



BOARD OF DIRECTORS

HANDBOOK

BYLAWS AND OPERATING POLICIES

Revised as of January, 2020

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SECTION 1

MISSION-GOALS-OBJECTIVES

1.0 Mission, Vision, Value, Goals and Objectives



OUR VISION

Nationwide governance of college athletics that ensures all students involved in collegiate athletics are fully integrated into the college community and receive a quality education while university administrators, faculty, coaches, and staff are held responsible.

WE VALUE...

College athletes who work every day to achieve academic and athletic performance excellence.

The **unique nature of athletics participation** and its contributions to the development of participants

Faculty and staff who passionately insist on academic integrity in the conduct of athletic programs.

Coaches, athletic administrators and families who provide knowledge, guidance and encouragement to college athletes.

WE ARE COMMITTED TO THE IMPORTANCE OF...

All college athletes in all competitive divisions— because athletics at all competitive levels plays an important role in student development.

Treating all persons with **dignity, respect and kindheartedness.**

Demonstrating **academic integrity and fiscal responsibility** in the conduct of intercollegiate athletic programs.

Acting in the best interest of the **education, health and welfare of all college athletes**

Demonstrating **transparency, accountability and honesty** in all communication and decision-making

Diversity – valuing college athletes of every race, color, religion, sex, sexual orientation, age, disability, marital status and national origin

Stewardship – carefully utilizing the resources available to us

MISSION

To defend and achieve educational integrity and freedom in higher education by eliminating the corrosive aspects of commercialized college sports.

GOALS

PUBLIC EDUCATION

Influence public discourse on current issues and controversies in college sport.

REFORM

Lobby for federal legislation that furthers academic integrity and athlete well-being, emphasizing the imperative of ensuring quality education for college athletes.

ACCOUNTABILITY

Ensure university accountability through public disclosure of information about the quality of education college athletes receive.

FAIRNESS

Support faculty and staff whose job security and professional standing are threatened when they defend academic standards and students who expose exploitative athletics practices.

2018-23 OBJECTIVES

Issue fact- and principle-based position statements on current issues and controversies in college sport.

Cause the writing and publication of editorials, commentary and feature articles on current issues and controversies in college sport.

Mobilize media coverage of current issues and controversies in college sport via access to academic experts who can provide the most accurate information.

Secure sufficient funding to engage a professional public relations firm to execute an aggressive public education campaign and create awareness and visibility for The Drake Group positions.

Advance federal legislation that would compel revisions in governance necessary to eliminate or reduce the corrosive aspects of commercialized college sports, including conditioning Higher Education Act funding, a limited antitrust exemption and subpoena and discovery powers on the implementation of an educationally sound model of intercollegiate athletics.

Develop and execute a five-year action plan to raise sufficient funds to drive legislation, engage a professional lobbying firm and recognized public spokesperson/"face," pursue alliances with like-minded organizations, and establish a President's Commission by 2023.

Disseminate fact-based research and positions statements to the media on current practices affecting the quality of education, rights, and welfare of college athletes.

Cause the writing and publication of editorials, commentary and feature articles related to college athlete education.

Develop and issue guidelines for the ethical conduct of athlete academic support and advising programs.

Recognize institutions that demonstrate model disclosure practices and provide quality education to athletes.

Recognize athletes who raise issues related to the quality of education they receive and call for action to advance academic success.

Incorporate outputs into an aggressive public education program.

Actively defend through press releases and position statements those faculty, staff and students who are targets for retaliation for upholding basic academic principles or exploitative athletic practices.

Annually present the Robert M. Hutchins Award to a faculty or staff member who takes a courageous stand to defend academic integrity in athletics at their institution.

Present other awards or in other ways recognize allies and others who contribute to progress in achieving our mission and goals.

Incorporate into an aggressive public education campaign.

1.2 Organization History History

The Drake Group was founded in 1999 when Jon Ericson, a former professor and provost at Drake University, invited a distinguished group of college faculty, authors, and activists to a twenty-four-hour think tank in how to end academic corruption in college sport. Included in the conference were members of faculty senates, journalists, athletic directors, and members of organizations such as the NCAA and the Knight Foundation Commission on collegiate Sport. Out of the meeting emerged an organization initially called the National Association of Faculty for Collegiate Athletic Reform (NAFCAR). The organization changed its name to The Drake Group in 2000 and also adopted bylaws and elected officers. The group's mission and goals were formally defined at an annual meeting at the Chicago meeting in 2003.

Corporate History The Drake Group, Inc. was incorporated on 9/16/13 as a Connecticut Nonstock Corporation via a 9/6/13 certificate of incorporation (the "C/I") which was filed with the Connecticut Secretary of State on 9/6/13. The governing statute for the corporation is the Connecticut Revised Nonstock Corporation Act (the "Act") Connecticut General Statutes ("C.G.S."). 33-1000. et seq. The Drake Group received its 501 (c) (4) tax-exempt status on 6/23/14. No portion of any moneys contributed by any person to a (c) (4) org, whether as membership dues, as a donation/contribution/gift, or otherwise, can be claimed as a tax deduction by said person. The 501 (c) (4) status allows the Drake Group to engage in political lobbying and other advocacy behavior, but not to engage in campaigning on behalf of political candidates.

The Drake Group Logo

the Drake Group logo was designed pro bono by the Silverman Group, a New Haven, Connecticut marketing company.

In Residence at the University of New Haven



In residence at the University of New Haven College of Business

In 2012, the newly elected president of the Drake Group, Allen Sack, who was also a Professor in the Department of Management and Sport Management at the University of New Haven, suggested to the Drake Group Executive Committee that the Drake Group might benefit by having a home base in which to reside. As is the case with other faculty organizations, the Drake Group's home base could change with each new president or simply establish itself at one university. The Executive committee decided to make the University of New Haven its first site and to decide later whether the location would change with each new president. The Drake Group president met with the University of New Haven (UNH) President to request "in residence status." The university previously had "executives in residence" as visiting faculty who made several visits to campus during the year to interact with students and to visit classes, usually with a modest honorarium. Organizations such as Orchestra New England, a Connecticut-based musical ensemble have also been "in residence."

These arrangements are generally quite informal, with each party benefiting in some way from the arrangement. In this case the Drake Group was able to build a website with the help of the UNH marketing department and its expert in website design. The Drake Group Newsletter also makes use of the university's resources and expertise. A degree recipient from UNH who supports the Drake Group's mission and goals has provided pro bono legal assistance such as helping the organization attain 501 C 4 not-for-profit status. The Drake Group's mailing address is the University of New Haven.

In return for recognizing the Drake Group as being "in residence," UNH has benefited from nation-wide publicity the Drake Group has generated. Drake Group press releases have been sent out of the UNH communications department, thus generating contacts on the Drake Group webpage which prominently display the UNH logo and highlight the "in residence" status of the Drake Group and the University of New Haven.

Presidents of the Organization

2020-2022	Donna Lopiano, Ph.D., Southern Connecticut State University
2019-2020	David Ridpath, Ed.D. Ohio University
2018-2019	Fritz Polite, Ph.D., Shenandoah University
2016-18	David Ridpath, Ed.D. Ohio University
2014-16	Gerald Gurney, Ph.D. University of Oklahoma
2012-14	Allen Sack, Ph.D. University of New Haven
2010-12	Jason Lanter, Kutztown University
2008-10	Katie Otto, Western Carolina University
2006-08	David Ridpath, Ohio University
2004-06	Lynda Bensel Myers, University of Tennessee-Knoxville
2000-04	Jon Ericson, Drake University

SECTION 2

INCORPORATION DOCUMENTS

**BYLAWS
OF
THE DRAKE GROUP, INC.**
-Adopted: September 6, 2013

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THE BYLAWS

ARTICLE I

General Overview

Section 1.1 - Corporate History; and the Governing State Statute.

The Drake Group, Inc. (the "Corporation") was incorporated on 9/6/13 as a Connecticut nonstock corporation via a 9/6/13 certificate of incorporation (the "C/I"), which was filed with the Connecticut Secretary of the State on 9/6/13. The governing statute for the Corporation is the Connecticut Revised Nonstock Corporation Act (the "Act"), Connecticut General Statutes ("C.G.S.") §§33-1000, *et seq.*

Section 1.2 - Background.

Dr. Jon Ericson, Ph.D., a former professor and provost at Drake University, founded in 1999 an organization consisting of college faculty members, athletic directors, authors and others, who had a common interest in assisting colleges and universities to ensure a quality education for their student athletes. The organization was initially named the National Association of Faculty for College Athletic Reform, but changed its name to the Drake Group in 2000 based on the location of the group's first meeting, *viz.*, at Drake University. In addition, the group was recently granted "in residence" status by the University of New Haven in the Fall of 2012, and it has now been incorporated via the 9/6/13 C/I.

Section 1.3 - Adoption of these Bylaws.

These Bylaws were duly adopted by the Corporation's Sole Incorporator, Philip H. Bartels, via his 9/6/13 Consent to Action in connection with the Organizational Meeting of the Corporation. (A reference hereinafter to a "Bylaws Section" shall be a reference to a Section of these Bylaws.)

ARTICLE II

Board of Directors

Section 2.1 - Number of Board Members, Term of Office and Election.

(a) **Governance of the Corporation.** The business and affairs of the Corporation shall be governed by the Board of Directors. The Board shall consist of a minimum "fixed" number of three persons and a maximum "fixed" number of fifteen persons (the "Board Members"). The maximum fixed number of Board Members may be increased or decreased by an amendment of these Bylaws (See Bylaws Section 8.1), but no decrease in the maximum fixed number of Board Members shall affect the unexpired term of any Board Member.

(b) **Term of Office.** The term of office of each Board Member (except for a replacement Board Member- See Bylaws Section 2.5(a)) shall be two years; and the terms of approximately one-half of the Board Members shall expire annually or (as the Board may determine) the terms of all the Board Members shall expire at the same time. The term of office of a Board Member (except for a replacement Board Member) shall commence on the next July 1st after the Board Member's election (or sooner as the Board may determine in its discretion). There shall be no limitation regarding the number of terms (consecutive or otherwise) that a Board Member may serve.

(c) **The *ex officio* Members of the Board.** The persons who are then-serving as the following Officers of the Corporation shall be *ex officio* members of the Board (*i.e.*, they shall be members of the Board automatically as a result of being an Officer of the Corporation), *viz.*: the President; the Present-Elect; the Past-President; the Secretary; and the Treasurer.

(d) **Election of Board Members and Officers.** All members of the Board and Officers shall first be nominated by a Member. After such nomination, the person shall then be eligible for election as a Board Member by a mail or e-mail vote of all Members which election shall customarily occur prior to July 1 each year. A majority of all members voting is required for election.

