, the Athletics Department has hired a consultant to review the plan and the Athletics Director keeps the President apprised of the progress and needs in the plan. The dates for the plan reflect the 2008-2013 (five year time period) and reflect its active status at all times, is measurable in its goals and includes steps to achieve those goals.

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- 2 Operating Principle 3.1 requires an institution to develop and implement an institutional plan to address gender issues in the intercollegiate athletics program. Acceptable gender-issues plans must address all 13 program areas and contain the required elements for institutional plans for improvement. Further, if no deficiencies exist, the institution must create an evaluation mechanism to maintain equity in each program area. After reviewing Page Nos. 75 and 80 of your institution's self-study report, the committee noted your institution did not identify any deficiencies in the areas of scheduling of games and practice times, travel and per diem allowance and support services. However, the committee noted an evaluation mechanism was not included in your institution's gender-issues plan to maintain equity in these three program areas. Therefore, your institution must provide written evidence that it has revised its current gender-issues plan to create an evaluation mechanism to maintain equity in the areas of scheduling of games and practice times; travel and per diem allowance and support services. Further, your institution must demonstrate that its revised gender-issues plan has received formal institutional approval, is developed using broad-based participation and extends at least five years into the future.

Institution Response to CAC Analysis

While there were no deficiencies in the areas of scheduling of games and practice times, travel and per diem allowance and support services, the recommendation is for the institution to develop an evaluation mechanism to maintain equity in these areas. This tool/mechanism will be used by the coaches and the compiled information will be analyzed and reviewed to determine which areas are in need. A plan for the development and application of an evaluation mechanism for the areas cited has been included in the gender issues plan.

Additionally, the business manager provides the Athletic Director with travel cost reports and those cost reports will be reviewed by the Director of Equal Opportunity annually. The Director of Equal Opportunity will review the athletic scholarships annually.

The equity and student-athlete subcommittee also employed a broad-based approach in interviewing students, staff, athletic personnel, and various other constituency groups. Additionally, Mr. Lamar Daniel, the Title IX consultant, conducted a thorough analysis that looked at all aspects of compliance related to gender equity. During this analysis, Mr. Daniel interviewed all of the stake-holder and constituencies including coaches, Intercollegiate Athletic Committee, Student Advisory Committee, as well as other students, and student-athletes.

- 3 Operating Principle 3.1 requires an institution to develop and implement an institutional gender-issues plan for the intercollegiate athletics program. Acceptable plans for improvement must contain specific measurable goals, steps to achieve those goals and specific timetables for completing the work. After reviewing Page Nos. 77 and 78 of your institution's self-study report, the committee noted all 13 program areas are addressed through issues identified within your gender-issues plan. However, in the program area of coaches, the steps to achieve the measurable goals lack specificity. Specifically, one of your institution's goals in this area is to increase women coaches' salaries as needed. However, the steps to achieve this goal are not specific to ensure comparable coaches' salaries increases. Therefore, your institution must submit a revised gender-issues plan which demonstrates that the program area of coaches includes specific steps to achieve the measurable goal of increasing women coaches' salaries. Further, your institution must provide written evidence that its revised gender-issues plan was developed with broad-based participation and has received formal institutional approval.

Institution Response to CAC Analysis

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On an annual basis, survey salaries are reviewed. The Intercollegiate Athletics Council (IAC) provides comparative data to ensure that the coaches' salaries are comparable in the Ohio Valley Conference. At any time during these annual reviews that disparities are found, a plan for increasing specific salaries to achieve equity will be developed and put in place.

While salaries are not a Title IX issue but rather a Title VII issue, the institution will continue to monitor women coaches' salaries to keep them in line with salaries in the conference and other bench mark institutions. Additionally, the institution has made significant progress over the past five years increasing women's salaries and is committed to continuing progress in this area.

The subcommittee, while developing the gender-issues plan, employed a broad-base of participation that involved input from a variety of sources including coaches in all of the sports, administration, staff, etc.