Section 2.2 - Powers, Rights and Duties.

(a) **Overview.** The Board shall have the powers, rights and duties necessary or appropriate for the proper governance of the business and affairs of the Corporation, except as may be limited by the *C/I*, these Bylaws or the Act.

(b) **Enumeration.** The Board's powers, rights and duties shall include (without limitation) the following:

(i) The approval of the Corporation's mission statement, vision statement and the strategic plan; the approval of the institutional policies of the Corporation; the periodic review of the same (including the approval of any necessary changes thereto); and an evaluation of the implementation thereof.

(ii) The approval of the annual budget, and the general long-range financial plans of the Corporation; and an evaluation of the implementation thereof.

(iii) The approval of the general policies and guidelines for the Corporation's revenue-raising activities; and an evaluation of the implementation thereof.

(iv) The approval of all significant Corporation projects; and an evaluation of the implementation thereof.

(v) Such other and additional powers, rights or duties as the Board may determine in its discretion to be necessary or appropriate in connection with the Board's governance of the Corporation.

Section 2.3 - Standards of Conduct.

As required by the Act, at C.G.S. §33-1104(a), each Board Member, in the performance of his/her duties, shall discharge said duties: (i) in good faith; (ii) with the care an ordinarily prudent person in a like position would exercise under similar circumstances; and (iii) in a manner he/she reasonably believes to be in the best interests of the Corporation.

Section 2.4 - Removal of a Board Member.

The Board, by a majority of the then-serving Board Members, may remove anyone or more of the Board Members with or without cause; *provided that* the notice of the subject meeting of the Board shall have adequately described the proposed removal.

Section 2.5 - Vacancies.

(a) Filling a mid-term Vacancy by a replacement Board Member. Except for a vacancy caused by the expiration of a Board Member's term of office, a vacancy in the Board may be filled by the election of a replacement Board Member at a regular or special meeting of the Board. Each person so elected shall then be a Board Member until the following July 1st.

(b) Adequate Notice to the Board. With regard to any candidate nominated to be a replacement Board Member, and in order to ensure that proper consideration is given at the subject Board Meeting to the candidate, there shall be full notice given to the Board Members prior to the Board Meeting in order to adequately apprise them about the candidate.

Section 2.6 - Meetings.

(a) **Regular Meetings; Notice.** There shall be a customary minimum of two regular meetings of Board during each "Fiscal Year" (See Bylaws Section 7.3), with the Annual Meeting of the Board to be typically held in June. The specific date and time of all Board Meetings shall be reasonably selected by the Board Chair. A "Notice" (See Bylaws Section 7.2) of a regular Board Meeting shall be sent to each Board Member at least five calendar days prior to the meeting; provided, however, in the event of extraordinary circumstances, the minimum notice of a board meeting shall then be reduced to two calendar days. Subject to Bylaws Sections 2.4.2.S (b) and 8.1: (i) no notice of the agenda needs to be given in advance of the meeting; and (ii) any business can be transacted at the meeting.

(b) **Special Meetings; Notice.** Special Meetings of the Board shall be called by the Board Chair or via the written request of two or more Board Members. The only business that may be transacted at a Special Meeting are the matters that are referred to in the Notice of the Special Meeting, which Notice shall be sent to each Board Member (in the absence of an emergency or other compelling circumstances, as may be determined by the Board Chair in his/her discretion) at least one calendar day (24 hours) prior to the subject Special Meeting.

(c) **Location of Meetings.** All meetings of the Board shall be held at a reasonable location that is selected by the Board Chair, or held via a conference call (See Bylaws Section 2.12) or via a Unanimous Written Consent to Action (See Bylaws Section 2.11).

(d) **The Minutes.** The Minutes of each Board Meeting shall customarily be transmitted by the "Secretary" (See Bylaws Section 4.4) to each Board Member within approximately four weeks after a Board Meeting (but no later than the date that the Notice of the next Board Meeting is given). In connection with the Minutes: (i) they can be stated in summary form; and (ii) they can be recorded and prepared by the Secretary, by a Board Member or by a person who is invited to attend a Board Meeting in order to undertake the Minutes-taking role (*for example*, an administrative assistant to, or a graduate student of, a Board Member).

(e) **Attendance at Board Meetings by non-Board Members.** In the discretion of the Board Chair: (i) he/she may invite one or more persons to be observers at a Board Meeting; and (ii) he/she may permit observers to speak at a Board Meeting, but they shall not be entitled to vote.

Section 2.7 - No Proxies.

Proxies are *not* permitted in connection with any Board Meeting, Board Executive Committee Meeting or any Board Committee (or Subcommittee) Meeting.

Section 2.8 - Waiver of Notice.

Any Board Member may waive notice of any meeting in writing. Attendance by a Board Member at any meeting of the Board (or at a Board Committee or Subcommittee Meeting) shall constitute a waiver of notice. If all the Board Members are present at a meeting, no notice shall be required, and any business may be transacted at such meeting.

Section 2.9 - Quorum of Board Members; and the Vote of the Board.

(a) **The Quorum.** At all meetings of the Board, a minimum of one half of the number of then-sitting Board Members, but no less than four, whichever is greater, shall constitute a quorum for the transaction of business. If, at any meeting, there shall be less than a quorum present, a majority of those present may reschedule the meeting to a new date. At any rescheduled or adjourned meeting at which a quorum is then present, any business that might have been transacted at the meeting originally called may be transacted without further notice.

(b) **Valid Vote.** The vote of a majority of the Board Members in attendance at a Board Meeting, at which a quorum is present *and* is acting throughout, shall be a valid vote of the Board for all purposes except where in these Bylaws or the Act a higher percentage vote is required.

Section 2.10 - The Board Chair and Board Vice-Chair.

There shall be a Board Chair and a Board Vice-Chair, as follows:

(a) **Designation.** The Board Chair and the Board Vice-Chair shall respectively be those Board Members of the Corporation who are the then-serving President and President-Elect of the Corporation (See Bylaws Section 4.1).

(b) **Term of Office.** The Board Chair and Board Vice-Chair shall each have a two-year term in said capacities; and their terms of office shall commence on the next July 1st following their respective elections as the President and President-Elect, unless the Board were to decide upon a different commencement date of the terms of office. There shall be no limitation regarding the number of terms (consecutive or otherwise) that a Board Chair and a Board Vice-Chair can serve.

(c) **The Role of the Board Chair.** In connection with Board governance matters, the Board Chair shall have the following rights and duties: (i) presiding at all meetings of the Board and the Executive Committee (if any); (ii) the appointment of the Chairs, Vice Chairs and members of each "Standing Committee", "Ad Hoc Committee" and "Task Force" (See Bylaws Sections 3.1-3.3); (iii) the *ex officio* membership, along with the Board Vice Chair, as voting members, on each Standing Committee and Board Ad Hoc Committee (and their attendance at any Committee meeting - Board or non-Board - shall be counted as part of the quorum); and (iv) such other rights and duties as the Board may prescribe from time to time.

(d) **The Role of the Board Vice-Chair.** The Board Vice-Chair shall, in the absence of the Board Chair, timely undertake all rights and duties of the Board Chair.

Section 2.11 - Unanimous Written Consent to Corporate Action.

If the Board Members unanimously consent in writing to any action taken or to be taken by the Board, such action shall be a valid action as though it had been taken at a meeting of the Board. The Board Members' consents can be given via email, mail or hand-delivery; and the Secretary shall file such consents with the minutes of the meetings of the Board.

Section 2.12 - Conference Call Meetings of the Board.

Meetings of the Board (and any Board Committee meetings) can be held via a conference telephone call, via skype or via another reliable communications process which allows all persons participating in the meeting to hear each other at the same time. In addition, a Board Member who is unable to be physically present at a Board Meeting (or a Board Committee or Subcommittee Meeting) is entitled to attend the meeting via telephone call or other reliable communications process. Participation by the means set forth in this Bylaws Section 2.12 shall constitute the presence in person at a meeting.

Section 2.13 - The Executive Committee.

(a) **Composition.** The Executive Committee, if and when established, shall be comprised of a minimum of three Board Members, as follows: (i) the Board Chair and the Board Vice Chair; and (ii) another Board Member.

(b) **Authority of the Executive Committee; Limitations.** The Executive Committee, which shall be chaired by the Board Chair, shall have the power and authority to make the necessary decisions on behalf of the Board that, in the prudent governance of the Corporation, cannot be postponed until the next Board Meeting but which instead need to be timely made during an interval between the Board's Meetings. *Excepted from* the foregoing authority, the Executive Committee shall not have the authority to make any of the decisions prohibited by the Act, at C.G.S. §33-1101(e) (*for example*: the amending or repealing of these Bylaws, or the adoption of new Bylaws; the election of Board Members; or, the approval of a proposal to dissolve the Corporation).

(c) **Meetings; Notice; Quorum.** Meetings of the Executive Committee shall be held, as the Board Chair may decide, or upon the written request of at least two Executive Committee Members; and, each such meeting shall be promptly held at such time and date as may be reasonably selected by the Board Chair. In the absence of an emergency or other compelling circumstances (as may be determined by the Board Chair in his/her sole discretion), the Notice of any Executive Committee Meeting shall be given at least one calendar day (24 hours) in advance. No notice of the agenda of an Executive Committee Meeting needs to be given in advance of any meeting. A minimum of a majority of the then-serving Executive Committee Members shall constitute a quorum.

(d) **Minutes to be sent to all Board Members.** In order to ensure that the entire Board is kept fully apprised of all matters approved by the Executive Committee, the Secretary shall customarily send a copy of its Minutes to each Board Member within two weeks after each Executive Committee Meeting (but no later than the date of the Notice of the next Executive Committee Meeting, or the date of the Notice of the next Board Meeting, whichever is earlier).

ARTICLE III**Board Committees and the other Committees of the Corporation****Section 3.1 - General Provisions Re: the Board Committees.**

(a) **The Standing and Ad Hoc Committees.** The Standing Committees of the Board, in addition to the Executive Committee, are listed in Bylaws Section 3.2. The Ad Hoc Committees of the Board are described in Bylaws Section 3.3(b)(i). During each Fiscal Year, each Board Committee shall meet as often as necessary (but customarily at least once per Fiscal Year); and although each Committee's Meetings may typically be held in conjunction with the Board's Meetings, nonetheless, a Committee may hold meetings at such time(s) which its Committee Chair deems to be necessary or appropriate for the Committee to be able to effectively undertake its duties and responsibilities. Each Committee shall give a report (written or oral) on its activities at least one Board Meeting in each Fiscal Year, and more frequently if requested by the Board Chair.