- 4 Operating Principle 3.1 requires an institution to develop and implement an institutional plan to address gender issues in the intercollegiate athletics program. In order to demonstrate conformity with this operating principle, institutional plans must extend at least five years into the future. After reviewing Page Nos. 79 and 80 of your institution's self-study report, the committee noted that the program areas of medical and training facilities and services; and housing and dining facilities and services do not extend at least five years into the future. Therefore, your institution must clarify its gender-issues plan to identify a timeline that extends at least five years into the future for the aforementioned program areas.

Institution Response to CAC Analysis

The timelines have been addressed in the gender issues plan to extend at least five years into the future for these program areas.

- 5 Operating Principle 3.1 requires an institution to demonstrate that it is committed to, and has progressed toward, the fair and equitable treatment of both male and female student-athletes and athletics department personnel. In order to demonstrate conformity with this operating principle, an institution must develop and implement an institutional plan to address gender issues in the intercollegiate athletics program. Acceptable plans for improvement must contain specific measurable goals, steps to achieve those goals, extend at least five years into the future and be active at all times. Further, all plans for improvement must be developed through broad-based campus participation and receive formal institutional approval. After reviewing Page No. 74 of your self-study report, the committee noted your plan has received formal institutional approval. However, your institution did not provide evidence describing how the plan was developed through broad-based campus participation. Therefore, your institution must provide further explanation describing how broad-based participation was used in the development of your gender-issues plan.

Institution Response to CAC Analysis

A genuine effort was made by the subcommittee to employ a broad based participation in the development of the gender-issues plan, beginning with representation on the subcommittee. During the collection of data all of the stakeholders and various constituencies were either surveyed or interviewed or both including coaches, students, student-athletes, Intercollegiate Athletics Council (IAC) and Student-Athlete Advisory Committee (SAAC).

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Oversight of the gender-issues plan by an individual outside of the athletics department.	Annual oversight of the gender-issues plan has not been maintained on an annual basis since the cycle 1 review.	Provide annual oversight of the gender-issues plan by person outside the Athletics Department.	Annual oversight of gender-issues plan will be conducted by The Director of Equal Opportunity and reported to the President on an annual basis.	Director of Equal Opportunity and President.	2009-2013
Housing and Dining Facilities and Services	No issues were identified with housing. Per Title IX review, dining arrangements are equitable among men's and women's sports except for the lack of pre and post game meals for Women's Volleyball. In addition this area should be monitored for continuing compliance.	Provide Women's Volleyball with pre and post game meal allowances.	Fund volleyball budget to allow for pre and post game meals.	Athletics Director	2008-2013
		To maintain equity in housing and dining facilities.	Annually review housing and dining facilities for continuing equity among all student-athletes.	Associate Athletics Director for Internal Operations	2008-2013
Publicity	Specific aspects of publicity need to be enhanced for women's sports to be consistent with marketing and promotional activities departmental-wide.	Continue to enhance marketing initiatives with women's sports.	General increase in marketing budget to ensure adequate coverage of women's sports including softball.	President, Athletics Director, Vice President for Finance & Administrative Services	2010
		Maintain annual marketing calendar for all sports, including women's sports.	Annual review of marketing calendar to ensure coverage for all sports.	Athletics Director; Associate Athletics Director for External Affairs; Director of Marketing and Promotions.	2008-2013

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Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Scheduling of Games and Practice Times.	No issues were identified within this program area.	Develop and implement an evaluation mechanism to monitor and evaluate scheduling of games and practice times to ensure equitable opportunities for women's sports.	Annual review of scheduling and practice times	Assocaite Athletic Director for Internal Operations; Assistant Athletic Director for Compliance	2008-2013
Travel and Per Diem Allowance	No issues were identified within this program area.	Develop and implement an evaluation mechanism to monitor and evaluate travel and per diem allowance to ensure equitable opportunities for women's sports.	Annual review of travel and per diem allowance.	Athletics Director; Business Manager	2008-2013
A t h l e t i c s Scholarships.	Women's sport's teams are deficient in the number of scholarships annually awarded when compared to men's teams.	All women's varsity sports at Murray State will be fully funded according to current NCAA maximums, the award ratios reversed and in line with participation rates.	Increase scholarships for women's track, soccer, and softball.	President, Vice President for Finance and Administrative Affairs, Director of Athletics	2008
			Increase scholarships for women's softball	President, Vice President for Finance and Administrative Affairs, Director of Athletics	2009
			Increase scholarships for softball and women's equestrian.	President, Vice President for Finance and Administrative Affairs, Director of Athletics	2011

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Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Review the total awards for each sport to ensure progress is made in distributing aid among women's sports.	Individuals Responsible are: President, Vice President for Finance & Administrative Affairs, Director of Athletics, Associate Athletics Director for Internal Operations, and the Assistant Athletics Director for Compliance	2008-2013 (biannually)
			Increase summer school and 5th year aid	President, Athletics Director, Vice President for Finance & Administrative Services	2010-2013
			Review the total awards for each sport to ensure progress is made in distributing aid among women's sports.	President, Vice President for Finance and Administrative Affairs, Director of Athletics; Associate Athletics Director for Internal Operations; and Assistant Athletics Director for Compliance	2008-2013 (biannually)
			Approve summer school and 5th year aid according to applicable policies.	President, Vice President for Finance & Administrative Affairs, Director of Athletics, Associate Athletics Director for Internal Operations, and the Assistant Athletics Director.	2008-2013

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Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Accommodation of Interests and Abilities.	Participation ratio is not proportional for women's athletic teams compared to men's athletics teams. Increase the ratio of participation on women's teams. Begin roster management for men's teams.	Achieve proportionality with the undergraduate enrollment ratio by the year 2011-12	Add women's softball	Athletics Director, Assistant Athletics Director for Internal Operations	2008: Secure facility, office space, and locker room space. Notify the conference of intent to add softball. Hire head coach 2009: Implement initial budget for softball. Hire assistant coach. First year of competition.
			Manage rosters and set roster size goals to achieve optimal participation ratios.	Director of Athletics and Associate Athletic Director for Internal Operations	2008-2013
Equipment and supplies.	Disparities exist between equipment and supply resources for women's sports as compared to men's sports.	Increase equipment and supply resources for women's sports.	Increases in women's sports budgets to meet equipment and supply needs.	Vice President for Finance & Administrative Affairs, Director of Athletics	2008-2013
			Provide additional outdoor storage space for field equipment for women's track and field.	Athletics Director, Vice President for Finance & Administrative Affairs	2010
			Construct new tennis/soccer complex to provide additional equipment space and laundry facilities for women's soccer and tennis.	Athletics Director, Vice President for Finance & Administrative Affairs	Beginning in 2008 and continue to review facilities through 2013

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Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
Tutors.	No issues were identified within this program area.	Continue to monitor equitable availability of tutors to all sports and assess the quality of the tutoring program.	Review availability and quality of tutors paid and volunteer.	Associate Athletics Director for Internal Operations.	2008-2013
			Monitor the equitable availability of tutors for all sports and genders.	Associate Athletics Director for Internal Operations	2008-2013
Coaches.	Availability of coaches in women's sports is not equitable when compared to men's sports. Some women coaches salaries need to be increased.	Increase total FTE for women's sports.	Hire additional assistant coaches for women's track and soccer.	Director of Athletics, Head Coaches	Full time assistant coaches were hired in women's soccer, track, and rowing in 2007.
		Maintain equity in women coaches' salaries as compared to the Ohio Valley Conference and other benchmark institutions.	During annual budget processes review women coaches salaries for competitive equity with Ohio Valley conference and benchmark institutions' salaries, factoring in similar years of experience and qualifications. When disparities are found, make and implement a plan to increase salaries to achieve salary parity.	Athletics Director	2008-2013
Locker Rooms, Practice and Competitive Facilities.	Per Title IX review, practice and competition facilities do not represent a disparity between men's and women's sports, however some renovations and/or upgrades were suggested and are reflected in the goals.	Maintain up-to-date facility status and renovation plan addressing needs for women's sports as part of an ongoing process.	Conduct an annual internal review of all facilities.	Associate Vice President for Facilities Management, Director of Athletics, Assistant Athletic Director for Facilities	2008-2013