(b) **Members of the Board Committees.** With regard to a Standing or Ad Hoc Committee which may be established by the Board from time to time, thus, in each Fiscal Year, the Board Chair shall appoint the Committee Chair (and, and upon consultation with the Committee Chair, a Committee Vice Chair, if necessary) and also appoint the Board Members who are to serve on each Committee. Membership on each Standing Committee shall be restricted to Board members with each Standing Committee ordinarily having at least two Board Members (although it shall be permissible, in the appropriate circumstances, to have a one-person Board Committee). Board members, Members and persons other than Board Members or Members are eligible to be appointed to Ad Hoc Committees, Advisory Councils and Task Forces.

(c) **Members of the Subcommittees.** In connection with a Standing Subcommittee or an Ad Hoc Subcommittee: (i) it shall be established by a Committee Chair as he/she may deem necessary or appropriate, upon consultation with the Board Chair; (ii) the Committee Chair shall appoint the Board Members thereto (and it shall be permissible, in the appropriate circumstances, to have a one-person Board Subcommittee), and may appoint one or more non-Board Members to be observers to the Subcommittee's meetings; and (iii) if there are two or more than members of a Subcommittee, the Committee Chair shall appoint a Chair of the Subcommittee.

(d) **A Standing Committee's Duties and Responsibilities.** A Standing Committee shall have the duties and responsibilities that may be reasonably assigned to it from time to time by the Board Chair. Except for the Executive Committee (See Bylaws Section 2.13), *no* Board Committee of any type shall have the authority to make any decisions on behalf of the Board; instead, the "end" function of a Board Committee shall be giving its periodic reports to, and making its recommendations for the consideration and adoption thereof by, the Board.

(e) **Quorum.** A quorum of a Board Standing Committee Meeting or a Board Ad Hoc Committee Meeting shall consist of a majority of the Committee Members but not fewer than two (unless it is a one-person Board Committee). The attendance at a Committee or Subcommittee Meeting by the Board Chair and Board Vice-Chair, who shall be *ex officio* members (with the right to vote) of each Committee and Subcommittee, shall be counted as part of a Committee's or Subcommittee's quorum. If a Subcommittee has more than one member,

then, the Subcommittee Meeting shall have a minimum of two Subcommittee Members present in order to constitute a quorum.

(f) **Attendees at Committee Meetings.** In the discretion of a Committee or Subcommittee Chair, and in addition to any non-Board Members who have been appointed as observers to a Board Committee or Subcommittee, the Chair can invite one or more other persons to attend a particular Committee or Subcommittee Meeting.

(g) **Minutes of the Committee and Subcommittee Meetings.** Each Committee and Subcommittee shall keep Summary Minutes of its substantive Meetings, which customarily shall be distributed to all Board Members prior to the next Board Meeting.

(h) **The Protocols/Guidelines for a Committee or Subcommittee.** In order to give a Committee the ongoing flexibility to be able to nimbly address rapidly-changing circumstances and the like: (i) it shall not be prudent for a Committee to adopt a charter or bylaws; (ii) instead, and only if a Committee were to deem it necessary, a Committee can adopt general protocols/guidelines (the "guidelines") only after the Board Chair and Board Vice Chair have reviewed a draft thereof and have given their approval thereof; (iii) any Committee guidelines shall not constitute binding requirements upon the operations of the Committee but instead shall constitute guidance for the Committee; (iv) in the event of a conflict between such guidelines and these Bylaws, the Bylaws shall prevail in all instances; and (v) the provisions of this Bylaws Section 3.1(h) shall also apply to any guidelines that are proposed for a Subcommittee. Section

3.2 - The Standing Committees of the Board.

In the discretion of the Board Chair, the Corporation *may* have one or more Standing Committees in operation from time to time, including without limitation: (i) a Governance and Nominations Committee; (ii) a Finance Committee; (iii) an Audit Committee; (iv) an Advancement and Development Committee; and (v) a Compensation Committee. Also in the Board Chair's discretion, one or more of the foregoing committees can be combined and/or renamed.

Section 3.3 - Ad Hoc Committees and Task Forces of the Board and the Corporation.

(a) Establishment thereof. The Board Chair may establish such Ad Hoc Committees and Task Forces of the Board and of the Corporation as he/she may deem necessary or appropriate and shall appoint the Chair, any Vice Chair and the members thereof. An Ad Hoc Committee or Task Force shall have such duration and mission as may be determined as the Board Chair in his/her discretion.

(b) General Guidelines. The general guidelines for Ad Hoc Committees and Task Forces shall be the following: (i) for the Board - they shall be ordinarily comprised of at least two Board Members (and, when appropriate, they may be comprised of only one Board Member), and non-Board Member observers may be appointed; and (ii) for the Corporation (as an entity) - they shall be comprised of two or more persons with appropriate qualifications, and there does not need to be any Board Members thereon. Similar to all Board Committees (other than the Executive Committee), *no* Board or Corporation Ad Hoc Committee or Task Force shall have the authority to make any decisions on behalf of the Board; instead, the "end" function of any Board or Corporation Ad Hoc Committee or Task Force shall be giving its periodic reports to, and making its recommendations for the consideration thereof by, the Board.

ARTICLE IV

Officers of the Corporation

Section 4.1 - Designation.

The principal Officers of the Corporation shall be the following persons, who shall also be *ex officio* Board Members: (i) the President (who shall also be the Board Chair and the Chief Executive Officer of the Corporation); (ii) the President-Elect (who shall also be the Board Vice Chair); (iii) the Past President; (iv) the Secretary; and (v) the Treasurer. Any two offices may be held by the same person, except the President shall not also hold the office of Secretary.

Section 4.2 - Election; and Term of Office.

The Officers shall be elected by the Board Members, and customarily at the Annual Meeting. Each Officer shall serve for a two-year term. There shall be no limitation regarding the number of terms (consecutive or otherwise) that an Officer may serve.

Section 4.3 - Removal of Officers.

The Board, by a majority of the then-serving Board Members, may remove an Officer with or without cause; *provided that* the notice of the subject meeting of the Board shall have adequately described the proposed removal.

Section 4.4 - The Secretary.

The Secretary shall have custody of the Seal of the Corporation and shall attest to and affix the Seal to such documents as may be required in the business and affairs of the Corporation, including (if appropriate) such documents as contracts, certificates and minutes of the Corporation. The Secretary shall give proper notice of, and shall be responsible for having the minutes prepared of, the meetings of the Board; and he/she shall have such other duties as may be customary for said position or as may be reasonably assigned to him/her by the Board Chair.

Section 4.5 - The Treasurer.

(a) **Chief Financial Officer.** The Treasurer shall be the Chief Financial Officer of the Corporation and thus shall oversee the Corporation's financial operations, including the financial planning (short-term and long-term) and the management of its income, expenses, liabilities and assets.

(b) **Preparation of Financial Reports.** The Treasurer shall issue financial reports to the Board on an appropriate periodic basis, as the Board Chair may determine. At the end of each fiscal year, he/she shall prepare or cause to be prepared the Corporation's annual financial statements in accordance with generally accepted accounting principles; and, in connection therewith, he/she shall assist the audit firm (if any) regarding an annual audit of the Corporation.

(c) **Monitoring of Investments.** The Treasurer shall monitor the Corporation's investments, including its funds on deposit, in accordance with the financial policies approved by the Board.

Section 4.6- Standards of Conduct.

As required by the Act, at C.G.S. §33-1111(a), each Officer, in the performance of his/her duties, shall discharge said duties: (i) in good faith; (ii) with the care an ordinarily prudent person in a like position would exercise under similar circumstances; and (iii) in a manner he/she reasonably believes to be in the best interests of the Corporation.

**ARTICLE V
Members****Section 5.1 - An Overview Re: the Corporation's Members.**

Paragraph 4 of the C/I references the fact that the Corporation can have Members, but: (i) the C/I does not require that there must be Corporation Members at any particular time; nor (ii) does the C/I set forth any other requirements or details regarding Members, except that they shall *not* have any voting rights other than voting to elect the members and officers of the Board. Thus, the various other terms and conditions regarding the Corporation's Members shall be determined by the Board when the Board decides that there should be Members.

Section 5.2 - Meetings.

A Meeting of the Members, which shall only be an informational meeting to update the Members, shall be called by: (i) the Board Chair in his/her discretion; or (ii) promptly by the Board Chair, upon the written request of at least ten Members. Meetings of the Members shall be held at a reasonable location selected by the Board Chair, or via a conference call.

Section 5.3 - One Class of Members; the Annual Dues.

In the event that the Corporation does have Members, then, there shall be one class of Members. The Board shall from time to time set the amount of the Members' annual dues which may be in different amounts from category to category within the Corporation's one class of Members, which categories may include: (i) professionals (professors, athletic directors, authors and so forth); (ii) undergraduate or graduate college students; and (iii) any other proper category of persons.

**ARTICLE VI
Conflicts of Interest Policy.****Section 6.1 - The Policy.**

In connection with the conflicts of interest section of the Act, at C.G.S. §33-1127, and with regard to the Conflicts of Interest Policy for the Corporation, dated 9/6/13: (i) the Policy sets forth the strict decision-making requirements that must be followed by the Board Members and the Officers (and also the Corporation's employees and its other decision-makers) with regard to the Corporation's business transactions and compensation matters; and (ii) the Board shall periodically review the Policy and shall adopt such amendments thereto as it may deem appropriate.

ARTICLE VII**Indemnification and Miscellaneous****Section 7.1 - Indemnification; and the Federal VPA.**

(a) **Indemnification.** The Board Members and Officers of the Corporation may be eligible for indemnification by the Corporation as provided in the Act, at C.G.S. §§33-1116 through 1125.

(b) **The Immunity from Liability** that is provided to the Directors and Officers via the Federal VP A. In an overview, *unless* there is conduct by a Director, Officer or other volunteer on behalf of the Corporation that goes beyond negligence and in fact were to constitute gross negligence or reckless or intentional misconduct, then, a Director, Officer or other volunteer of the Corporation would (in general) not be personally liable for his/her conduct as a result of the immunity shield from liability that is provided to him/her under the Federal Volunteer Protection Act of 1997 (the "VPA"), 42 U.S.C. §§ 14501-14505, at §14503(a). This immunity shield from individual liability is applicable even if the Corporation were at the same time to be found liable for a breach of contract, for an accident or for another type of claim arising from the individual's conduct.) (The VPA provides immunity only to the Corporation's Directors, Officers and other volunteers but *not* to the Corporation itself.)

Section 7.2 - Notices.

Any notice (a "Notice") that is required to be given by the Board, by an Officer or any other person on behalf of the Corporation: (i) shall be in writing; and (ii) shall be delivered by hand-delivery, mail, fax, email or other reliable means of transmission.

Section 7.3 - Fiscal Year.

The fiscal year of the Corporation shall be a calendar year.

Section 7.4 - No Waiver.

No restriction, condition, obligation or other provision contained in these Bylaws shall be deemed to have been abrogated or waived by reason of any failure to enforce or abide with the same, irrespective of the number of violations, breaches or non-compliance or the magnitude thereof which may occur.

Section 7.5 - Definitions.

Unless otherwise set forth herein, the definitions set forth in the Act are adopted herein.

Section 7.6 - Terms.

As customary, the use of a term: (i) in the singular shall also include the plural when appropriate; and (ii) in the masculine shall also include the feminine.

Section 7.7 - Statutory References.

With regard to any statute that is referred to in these Bylaws, any amendments and any successor statutes thereto shall be automatically referred to and included herein.

Section 7.8 - Compensation Decisions.

In addition to adhering to the conflicts of interest proscriptions in the Conflicts of Interest Policy (See Bylaws Section 6.1), the following procedures shall be followed in connection with the compensation decisions made with regard to any person in connection with the Corporation (e.g.: an employee, outside consultant or contractor or otherwise): (i) the decisions shall be made in advance of paying compensation; (ii) the date and terms of the approved compensation arrangement shall be documented; (iii) a written record shall be kept regarding the decision by each individual who decided or voted on the decision; and (iv) when appropriate, the decision shall take into consideration the level of compensation paid by similarly-situated taxable or tax exempt organizations for similar services, or the level of compensation set forth in current compensation surveys or the amount of compensation of an actual written offers from similarly situated organizations (and in any of such instances, a written record shall be kept regarding the information, and its source, on which the decision is based).

Section 7.9 - The Obligation of Good Faith and Fair Dealing.

Each Board Member and Officer shall conduct himself/herself in accordance with the obligation of good faith and fair dealing to each other *and* to the Corporation.

ARTICLE VIII

Amendments to, or Repeal of, the Bylaws

Section 8.1 - The Bylaws.

These Bylaws may be amended (or repealed), and new provisions adopted herein, from time to time in the sole discretion of the Board at any Board Meeting, so long as: (i) the substance of the proposed amendment, repeal or adoption is set forth in the Notice of the Meeting; and (ii) two-thirds of the quorum of the Board Members present at that Meeting vote in favor of the proposal. (See also Bylaws Section 9.1).

ARTICLE IX

Compliance with the Internal Revenue Code and the Act

Section 9.1 - The Compliance.

At all times, the Corporation shall be operated and administered exclusively as a charitable organization in accordance with the Internal Revenue Code of 1986 (the "Code"), 26 U.S.C. §§ 1, *et seq.*, including § 501(c)(4). In addition, *no* amendment to or repeal of these Bylaws, or adoption of new provisions hereto, shall be permitted which: (i) authorizes the Board, the Officers or any other person to conduct the affairs of the Corporation in a manner or for any purpose that is contrary to the provisions of the Code, the *C/I* or the Act; or (ii) in any manner would jeopardize the tax-exempt status of the Corporation.

*

Prepared and adopted on 9/6/13 by the Sole
Incorporator,
Philip H. Bartels, of Shipman & Goodwin LLP
(203-869-5600)

(Dated: September 6, 2013)

CERTIFICATE OF INCORPORATION
- OF -
THE DRAKE GROUP, INC.

The undersigned Sole Incorporator hereby forms a corporation under the Connecticut Revised Non-stock Corporation Act.

FIRST: (Corporate Name). The name of the Corporation is: The Drake Group, Inc. (the "Corporation").

SECOND: (Definition). The Corporation is a "corporation" as defined in the Connecticut Revised Non-stock Corporation Act (the "Act"), C.G.S. Sections 33-1000, *et seq.*, at Section 33-1002(8).

THIRD: (Corporate Purposes). The purpose or purposes for which the Corporation is formed are solely the following charitable purposes:

(a) To assist colleges and universities to ensure a quality education for their student athletes.

(b) To conduct nonpartisan analysis, study and research into the issues of academic integrity in collegiate sport (and related matters) and to publish and otherwise to make available the results thereof for the benefit of the general public, or members of segments thereof (including colleges and universities and their student athletes).

(c) To engage in any other lawful act or activity for which corporations may be formed under the Act (at C.G.S. Section 33-1026(a)(6)), but subject to, and in accordance with and within the meaning of, Section 501 (c)(4) of the Internal Revenue Code of 1986, as amended (the "Code").

FOURTH: (Membership). The Corporation may have Members, but they shall not have any voting rights.

FIFTH: (Restrictions and Limitations required by the Internal Revenue Code).

(a) The Corporation is nonprofit and shall not have or issue shares of stock or make distributions.

(b) At all times, the Corporation shall be operated and administered exclusively as an organization in accordance with Section 501 (c)(4) of the Code, and thus: (i) it shall not be organized or operated for profit, but instead it shall be operated exclusively for the promotion of social welfare; and (ii) its net earnings shall be devoted exclusively to charitable and educational purposes. In addition, the Corporation shall not undertake any act or conduct which: (i) is contrary to the Code or the Treasury Regulations promulgated thereunder; or (ii) in any manner jeopardizes any tax-exempt status of the Corporation. (With regard to any statute or regulation that is referred to in this Certificate of Incorporation, any amendments or successor provisions thereto shall be automatically referred to and included herein.)

(c) Specifically included in the restrictions in Paragraph 5(b) next above are the following prohibitions: (i) the Corporation shall not directly or indirectly participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office; (ii) none of the Corporation's activities shall be to operate a social club for the benefit, pleasure or recreation of its members; and (iii) the Corporation shall not carry on a business with the general public in a manner similar to organizations which are operated for profit. In addition: (i) the Corporation's net earnings shall not inure in whole or in part to the benefit of any private shareholder or individual (i. e., any person having a personal and private interest in the activities of the Corporation); and (ii) upon dissolution, the assets of the Corporation shall be distributed solely to one or more organizations which is/are exempt under Sections 501 (c) (3) or (c) (4) of the Code.

SIXTH: (Initial Registered Office; Appointment of the Initial Registered Agent).

(a) Registered Office. Pursuant to the Act, at C.G.S. Section 33-1050 (a), the street address of the Corporation's initial Registered Office (*viz.*, in connection with the Corporation's receipt of the service of process) is: Office of the Dean of the College of Business, University of New Haven, 300 Boston Post Road, West Haven, CT 06516.

(b) Registered Agent. The following person is hereby appointed as the initial Registered Agent of the Corporation, with the following business and residence addresses:

Name	Business	Residence
Allen L. Sack	Professor College of Business University of New Haven 300 Boston Post Road West Haven, CT 06516	760 Edgewood Avenue New Haven, CT 06515

I hereby declare, under the penalties of false statement, that the information provided in the foregoing Certificate is true.

• **Dated** at Greenwich, Connecticut on September 6, 2013.

Philip H. Bartels
Sole Incorporator
Shipman & Goodwin LLP
289 Greenwich Avenue
Greenwich, CT 06830
(203) 869-5600 * (Fax) 869-4648
e-mail: pbartels@goodwin.com

• Acceptance of Designation as the Registered Agent for Service of Process

The foregoing designation as the Registered Agent for Service of Process is hereby accepted on 9/6/13:

Allen L. Sack
* * *

(Dated: September 6, 2013)

CONFLICTS OF INTEREST POLICY
- OF -
THE DRAKE GROUP, INC.

Section 1 - Preamble.

The Drake Group, Inc. (the "Corporation") is a non-stock corporation which (via its Certificate of Incorporation, dated 9/6/13) was incorporated with the Connecticut Secretary of the State on 9/6/13 pursuant to the Connecticut Revised Non-stock Act, C.G.S. §§33-1000, *et seq.* (the "Act"). It is the intention of the Directors of the Corporation that it will be a tax-exempt organization under Section 501(c)(4) of the Internal Revenue Code of 1986, as amended. Therefore, pursuant to Section 6.1 of the Corporation's 9/6/13 Bylaws, and in a supplement to the provisions of C.G.S. §33-1127 of the Act, and in a supplement also to Sections 2.3 and 4.6 of the Corporation's Bylaws, it is in the best interests of the Corporation to adopt the following Conflicts of Interest Policy.

Section 2 - The Proscriptions Re: Business Transactions.

The following circumstances shall constitute a conflict of interest for a Director, and also or an Officer, whether or not the subject business transaction is ever brought before the Corporation's Board for action. More specifically, a conflict of interest *shall* exist if a Director or Officer knows at any time prior to, or at the time of, the commitment by the Corporation regarding a particular business transaction that: (i) he/she, or a related person (e.g.: related by blood, marriage or otherwise) or a related entity (e.g.: a corporation, limited liability company or partnership), is a party to the transaction; (ii) he/she has a beneficial financial interest in the transaction; or (iii) he/she is so closely linked to the transaction which is of such financial significance to him/her or a related person (or a related entity) that said interest would be reasonably expected to exert an influence on the Director's or Officer's judgment if he/she were called upon to vote on the transaction. (The definition of a conflict of interest in the context of business transactions, as set forth in the preceding sentence, shall also apply to the Corporation's fulltime and part-time employees (if any) and its other business transaction decision-makers.)

Section 3 - The Proscriptions Re: Compensation Decisions.

In connection with the individuals at the Corporation who make the compensation decisions with regard to any employee of the Corporation, or such decisions with regard to any of the Corporation's outside contractors, consultants or other providers, a conflict of interest *shall* exist if the decision-making individual at the Corporation knows at any time prior to, or at the time of, the decision that: (i) he/she, or a related person or a related entity, is the recipient of the compensation; or (ii) he/she is so closely associated with the compensation recipient that said association would be reasonably expected to exert an influence on the decision-maker's judgment if he/she were called upon to decide on the compensation. (The definition of a conflict of interest in the context of compensation decisions, as set forth in the preceding sentence, shall apply to the Corporation's Directors, Officers, any fulltime and part-time employees and any of its other compensation decision-makers.)

Section 4 - The Policy's General Requirements.

(a) **A Director's or Officer's Conflict Re: Business Transactions.** In the event of a conflict of interest as described above in Section 2, the conflicted Director or Officer shall immediately: (i) cease all involvement at all times (e.g., from all discussions, all transaction evaluations, all votes and so forth), in his/her capacity as a Director, as a Board Committee Member, or as an Officer, as the case may be, with respect to making any relevant decisions prior to, or at the time of, the Corporation's commitment to the business transaction; and (ii) inform the President of the Corporation in writing with respect to the existence and the necessary details of the nature of said conflict. In addition, with regard to any Director or Officer who is uncertain as to whether or not a conflict of interest does exist, he/she may request the Board, or an immediately-constituted ad hoc committee or a Board-appointed special counsel, to expeditiously resolve said issue.