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Construct soccer/tennis facility including locker room complex.	Athletics Director. Director of Facilities Management	2008. Continuing with annual facility review through 2013
			Complete a new office suite for women's coaches, primarily for soccer and softball.	Athletics Director and Director of Facilities Management	2008
			Purchase electronic targets for women's rifle team.	Athletics Director	2008
			Make upgrades to softball facility.	Athletics Director and Director of Facilities Management	2009
			Upgrade women's track locker room facilities.	Athletics Director. Director of Facilities Management	2009
			Continue capital campaign initiatives that will address locker rooms and competitive facilities for all sports.	Athletics Director	2008-2013
		Work directly with facilities management office to maintain facilities in acceptable condition.	Annual meetings with facilities management staff regarding athletic facility needs. Address facility upgrades in a timely fashion as funding allows.	Associate Vice President for Facilities Management, Director of Athletics, Assistant Athletics Director for Facilities	2008-2013
Medical and Training Facilities and Services.	Overall availability of sports medicine and strength & conditioning personnel needs to be increased to ensure adequate coverage for all sports, including women's.	Provide consistent athletics strength & conditioning training and sports medicine services for all sports programs regardless of gender.	Annually review medical training facilities and services for equitable treatment of all sports and athletes.	Head Athletic Trainer	2008-2013
			Add one GA in sports medicine.	Director of Athletics, Associate Athletics Director for Internal Operations, Head Trainer, Head Strength Coach	2010

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Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Hire an additional full-time assistant strength and conditioning coach.	Athletic Director, Associate Athletics Director for Internal Operations, Head Trainer, Head Strength & Conditioning Coach	2008
			Develop coverage and assignment plans in the area of sports medicine and strength and conditioning.	Director of Athletics, Associate Athletics Director for Internal Operations, Head Trainer, Head Strength Coach	2009
			Hire additional full-time trainer.	Athletics Director; Associate Athletics Director for Internal Operations; Head Trainer	2009
Support Services.	Per Title IX review no issues were identified, however there is a plan to continue to maintain equitable support services for all sports.	Develop and implement an evaluation mechanism to monitor and evaluate support services to ensure equitable opportunities for women's sports.	Annual review of support services	Athletics Director, Associate Athletics Director for Internal Operations	2008-2013
Recruitment of Student-Athletes.	Prior to Title IX review a disparity in the opportunity to recruit was cited when comparing women's teams to men's teams and progress has been made. Therefore, the focus now is to continue to monitor equity in recruitment opportunities for women's sports.	Provide equal opportunities to recruit student-athletes among men's and women's sports.	Maintain current numbers of women's coaches	Athletics Director	2008-2013
			Annually review recruiting budgets for women's sports to ensure equitable opportunities.	Director of Athletics, Associate Athletics Director of Internal Operations, and Athletics Business Manager	2008-2013

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	Specific Timetable for Completing the Work
			Enhance women's recruiting budgets as necessary to be equitable with comparable men's sports.	Director of Athletics, Associate Athletics Director of Internal Operations, and Athletics Business Manager	2008-2013

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3.2 Minority Issues

1 Operating Principle 3.2 requires an institution to demonstrate that it is committed to, and has progressed toward, the fair and equitable treatment of minority student-athletes and athletics department personnel. In order to demonstrate conformity with this operating principle, an institution must develop and implement an institutional plan to address minority issues in the intercollegiate athletics program. Acceptable plans for improvement must contain specific measurable goals, steps to achieve those goals, extend at least five years into the future and be active at all times. After reviewing Page Nos. 98 through 101 of your institution's self-study report, the committee is unclear whether your institution's minority-issues plan extends at least five years into the future. Therefore, your institution must provide written evidence to demonstrate that its minority-issues plan extends at least five years into the future.