(b) **A Director's or Officer's Conflict Re: Compensation Decisions.** In the event of a conflict of interest as described above in Section 3, the conflicted Director or Officer shall immediately cease all involvement with respect to the compensation decision.

(c) **A similar Requirement upon the Corporation's Employees.** Each Corporation fulltime or part-time employee (if any), and any other decision-maker who is not a Director or Officer, shall be bound by restrictions similar to the restrictions set forth in Sections 4(a) and (b) above. More specifically, with regard to *business transactions*: in the event of a conflict of interest as described in Section 2, the conflicted employee or other decision-maker shall immediately: (i) cease all decision-making involvement at all times prior to, or at the time of, the time of the Corporation's commitment to the business transaction; and (ii) inform the President of the Corporation in writing with respect to the existence and the necessary details of the nature of said conflict. With regard to *compensation decisions*: in the event of a conflict of interest as described in Section 3, the conflicted employee or other decision-maker shall immediately cease all involvement with respect to the compensation decision.

Section 5 - Abstention by a Director.

In the event a Director were to abstain at a Board Meeting or a Board Committee Meeting as a result of a conflict of interest, the minutes thereof shall reflect said matter.

Section 6 - Amendments.

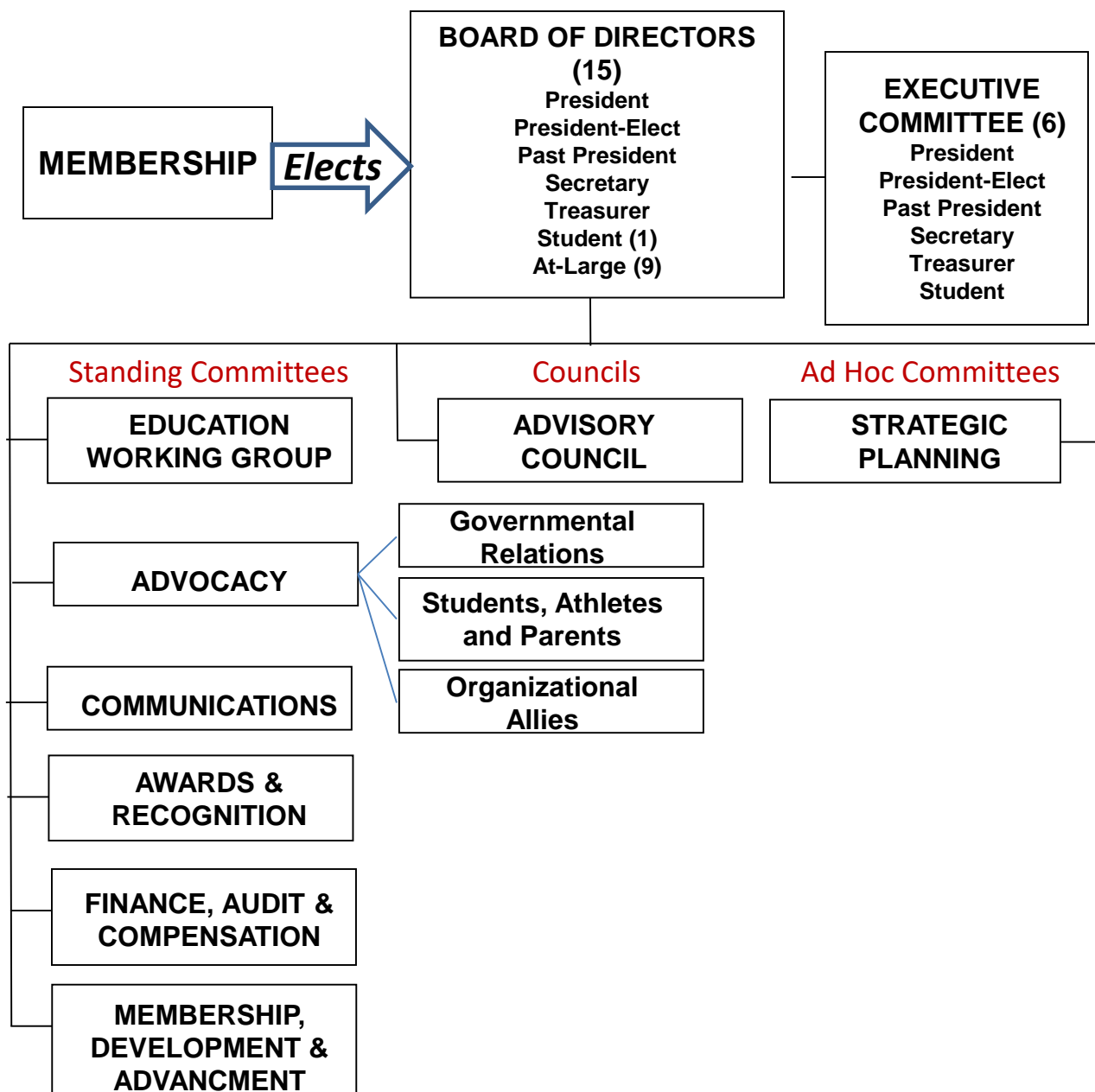
The Corporation's Board shall periodically review this Policy and shall adopt such amendments thereto as it may deem necessary or appropriate.

• *Adopted by Philip H. Bartels, as the Sale Incorporator of The Drake Group, Inc., on 9/6/13*

SECTION 3

**GOVERNANCE AND OPERATING
STRUCTURE**

3.1 ORGANIZATION STRUCTURE



3.2**Board of Directors: Structure and Function****3.2.1 COMPOSITION**

- 3.2.1.1 Number. No fewer than three (3) and no more than fifteen (15) directors elected by majority of the membership voting by mail or email vote.
- 3.2.1.2 Composition Guidelines. The Board shall include (1) the five officers, (2) at least one student who is or has been an undergraduate or graduate student within five years at the time of election, and (3) at least five currently serving members of a higher education faculty with demonstrated expertise or interest in collegiate athletics and shall reflect a commitment to diversity with regard to race and gender.

3.2.2 OFFICERS OF THE BOARD AND THEIR TERMS

There shall be five (5) officers elected by the membership:

President	Elected to serve a two year term
President-Elect	Initially elected to serve a two-year term as President-Elect, succeeding to serve a two-year term as President and a two-year term as Past-President
Past-President	Serving a two-year term after having served as President for two years and President-Elect for two years
Secretary	Elected to serve a two-year term and eligible for reelection for an unlimited number of additional terms
Treasurer	Elected to serve a two-year term and eligible for reelection for an unlimited number of additional terms

3.2.3 ELECTIONS

All officers and new members of the Board of Directors are elected by majority of all Members voting. New Board members and officers take office on July 1 following their election

3.2.3.1 **Nominations.** Any member in good standing may nominate a candidate for office or Board of Directors membership according to a process and deadlines established by the Governance, Nominations and Ethics Committee. Nominations may be submitted by any member in good standing using Form 3.2.A. Self-nominations are permitted. No campaigning is permitted other than the distribution of 250 word candidate biographies and a personal statement on reasons for desiring to serve submitted by each nominee. Biographies and statements shall be a part of the ballot distributed to the membership by the Governance, Nominations and Ethics Committee at the time of election. No write-in candidates or other nominations are permitted after the nominations deadline and prior to the distribution of the mail ballot.

3.2.3.2 The election of directors and officers to the Board of Directors are staggered so that the organization always has an experienced executive committee and Board.

3.2.4 VACANCIES

Vacancies caused by the death, resignation, or otherwise, of any of the other elected officers or members of the Board shall be filled by an appointment by the Board until the next annual election at which time the appointment shall be ratified by majority vote of the Members or another director elected..

3.2.5 TERMS OF OFFICE

3.2.5.1 One-half of the non-officer Board members shall be elected at each annual meeting for a term of two years.

3.2.5.2 There are no limitations to reelection for additional terms.

3.2.6 MEETINGS

3.2.6.1 The Board of Directors meets at least two times per year. A quorum consist of one-half of current members or four, whichever is larger.

3.2.6.2 The Executive Committee meets on a monthly basis. A quorum consists of one-half of current members or four, whichever is larger.

3.2.6.3 Other standing and ad hoc committees meet as necessary.

- 3.2.6.2 Annual informational membership meetings, meetings of the Board of Directors, and committee meetings shall be conducted by internet video and audio conference call unless otherwise determined by the Board of Directors.



NOMINATION FOR BOARD OF DIRECTORS/OFFICERS

PERSON SUBMITTING THE NOMINATION: _____

EMAIL: _____ PHONE: _____

NOTE: You may nominate yourself or someone else. All nominees must be current members of the The Drake Group (TDG) in good standing. See Policy 3.2 Board of Directors for a description of the structure of the Board. See Policy 3.3 Board Member Duties and Responsibilities for a description of responsibilities. See Policy 3.5 Officer Duties and Responsibilities for a description of responsibilities.

NOMINEE _____

ADDRESS _____ CITY: _____ ST _____ ZIP _____

EMAIL: _____ PHONE: _____

Check ALL THAT APPLY:

____ I have spoken to this nominee and he/she is willing to serve OR I am willing to serve

____ Board of Directors – Member-at-Large

____ Board of Directors – Student Representative (must be currently enrolled in an undergraduate or graduate program)

____ Board of Directors – Officer (indicate which office):
____ President-Elect ____ Secretary ____ Treasurer

____ If not selected as an officer candidate, I am willing to stand for election as a Director-at-Large

Does this nominee have a skill or professional credentials that might be of special service to the TDG? (i.e., accountant, financial expert, lawyer, public relations/communication, researcher, marketing, etc.) YES _____ NO _____ DON'T KNOW _____ SKILL _____

Attach a 250 word biography and a personal statement on reasons for desiring to serve that would be published as part of the ballot if the nominee is advanced by the Nominating Committee to candidate status.

3.3 Board of Directors Responsibilities

3.3.1 Board Responsibilities

- 3.3.1.1 To properly govern the business and affairs of the organization.
- 3.3.1.2 Determine and set policy for The Drake Group.
- 3.3.1.3 Determine the organization's mission and purposes and provide a strategic plan for the growth and development of the organization.
- 3.3.1.4 Establish fiscal policy, protect accumulated assets and oversee the financial management and effective operation of the organization, including the approval an an annual budget.
- 3.3.1.5 Ensure adequate resources for organization activities through the establishment of membership dues, solicitation of direct and indirect financial contributions (contacts, information and/or other resources) and a commitment to membership, supporter and sponsorship development.
- 3.3.1.6 Select, support and evaluate the performance of the Chief Executive Officer, if such an employee is retained for service.
- 3.3.1.7 Recruit and nominate members to the Board of Directors and appoint committees, advisory councils and working groups.
- 3.3.1.8 Enhance the organization's public standing.
- 3.3.1.9 Ensure legal and ethical integrity and maintain accountability.

3.3.2 Responsibilities of Individual Directors

- 3.3.2.1 To discharge duties as a Director in good faith, with the care of an ordinary person in a like position and in a manner in which he/she believes to be in the best interest of the organization and without self-interest.
- 3.3.2.2 Act as advisor to the organization in areas in which they have personal expertise that can benefit the organization.
- 3.3.2.3 Attend the two regularly scheduled meetings of the Board each year
 - 3.3.2.3.1 If a Director is absent without prior notice at two of three regularly scheduled Board meetings, s(he) will be automatically removed from service. If a Director is unable to attend any meetings over a two year period (even with notice) s(he) will be automatically removed from service.
 - 3.3.2.3.2 With reference to the above provision, in any circumstance deemed "extraordinary" by vote of the Executive Committee, and upon the request of the involved Director, the attendance policy may be waived.

- 3.3.2.4 Be committed to the organization's values by communicating with dignity, respect, honesty, transparency and accountability..
- 3.3.2.5 Serve and regularly participate on at least one committee or working group.
- 3.3.2.6 Continuously promote regular or supporting membership in TDG among colleagues and acquaintances and thank members through telephone calls and/or letters when requested to perform such duties.
- 3.3.2.7 Identify and assist in the cultivation of prospective members of the Board of Directors, annually offering suggestions to the Nominating Committee and/or participating in face-to-face or conference call cultivation meetings when requested.
- 3.3.2.8 Complete an annual self-assessment of participation and achievements.
- 3.3.2.9 Maintain individual membership in TDG via yearly payment of dues

3.3.3 Procedures for Addressing Problems

- 3.3.3.1 In general, problems or policy issues should not be placed before the Executive Committee or Board of Directors until the President has been given the time to do fact-finding and make policy or procedural recommendations.
- 3.3.3.2 As soon as a problem is identified, it should be immediately reported to the President.
- 3.3.3.3 The President shall address the problem and report back to the Board member.
- 3.3.3.4 If the Board member is dissatisfied with the solution or believes that the problem has policy implications that should be addressed, he/she should ask that the matter be placed on the agenda of the next Executive Committee meeting at which time the full Executive Committee shall consider the problem and appropriate solutions.

3.4 Current Board of Directors Terms

**Executive Committee*

OFFICERS

President	David Ridpath *	Sept '19 to June '20
President Elect	Donna Lopiano*	July '19 to June '20
Past President	Fritz Polite *	Sept '19 to June '20
Secretary:	Sally Dear Healey*	July '19 to June '21
Treasurer:	John Rosen*	July '19 to June '21

Note: Due to an institutional promotion that would preclude effective completion of a full term of service as president, Fritz Polite moved to the office of Past-President to complete the term of David Ridpath, who agreed to complete Polite's term as President.

STUDENT REPRESENTATIVE **Andre Vasquez*** **Jan. '20 to June '21**

Note: Due to the demands of a new position, Kyle McMahon resigned effective Jan. 1, 2020 and Andre Vasquez was elected to complete his term.

MEMBERS AT LARGE

David Hughes	July '19 to June '21
Gerald Gurney	July '18 to June '20
Karl Idsvoog	July '19 to June '21
Wendy Pierpont	July '19 to June '21
Allen Sack	July '18 to June '20
Sandy Thatcher	July '19 to June '21
Andy Zimbalist	July '19 to June '21
Connee Zotos	July '18 to June '20
[VACANCY]	July '18 to June '20

3.7

2019-20 Committees, Councils and Working Groups

Board of Directors

Chair: Dave Ridpath, President
Donna Lopiano, President-Elect
Fritz Polite, Past President
Sally Dear Healey, Secretary
John Rosen, Treasurer
Andre Vasquez, Student Representative
David Hughes, Member at Large
Gerald Gurney, Member at Large
Sheila Hudson, Member at Large
Karl Idsvoog, Member at Large
Wendy Pierpont, Member at Large
Allen Sack, Member at Large
Sandy Thatcher, Member at Large
Andy Zimbalist, Member at Large
Connee Zotos, Member at Large

Executive Committee

Chair: Dave Ridpath, President
Donna Lopiano, President-Elect
Fritz Polite, Past President
Sally Dear Healey, Secretary
John Rosen, Treasurer
Andre Vasquez, Student Representative

Education Working Group

Chair: Dave Ridpath, President
Gerald Gurney, Board BOD Member-at-Large
Donna Lopiano, President-Elect
Allen Sack, Board Member-at-Large
Andrew Zimbalist, Advisory Council
Fritz Polite, Past-President
Jayma Meyer, Member
Sandy Thatcher, BOD Member-at-Large
Janet Blade, Member
Sheila Hudson, Board BOD Member-at-Large
Maddie Salamone, Member
Brian Porto, Member
Michael Hsu, Observer

Communications Committee

Chair: Karl Idsvoog, BOD Member-at-Large
Morgan Strehlow, Member

Advocacy Subcommittees

Governmental Relations Subcommittee

Chair: Allen Sack, Board BOD Member-at-Large
Robert Holub, Member

Matthew Chamberlain, Member
Zachary Pincince, Member
Lori Ulferts, Member

Students/Athletes/Parents Subcommittee

Chair: Andre Vasquez, BOD Student Representative
David Hughes, BOD Member-at-Large
Michael Esposito, Member
Liz Gregg, Member

Organizational Allies Subcommittee

Chair: Dave Ridpath, President
Lissette & William Goodloe, Members
Wendy Pierpont, BOD Member-at-Large
Mari Ross-Alexander, Member

Awards and Recognition Committee

Chair: Gerry Gurney, BOD Member-at-Large
Pam Gill-Fisher, Member
Sandy Thatcher, BOD Member-at-Large
Lori Ulferts, Member

Finance, Audit and Compensation Committee

Chair: John Rosen, Treasurer
Connee Zotos, BOD Member-at-Large

Membership, Development and Advancement Committee

Chair: Donna Lopiano, President-Elect
John Rosen, Treasurer
Connee Zotos, BOD Member-at-Large
Sandy Thatcher, BOD Member-at-Large

Advisory Council

Doris Corbett	Retired, University of Northern Iowa
Sally Dear-Healey	Independent Scholar, Author, and 2010 Recipient of Robert Maynard Hutchins Award
John Gerdy	Author, Professor, former SEC Associate Commissioner
Billy Hawkins	Author, Professor, University of Houston, Department of Health and Human Performance
Stanley Katz	Lecturer, Director for the Center of Arts and Cultural Policy Studies, Woodrow Wilson School, Princeton University
Lewis Kurtantzick	Zephaniah Swift Professor of Law, University of Connecticut School of Law
Donna Lopiano	President, Sports Management Resources and Adjunct Faculty Southern Connecticut State University Sports Management Program
Sonny Vacarro	Former Nike, Adidas and Reebok Sports Marketing Executive, Advocate for Collegiate Athletic Reform
Mary Willingham	Former Instructor, Center for Student Success and Academic Counseling, University of North Carolina
Andrew Zimbalist	Robert A. Woods Professor of Economics, Smith College

3.6 Committees and Councils

3.6.1 Standing Committees

Standing Committees are established by the bylaws or by the Board of Directors. Members are appointed by the President and must be Drake Group members in good standing. Committee chairs must be members of the Board of Directors. The standing committees include: (a) Executive Committee, (b) Education Working Group, (c) Communications Committee, (d) Advocacy Subcommittees, (e) Finance, Audit and Compensation Committee, (f) Membership, Development and Advancement Committee, and (g) Awards and Recognition Committee. Terms shall be initially staggered to ensure that each committee retains experienced members.

3.6.1.1 Executive Committee. The Executive Committee consists of six members: the President, the President-Elect, the Past President, the Secretary, the Treasurer serve by virtue of office and one student representative. Terms correspond to their respective terms of office as officers or board members. The President shall serve as chair of the committee. The Committee shall meet by conference call on a monthly basis or more frequently if needed.

3.6.1.1.1 Authority. Act for the Board of Directors in the interim between meetings. The Executive Committee shall have and may exercise all the powers and authority of the Board when the Board is not in session in the management of the activities and affairs of the Association and may authorize the seal of the Corporation to be affixed to all papers which may require it, including without limitation that the Executive Committee may approve and authorize the Organization to enter into contracts and agreements binding upon the organization and to authorize the appropriate officers of the organization to negotiate, execute, and deliver such contracts and agreements, except that the Executive Committee shall have no power (a) to elect directors; (b) to alter, amend or repeal the By-Laws or any resolution or resolutions of the directors; or (c) to appoint or remove any member of the Executive Committee.

3.6.1.1.2 Ratification of Actions by the Board of Directors. All actions of the Executive Committee must be ratified by the Board of Directors at its next regular meeting or in the following manner:

- a. Following each meeting of the Executive Committee, the Minutes of the meeting shall be distributed to all members of the Board with notice that absent the objection of any Board member to a specific action taken by the Executive Committee within 48 hours of receipt of the Minutes, the Minutes and all Executive Committee actions contained therein shall be considered to have been approved by unanimous vote of the Board.
- b. In the case of any action about which any member of the Board registers an objection, the Executive Committee will forward a detailed rationale for the Executive Committee action taken and an answer to any objection to all members of the Board, asking for a mail vote on that question.

Majority vote or two-thirds vote for Bylaw changes must be received to ratify the challenged Executive Committee action.

3.6.1.1.3 Other Responsibilities. The Executive Committee shall have, among others, the following additional specific responsibilities

- a. Appoint Ad Hoc Committees when necessary to oversee the objectives of the organization.
- b. Approve position papers recommended by the Education Working Committee.
- c. Set agendas for meetings of the Board of Directors or Membership.
- d. Oversee the implementation of the strategic plan
- e. Prepare and present a proposed budget for the following year to the June meeting of the Board of Directors for approval.
- f. Prepare and present recommendations for adjustments to the approved budget to the Board of Directors for approval.
- g. Receive and review monthly financial reports on expenditures and income presented by the Treasurer. If necessary, require an accounting of those items not consistent with those budgets approved by the Board.
- h. Approve Finance Committee actions on investments of Association funds.
- i. Annually review and recommend revisions of Association policies and procedures.
- j. Annually administer the Conflict of Interest Questionnaire (see Section 4.1) to all members of the Board and committees.
- k. Develop amendments to the Bylaws, new policies or amendments to existing policies related to the operation of the organization

3.6.1.2 Education Working Group. Members shall be appointed by the President, serving two-year renewal terms without limitation. The Chair of the Committee shall be a member of the Board of Directors appointed by the President.