Institution Response to CAC Analysis

The minority-issues plan has been revised to reflect extension through five years.

2 Operating Principle 3.2 requires an institution to develop and implement an institutional plan to address minority issues in the intercollegiate athletics program. An acceptable minority-issues plan must address all eight program areas and contain the required elements for institutional plans for improvement. After reviewing Page Nos. 98 and 99 of your institution's self-study report, the committee noted all eight program areas are addressed within your minority-issues plan. However, the committee noted the steps to achieve measurable goals in the program area of organization and structure appears to be "plan-to-plan" which does not meet the committee's expectation of a specific step. Therefore, your institution must submit a revised minority-issues plan which includes specific steps to achieve measurable goals in the program area of organization and structure. Further, your institution must provide written evidence that its revised minority-issues plan was developed with broad-based participation and has received formal institutional approval.

Institution Response to CAC Analysis

The minority issues plan has been revised to include specific steps to achieve measurable goals in the program area of organization and structure.

There was broad-based participation in the development of the minority-issues plan. Input and information was solicited from student-athletes, coaches, athletic administration, university faculty and staff, as well as the broader university community. The President has approved the Minority-Issues Plan.

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3 Operating Principle 3.2 requires an institution to develop and implement an institutional plan to address minority issues in the intercollegiate athletics program. In order to demonstrate conformity with this operating principle, an institution must create a minority-issues plan that addresses all eight program areas and contain specific steps to achieve the measurable goals. After reviewing Page Nos. 99 through 101 of your institution's self-study report, the committee is unclear how the institution's stated steps to achieve the measurable goals in the program areas of participation in governance and decision making and programs and activities will be effective in achieving the measurable goals. Therefore, your institution must clarify how the steps to achieve the goals in the program areas of participation in governance and decision making and programs and activities will be effective in achieving the measurable goals. If necessary, your institution must revise its minority-issues plan to ensure the aforementioned areas have appropriate steps to achieve the goals identified. A revised minority-issues plan must also be developed using broad-based participation and receive formal institutional approval.

Institution Response to CAC Analysis

The following changes have been incorporated in the minority issues plan:

Original: Increase the number of minority student-athletes on the Student-Athlete Advisory Council.

Revision: A minimum of two minority student-athletes on the Student-Athlete Advisory Council.

Original: Ensure that there is continuing minority representation on the Intercollegiate Athletics Council.

Revision: Maintain a minimum of two minority representatives (Faculty/Staff/Community) presidential appointments to the Intercollegiate Athletics Council.

Original: Maintain employment strategies consistent with the Kentucky Plan on Equal Opportunity, Affirmative Action, and the Office of Equal Opportunity to aggressively recruit minority candidates for administrative positions.

Revision: Add to original: Strive to employ a number of minorities that, at minimum, reflects the percentage of minority representation in regional population.

Evaluate head coaches to determine whether the minority make-up is visible and reflective of student-athlete population.

The Minority Issue Plan was developed based on information through a broad-based institution-wide committee. This committee ensured that this plan was broad-based using quantitative and qualitative methods such as surveys, interviews and data collection. The committee sought input from students, student-athletes, faculty, staff and other governing committees throughout the institution.

The President has approved the Minority-Issues Plan.