3.6.1.2.1 The committee shall consist of at least four members of the Board and any number of non-board members to fulfill the expert needs of the Group.

3.6.1.2.2 The functions of the committee shall be:

- a. In consultation with the Executive Committee or Board, identify and prioritize issues about which TDG should develop and issue position statements.
- b. Commission expert members of TDG to develop position papers for presentation to the Executive Committee and Board for approval.
- c. In consultation with the Executive Committee, identify timely and newsworthy issues for which editorial, commentary or features should be submitted for media publication and commission expert TDG members to submit such work.
- d. Develop a list of academic experts and faculty members with first-person knowledge of issues related to the need for intercollegiate athletics reform who are available to be interviewed by the media,

testify before legislative bodies or be available to consult with legislators or athletics governance organizations.

3.6.1.3 Communications Committee

3.6.1.3.1 The committee shall consist of at least one member of the Board and any number of non-board members to fulfill the expert needs of the Group.

3.6.1.3.2 The functions of the committee shall be:

- a. To manage the social media advocacy and communication efforts of The Drake Group
- b. To oversee the content and structure of TDG web site
- c. To produce a quarterly e-newsletter to the membership and open for public free subscription that promotes TDG produced position papers, TDG commissioned op-eds and significant research and media articles related to important issues of TDG concern

3.6.1.4 Advocacy Subcommittees

3.6.1.4.1 Governmental Relations Subcommittee.

3.6.1.4.1.1 The subcommittee shall be appointed by the President and shall consist of at least one member of the Board who shall serve as Chair and any number of board or non-board members to fulfill the expert needs of the subcommittee.

3.6.1.4.1.2 The functions of the subcommittee shall be:

- a. Organize TDG members to assist with the advancement of athletic governance organization or public policies consistent with the mission of TDG
- b. Serve as the TDG liaison to legislators advancing bills supported by TDG, responding to requests for data and other information pertinent to issues being addressed.
- c. Develop and or collect state and federal legislation templates and to respond to requests for same.

3.6.1.4.2 Students/Athletes/Parents Subcommittee.

3.6.1.4.2.1 The subcommittee shall be appointed by the President and shall consist of at least one member of the Board who shall serve as Chair and any number of board or non-board members to fulfill the expert needs of the subcommittee.

3.6.1.4.2.2 The functions of the subcommittee shall be:

- a. To identify current and former college athletes who have been mistreated or suffered unfair treatment or were aware of such treatment related to their intercollegiate athletics experience and solicit their

agreement to share their stories to advance legislative and other TDG reform efforts

- b. To identify parents and other allies of college athletes who have been unfairly treated who are interested in assisting TDG in advancing reform efforts and, in concert with the Development Committee, to solicit such involvement
- c. To identify high visibility athletes concerned with the need to reform collegiate athletics who are willing to participate in media interviews, legislative testimony or testimony before athletics governing bodies.

3.6.1.4.3 Organizational Allies Subcommittee

3.6.1.4.3.1 The subcommittee shall be appointed by the President and shall consist of at least one member of the Board who shall serve as Chair and any number of board or non-board members to fulfill the expert needs of the subcommittee.

3.6.1.3.3.2 The functions of the subcommittee shall be:

- a. To identify educational, sport advocacy and other organizations willing to assist TDG in supporting collegiate athletics reform
- b. To obtain formal statements from organizations attesting to the support of these organizations for specific governmental or sports organization reform legislation

3.6.1.5 Awards and Recognition Committee. The Awards and Recognition Committee shall be appointed by the President and shall consist of three members serving two-year renewable terms without limitation. The Chair shall be a member of the Board of Directors appointed by the President. The Committee shall meet by conference call on an as-needed basis. The functions of the committee shall be to:

- a. To annually call upon the membership and conduct committee research to nominate candidates for TDG awards
- b. Make recommendations to the Board of Directors regarding prospective recipients of each TDG award
- c. To recommend the establishment of new awards programs

3.6.1.6 Finance, Audit and Compensation Committee. The Finance, Audit and Compensation Committee shall consist of three members serving two-year renewable terms without limitation appointed by the President. The Treasurer shall be a member and Chair the committee. The functions of the committee shall be to:

- a. Meet on a quarterly basis to review the organization's finances and investments
- b. Receive and review monthly financial reports prepared by the Treasurer and raise any concerns with the President and the Executive Committee.
- c. Review the results of the annual independent financial audit and make recommendations regarding changes in financial policies and procedures.
- d. Make recommendations regarding the investment of TDG funds.
- e. Confirm on an annual basis that any person entrusted with the handling of funds or property of the corporation shall furnish, at the expense of the

corporation, a fidelity bond approved by the Board in such sum as the Board shall prescribe.

- f. Review any compensation recommendation prior to an Executive Committee or Board decision (e.g.: an employee, outside consultant or contractor or otherwise) to ensure the proposed level of compensation reflects that paid by similarly-situated taxable or tax exempt organizations for similar services, or the level of compensation set forth in current compensation surveys or the amount of compensation of an actual written offers from similarly situated organizations and to maintain a written record of such review.

3.6.1.7 Membership, Development and Advancement Committee. The Membership Development and Advancement Committee shall consist of one member of the Board who shall serve as chair and three members serving two-year renewable terms without limitation. The Committee shall meet by conference call on an as-needed basis. The functions of the committee shall be to:

- a. Recommend dues and benefits of membership to the Executive Committee and Board that encourage faculty, athletic administrators undergraduate and graduate students and others committed to academic integrity in intercollegiate athletics to join TDG
- b. Identify opportunities for and solicit foundations, corporations and individual philanthropists to support TDG's work
- c. To review membership application forms for the purpose of identification of member assets and expertise for consideration as committee members and nominees for election to the Board of Directors.
 - (1) Annually issue a call for nominations to the membership, produce an annual slate of nominees and conduct elections to fill all vacant officer and members positions on the Board of Directors.
 - (2) To maintain a list of members willing to serve as Board members in the event of a vacancy cause by incapacitation or resignation of members.
 - (3) Annual issue a call for indications of interest and expertise among TDG members and to maintain a list of members willing to serve on ad hoc committees and working groups and/or write positions papers or op eds.
- d. To welcome each new member with a written note or email from a member of the Committee.
- e. To provide each recipient of a Drake award with a free lifetime membership.
- f. To conduct at least one annual membership drive per year which shall include the following elements:
 - (1) Send an email to each current TDG member asking that they email the following membership invitation to each member of their respective Intercollegiate Athletics Advisory Council and to members of the sports management, kinesiology or physical education faculty, using the following or similar email message:
I am a member of The Drake Group which consists of faculty, trustees and others interested in preserving the academic integrity of athletics programs in the face of the potentially corroding influences of commercialized intercollegiate sport. We are passionate about the positive impact of athletics programs on student-athletes and the responsibility of faculty to make sure they are conducted with the highest standards of integrity. Please consider becoming a "Drake". I think you would enjoy becoming a member of this team.

- (2) Provide each current TDG member one 1-year gift membership to give to any faculty member of the current Drake member's choice. The current Drake member simply informs TDG of the person's name and email and sends the following e-mail to his/her gift recipient:
- I am a member of The Drake Group which consists of faculty, trustees and others interested in preserving the academic integrity of athletics programs in the face of the potentially corroding influences of commercialized intercollegiate sport. We are passionate about the positive impact of athletics programs on student-athletes and the responsibility of faculty to make sure they are conducted with the highest standards of integrity. Each year, each "Drake" gets to choose one faculty member at his or her institution to receive a free one-year membership. I thought you would enjoy this gift – see attached.*
- g. Maintains TDG member/donor records and send notices regarding the collecting of annual dues

3.6.2 Advisory Council

The Advisory Council consists of prominent experts in various disciplines related to the effect of commercialization and other factors on the academic integrity of intercollegiate athletics. Nominations may be submitted by any member of the Board of Directors to the Governance, Nominating and Ethics Committee. Nominees advanced by the Committee shall be elected by vote of the Board of Directors. Members serve three year renewable terms without term limits. Members are asked to provide advice upon request, to participate in working groups in which they have an interest, and to review proposed position papers or other publications related to their area of expertise.

3.6.3 Ad Hoc Committees

Ad Hoc Committees and Working Groups may be appointed by the President with the approval of the Executive Committee and the Board of Directors to consider issues or undertake projects or programs of limited duration and necessary to the accomplishment of the mission of the organization. At the time any ad hoc committee is appointed, the following shall be specified:

- purpose of the committee
- composition
- budget
- length of service
- meetings

3.7

2019-20 Committees, Councils and Working Groups

Board of Directors

Chair: Dave Ridpath, President
Donna Lopiano, President-Elect
Fritz Polite, Past President
Sally Dear Healey, Secretary
John Rosen, Treasurer
Andre Vasquez, Student Representative
David Hughes, Member at Large
Gerald Gurney, Member at Large
Karl Idsvoog, Member at Large
Wendy Pierpont, Member at Large
Allen Sack, Member at Large
Sandy Thatcher, Member at Large
Andy Zimbalist, Member at Large
Connee Zotos, Member at Large

Executive Committee

Chair: Dave Ridpath, President
Donna Lopiano, President-Elect
Fritz Polite, Past President
Sally Dear Healey, Secretary
John Rosen, Treasurer
Andre Vasquez, Student Representative

Education Working Group

Chair: Dave Ridpath, President
Janet Blade, Member
Gerald Gurney, Board BOD Member-at-Large
Michael Hsu, Observer
Donna Lopiano, President-Elect
Jayma Meyer, Member
Fritz Polite, Past-President
Brian Porto, Member
Sandy Thatcher, BOD Member-at-Large
Allen Sack, Board Member-at-Large
Julie Sommer, Member
Maddie Salamone, Member
Andrew Zimbalist, BOD Member-at-Large

Advocacy Subcommittees

Governmental Relations Subcommittee

Chair: Allen Sack, Board BOD Member-at-Large
Robert Holub, Member
Matthew Chamberlain, Member
Zachary Pincince, Member
Lori Ulferts, Member

Students/Athletes/Parents Subcommittee

Chair: Andre Vasquez, BOD Student Representative

David Hughes, BOD Member-at-Large
 Michael Esposito, Member
 Liz Gregg, Member

Organizational Allies Subcommittee

Chair: Dave Ridpath, President
 Lissette & William Goodloe, Members
 Wendy Pierpont, BOD Member-at-Large
 Mari Ross-Alexander, Member

Awards and Recognition Committee

Chair: Gerry Gurney, BOD Member-at-Large
 Pam Gill-Fisher, Member
 Sandy Thatcher, BOD Member-at-Large
 Lori Ulferts, Member