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Elements		Goals	Steps		
Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	S p e c i f i c Timetable for Completing the Work
Institutional and Athletics Department Commitment.	Edit element to input the issue.				
Evaluation.	Edit element to input the issue.				
Organization and Structure.	Edit element to input the issue.				
Enrollment.	Edit element to input the issue.				
Comparison of Populations.	Edit element to input the issue.				
Participation in Governance and Decision-Making.	Continue to support leadership roles for minority student-athletes and Athletics staff.	Maintain a minimum level of participation and representation in governance and decision making bodies.	Maintain a minimum of two minority student-athletes on the Student-Athlete Advisory Council.	Senior Woman Administrator	2008-2013
			Maintain a minimum of two minority representatives (Faculty/Staff/Community) Presidential appointments to Intercollegiate Athletics Council.	President	2008-2013
Employment Opportunities.	Maintain employment strategies consistent with the Kentucky Plan on Equal Opportunity, Affirmative Action, and the Office of Equal Opportunity to aggressively recruit minority candidates.	To employ a staff that reflects diversity at all levels.	Continue to follow procedures and strategies developed by the Kentucky Plan on Equal Opportunity, University Affirmative Action Plan, and procedures of the Office of Equal Opportunity to aggressively recruit minority candidates	Director of Athletics	2008-2013
			Continue to develop strategies that will increase retention rates of minority staff.	Director of Athletics	2008-2013
			Evaluate head coaches to determine whether the minority make-up is visible and reflective of student-athlete population.	Director of Athletics	2008-2013

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Program Area	Issues in the Self-Study	Measureable Goals	Steps to Achieve Goals	Individuals/Officers Responsible for Implementation	S p e c i f i c Timetable for Completing the Work
Programs and Activities.	Monitor the availability and scope of programs that address the needs and issues affecting minority student-athletes at least every two years.	To continually monitor and improve programs that support minority participation.	Monitor and assess the availability and scope of programs that address the needs and issues affecting minority student-athletes at least every two years. As a result of each biennial assessment make improvements to the minority support programs as recommended.	Director of CHAMPS/ Life Skills Programs & Associate Director of Athletics for Internal Operations.	2008-2013 (every two years)
			Conduct a student-athlete welfare survey and report results to all personnel charged with supporting and enhancing minority and diversity issues. Based on the results of the survey, make appropriate changes to support programs.	Faculty Athletics Representative & Associate Director for Internal Operations	2009-2013

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3.3 Student-Athlete Well-Being

1 Operating Principle 3.3 requires an institution to provide evidence that the well-being of student-athletes and the fairness of their treatment is monitored, evaluated and addressed on a continuing basis. In order to demonstrate conformity with this operating principle, the institution's instrument used to conduct student-athlete exit interviews must contain questions related to the institution's commitment to the academic success of its student-athletes and questions to measure the effectiveness of the institution's mechanisms (e.g., exit interview process) to monitor the well-being of its student-athletes. After reviewing Page Nos. 105 and 106 of your institution's self-study report and supplemental information provided June 26, 2008, the committee noted your institution has an exit interview process for student-athletes which covers several areas. However, the committee is unclear how your institution administers the survey and various subsections to student-athletes. Therefore, your institution must provide a copy of the entire student-athlete exit interview survey along with further explanation regarding how it is administered to student-athletes.

Institution Response to CAC Analysis

The Intercollegiate Athletic Council (IAC), chaired by Bill Whitaker (Faculty Athletic Representative), administers the Exit Interview at the completion of the sport's season. The IAC was chosen for this task because it represents faculty and staff from across the University.

The Exit Interview process is as follows:

1. At the conclusion of each sport's season, the Department of Athletics, through the Athletic Compliance Office, provides a list with contact information of student-athletes who have exhausted their eligibility to the IAC. In addition, every effort is made by the Department of Athletics to survey those student-athletes who leave the team at other times during the year, whether voluntarily or by dismissal from the team, or transferring to another institution.
2. The chair of the IAC, determines which members will be responsible for conducting the individual exit interviews of the student-athletes. The IAC members contact the student-athlete via phone or e-mail to explain the exit interview process and to arrange a time for the interviews.
3. A written survey instrument, covering Recruitment, Academic Support, Athletic Support, Athletic Department, Coaching Staff, Social and Campus Life, and General and Overall Impressions, is given to each interviewee prior to the meeting. There are hard copies of the survey available and the survey is also available online. Completing and returning the questionnaire is required, even if an in-person interview is not completed by a member of the IAC.
4. Student-athletes complete the exit interview instrument on their own. Student-athletes invited and/or selected to participate in an interview devote approximately a half-hour with the IAC member discussing his or her experiences and perceptions as a student-athlete at Murray State.
5. Once the Council member has completed all of his or her assigned interviews, he or she will summarize his or her findings in a written report to the IAC chairperson. When all the summaries are collected, the IAC annually presents its analysis and recommendations to the Department of Athletics.
6. At the end of every year, all of the interviews and summaries are collected and filed in the Department of Athletics.

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- 2 Operating Principle 3.3 requires an institution to provide evidence that it has in place programs that protect the health and provide a safe environment for its student-athletes. In order to demonstrate conformity with this operating principle, an institution must periodically evaluate and approve its travel policies (e.g., passenger vans, buses, permissible drivers, length of trips) to ensure these policies protect the health and provide a safe environment for its student-athletes. Further, an institution must ensure these policies are communicated to athletics department staff and student-athletes. After reviewing Page No. 111 of your institution's self-study report, the committee noted your institution has a travel policy. However, your institution did not describe how it is periodically evaluated and approved by the appropriate campus authorities to ensure effectiveness and to ensure the plan protects the health and provides a safe environment for its student-athletes. Further, your institution did not identify the process by which the travel policies are communicated to student-athletes. Therefore, your institution must provide written evidence that its travel policies are periodically evaluated and approved by the appropriate campus authorities, including the sports medicine authority, to ensure effectiveness and to ensure the plan protects the health and provides a safe environment for its student-athletes and how it communicates its travel policies to student-athletes.

Institution Response to CAC Analysis

The Murray State University Athletic Department is required to adhere to all Murray State University Travel Policies, as well as, the travel regulations adopted by the Athletics Department. These policies are on file at the University.

The Business Manager is responsible for making sure the travel policies are adhered to. She reviews all travel documents to ensure compliance. She communicates with the Director of Athletics concerning failure to adhere to team travel regulations. The Director of Athletics and his senior staff continually evaluate the departments travel regulations to make any necessary adjustments.

The Head Athletic Trainer and assistant athletic trainers are heavily involved in team travel for the sports of football, men's basketball, women's basketball, and rifle. They review all travel procedures for these sports and provide feedback to the Business Manager through the required travel vouchers and forms.

The Head Coach is responsible for communicating travel procedures to the student athletes. This is mainly accomplished in team meetings. In addition, Page 34 of the Murray State Student Athlete handbook addresses Team Travel Regulations. The Assistant Athletic Director for Compliance and the Director of Athletics meet with each team at the beginning of the year to discuss the Murray State Athlete Handbook that includes travel regulations.

The travel procedures are reviewed annually by the Head Athletic Trainer and the Associate Director for Internal Operations to ensure that they are effective and protect the health of all participants, and provide a safe environment. The Director of Athletics approves the travel plans annually.

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- 3** Operating Principle 3.3 requires an institution to provide evidence that it has in place programs that protect the health and provide a safe environment for its student-athletes. Further, Self-Study Item No. 10 requires an institution to describe its written emergency medical plan for the athletics program for competition and practices and ensure that it is communicated to athletics department staff and student-athletes. After reviewing Page No. 111 of your institution's self-study report and supplemental information provided June 26, 2008, it is unclear whether your institution has a written emergency medical plan related to competition and practices. In addition, the committee was unclear whether the plan is communicated to athletics department staff and student-athletes. Therefore, your institution must provide written evidence demonstrating that a written emergency medical plan for competition and practice exists. In addition, your institution must describe its written emergency medical plan related to competition and practices and provide written evidence that the plan is communicated to athletics department staff and student-athletes.

Institution Response to CAC Analysis

The Murray State University Athletic Department Emergency Action Plan is posted on the Athletic Department Network H Drive which is available to all Athletic Department staff. This plan has an action for all venues that the athletic department uses for competitions and practices. The procedures are the same for competition and practice.

At the beginning of each year, coaches and teams are provided information about the Emergency Action Plan, which is available to them online. The full time trainer for each sport meets with coaches to review procedures. When this meeting occurs, a verification form is signed and dated by the trainer and the coach. This form is filed in the ADIO office. The ADIO is responsible for ensuring the meetings with the trainers and coaches occurs.

- 4** Operating Principle 3.3 requires an institution to provide evidence that it has in place programs that protect the health and provide a safe environment for its student-athletes. Further, Self-Study Item No. 11 requires an institution to describe its written emergency medical plan for the athletics program for out-of-season workouts, strength training and skills sessions and ensure that it is communicated to athletics department staff and student-athletes. After reviewing Page No. 112 of your institution's self-study report and supplemental materials provided June 26, 2008, the committee is unclear whether your institution has a written emergency medical plan for out-of-season workouts, strength training and skills sessions. In addition, the committee is unclear whether the plan is communicated to athletics department staff and student-athletes. Therefore, your institution must provide written evidence demonstrating that a written emergency medical plan for out-of-season workouts, strength training and skills sessions exists. In addition, your institution must describe its written emergency medical plan for out-of-season workouts, strength training and skills sessions and provide written evidence that the plan is communicated to athletics department staff and student-athletes.

Institution Response to CAC Analysis

The Murray State University Athletic Department Emergency Action Plan, which includes the Emergency Medical Plan is posted on the Athletic Department Network H Drive. This plan includes out-of-season workouts, strength training, and skill sessions. It includes procedures for all venues that the athletic department uses for out of season workouts, strength training and skills sessions.

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At the beginning of each year, coaches and teams are provided information about the Emergency Medical Plan. The full time trainer for each sport will meet with the coaches of each sport and the strength and conditioning coaches to review procedures concerning out of season workouts. When this meeting occurs, there will be a verification form signed and dated by the trainer and the coach. This form will be filed in the ADIO office. The ADIO will be responsible in ensuring the meeting with the trainer, coaches, and strength and conditioning coaches occur.

5 Operating Principle 3.3 requires an institution to provide evidence that it has in place programs that protect the health and provide a safe environment for its student-athletes. In order to demonstrate conformity with this operating principle, an institution must conduct an evaluation of the four specified program areas for student-athlete well-being by:

- a. Describing how the institution has ensured a complete study of each of the areas;
- b. Providing data demonstrating the institution's commitment in each area for all student-athletes; and
- c. Explaining how the institution will address the topic in the future for the well-being of all student-athletes.

After reviewing your institution's self-study report and all submitted supplemental materials provided June 26, 2008, the committee noted your institution stated the athletics department will continue to monitor involvement of student-athletes in governance and decision-making processes of the athletics department to assure this is at a meaningful level. Further, your institution stated the associate athletics director for internal operations will discuss this regularly with the athletics director and it will be a regular item on the administration and coaches meeting agendas. However, the committee is unclear how the institution has defined or will determine a meaningful level or how often this "regular" discussion and meeting agenda inclusion will occur. Therefore, your institution must provide further explanation detailing how your institution will address the area of participation in governance and decision making.

Institution Response to CAC Analysis

The Student Athlete Advisory Council meets once a month to discuss issues concerning student-athletes including student athlete well being issues.

Once a semester the Director of Athletics conducts these meeting and discusses issues with the Student Athletic Advisory Council. This allows the student athletes direct contact with the Director of Athletics to express their concerns. In addition, student athletes well being issues are continually addressed in the Director of Athletics senior staff meetings.