Communications Committee

Chair: Karl Idsvoog, BOD Member-at-Large
 Morgan Strehlow, Member

Finance, Audit and Compensation Committee

Chair: John Rosen, Treasurer
 Connee Zotos, BOD Member-at-Large

Membership, Development and Advancement Committee

Chair: Donna Lopiano, President-Elect
 John Rosen, Treasurer
 Connee Zotos, BOD Member-at-Large
 Sandy Thatcher, BOD Member-at-Large

Advisory Council

Doris Corbett	Retired, University of Northern Iowa
Sally Dear-Healey	Independent Scholar, Author, and 2010 Recipient of Robert Maynard Hutchins Award
John Gerdy	Author, Professor, former SEC Associate Commissioner
Billy Hawkins	Author, Professor, University of Houston, Department of Health and Human Performance
Stanley Katz	Lecturer, Director for the Center for Arts and Cultural Policy Studies, Woodrow Wilson School, Princeton University
Lewis Kurtantzick	Zephaniah Swift Professor of Law, University of Connecticut School of Law
Donna Lopiano	President, Sports Management Resources and Adjunct Faculty Southern Connecticut State University Sports Management Program
Sonny Vacarro	Former Nike, Adidas and Reebok Sports Marketing Executive, Advocate for Collegiate Athletic Reform
Mary Willingham	Former Instructor, Center for Student Success and Academic Counseling, University of North Carolina
Andrew Zimbalist	Robert A. Woods Professor of Economics, Smith College

SECTION 4

ETHICS POLICIES

4.1
The Drake Group
CONFLICT OF INTEREST QUESTIONNAIRE

Name _____

Check all that apply:

___ Board of Directors ___ Advisory Council ___ Executive Committee

___ Staff ___ Committee Member - List committees:

1. Are you an officer or director of any corporation with which The Drake Group has business dealings?

___ YES ___ NO

If the answer to the foregoing question is "yes," please list the names of such corporations, the office held and the approximate dollar amount of business involved with The Drake Group last year.

2. Do you, or does any member of your family, have a financial interest in, or receive any remuneration or income from, any business organization with which The Drake Group has business dealings?

___ YES ___ NO

If the answer to the foregoing question is "yes," please supply the following information:

- a. Names of the business organizations in which such interest is held and the person(s) by whom such interest is held:

b. Nature and amount of each such financial interest, remuneration or income.

3. Did you, or any member of your family receive during the past twelve months any gifts or loans from any source from which The Drake Group buys goods or services or with which The Drake Group has significant business dealings?

___ YES ___ NO

If the answer to the foregoing question is "yes," list such gifts or loans as follows:

Nature of Source

Item

Approximate Value

4. Were you involved in any other activity during the past year that might be interpreted as a possible conflict of interest with regard to the business of The Drake Group, including the subjects under the consideration of its Boards and committees, of which you are a member?

___ YES ___ NO

If the answer to the foregoing question is "yes," please describe:

I certify that the foregoing information is true and complete to the best of my knowledge.

Date

Signature

4.2 Affirmative Action Policy

4.3.1 Purpose

The Drake Group seeks to encourage diversity and equal opportunity in sports and society and therefore does not discriminate in employment, promotion, opportunities for training or advancement, in the provision of its programs, grants or other activities or the conduct of business with third parties. The organization recognizes the importance of leading by example with an affirmative action personnel and employment policy that is a model for profit and non-profit organizations.

4.3.2 Policy Statements

4.3.2.1 Equal Employment Opportunity Policy. The Organization shall employ, promote, train and enable the professional advancement of personnel without regard to race, age, religion, color, national origin or descent, gender, physical characteristics, marital status, physical, intellectual or psychiatric disability or sexual orientation.

4.3.2.2 Vendors. The Organization shall do business with vendors whose employment and diversity policies reflect the Organization commitment to non-discrimination on the basis of race, age, religion, color, national origin or descent, gender, physical characteristics, marital status, physical, intellectual or psychiatric disability or sexual orientation.

4.3.2.3 Program Policy. The Organization's education, membership, event and other programs shall be provided to participants without regard to race, age, religion, color, national origin or descent, gender, physical characteristics, marital status, physical, intellectual or psychiatric disability or sexual orientation.

4.3.2.4 Affirmative Action Recruitment. The Organization is committed to undertaking strong efforts to recruit qualified minority applicants and to increasing the exposure of the Organization to possible minority applicants. The Organization shall commit to increasing the number of minority members on its governance and advisory structures and shall utilize this network in seeking applicants for new positions and internships.

4.3.2.5 Selection. Objective criteria shall establish the applicant pool for all full-time, part-time and internship positions. Once the pool is established, subjective criteria may be used with an applicant's race, handicap or other minority condition being considered as a positive factor for hiring in order to meet the Organization's goal of hiring minority persons. If any portion of the selection device used for any position is found to have a disparate impact on minority applicants, another non-job related criteria shall be designated.

4.3.2.6 Promotion. The Organization shall inform all employees of their job responsibilities and the basis on which their performance will be evaluated. Current employees shall be advised of all new position openings and the requirements for application for such positions. Employees shall also be advised of their line of promotion given the requirements of their current position and other positions within the Organization. Employees shall be encouraged to aspire to and prepare for jobs that lie outside their normal line of promotion.

4.3.2.7 Retention. Employee compensation, work conditions and benefits shall be annually evaluated with regard to fairness to all employees and the Organization's ability to retain competent employees.

4.3

Endorsement of Candidates for Elective Office Letters of Recommendations for Appointment to Offices or Positions

Endorsement

The organization is not permitted, under the requirements of its 501 (c)(4) tax exempt status, to endorse candidates for election to office or appointment to positions, councils or committees.

SECTION 5

**AWARDS AND RECOGNITION
PROGRAMS**

5.1 Awards and Recognition Policies

- 5.1.1 Establishment of New Awards Programs.** The Awards and Recognition Committee shall recommend and the Board of Directors shall approve any new awards or recognition program.
- 5.1.2 Board Members Ineligible for Consideration.** No current member of the Board of Directors could be considered as a nominee or recipient for any TDG award.
- 5.1.3 Right to Withdraw.** The Board reserves the right to withdraw any previous award or recognition in the event a recipient engages in behavior contrary to the demonstration of professional integrity, is convicted of criminal conduct or engages in actions so egregious in the view of the Board of Directors as to discredit the good name of The Drake Group.
- 5.1.4 Method of Selection.** Unless otherwise indicated by the awards program, the following process shall govern nomination and selection of award recipients:
- a. The Secretary shall inform all members of the opportunity to nominate candidates for any Drake Group award and a deadline for such nominations.
 - b. All members in good standing shall be entitled to nominate via the submission of a one-page letter in support of the nominee and explanation of how the candidate fulfills the criteria established for the award.
 - c. The Secretary shall submit award nominations to the Board of Directors at the next meeting of the Board following the nominations deadline at which session the nominees shall be reviewed. Immediately following the Board meeting, the Secretary shall distribute an email ballot to enable all members of the Board to vote. The Secretary shall inform of the President of the top three vote getters in rank order who have also received a majority of votes.
 - d. The President shall be responsible for contacting the top vote getter to inform the person of his or her selection and any condition related to acceptance of the award (i.e., requirement such as attendance at an event to receive the award, etc.). If the top vote getter accepts the award, a press announcement shall be issued announcing the recipient. If the top vote getter is unable to accept, the same process will be used with the next ranked candidate(s). No award will be given in any year in which the top three vote getters decline.

We currently have four approved awards programs:

The Robert Maynard Hutchins Award is given annually to faculty or staff members who take a courageous stand to defend academic integrity at their institutions in response to institutional pressure related to special treatment of athletes, often risking job

security in doing so. Inspired by Robert Maynard Hutchins' commitment to academic freedom and vocal opposition to commercialized college sport, The Drake Group wished to elevate public knowledge of courageous faculty or staff member who have sometimes been targets of direct or indirect pressure or retaliation for merely upholding basic academic principles. Part of The Drake Group's mission is to come to the defense of such individuals.

The Drake Service Award was established in 2015 to honor an affiliated member of The Drake Group who shall be formally recognized at an event or via media release, for having gone above and beyond expectations upholding or advancing the mission of the organization. Criteria for selection are:

- a. The individual must have demonstrated extraordinary effort to advance the mission of The Drake Group.
- b. The individual must be a current member of the Drake Group but may not be a member of the Executive Committee or the Board of Directors.
- c. Nominees must be at least one year removed from the Executive Committee or Board service to be honored. Exceptions to the one-year rule may be made in extraordinary circumstances.

The Drake Hero Award – “Transcending Collegiate Sports Award” was established in 2015 to honor an individual or organization who has helped advance the collegiate sports reform movement through persistent actions over time. The individual, through her (his) hard work and effort, or the organization through its mission-related work has created a recognizable impact within the world of sports reform.

- a. The individual or organization must have demonstrated extraordinary effort and a recognizable impact in advancing collegiate sports reform through persistent actions over time.
- b. The individual cannot be a current or former member of the Drake Group Executive Committee or Board of Directors

The Drake Group Presidential Citation

The Drake Group Presidential Citation was established in 2017 to honor an extraordinary contribution by an individual or organization who has helped advance the integrity of intercollegiate athletics through an articulate and well-reasoned response to a current event or important issue. The individual, through her or her voice, writings or other public action or organization through a specific action has demonstrated informed thought leadership in intercollegiate athletics, toward the end of advancing the integrity of athletics, emphasizing the primacy of educational objectives and insisting on responsible fiscal conduct of this extracurricular enterprise.

- a. The President nominates and the Executive Committee approves via email in order to enhance The Drake Group's capacity to maximize the impact of such recognition within a normal media cycle

- b. The individual cannot be a current or former member of the Drake Group Executive Committee or Board of Directors.

5.2

Robert Maynard Hutchins Award

- 5.2.1 Purpose.** The Robert Maynard Hutchins Award is given annually to faculty or staff members who take a courageous stand to defend academic integrity at their institutions in response to institutional pressure related to special treatment of athletes, often risking job security in doing so. Inspired by Robert Maynard Hutchins' commitment to academic freedom and vocal opposition to commercialized college sport, The Drake Group wished to elevate public knowledge of courageous faculty or staff member who have sometimes been targets of direct or indirect pressure or retaliation for merely upholding basic academic principles. Part of The Drake Group's mission is to come to the defense of such individuals.
- 5.2.2 Honoring Robert Maynard Hutchins.** Robert Maynard Hutchins was the President of the University of Chicago from 1929 to 1951, where he defended the liberal arts, and opposed the rampant commercialism of college sports which in his view, undermined the core values of higher learning. The Drake Group was especially impressed by Hutchins' commitment to academic freedom. Hutchins led the Commission on Freedom of the Press (1946) and vigorously opposed faculty loyalty oaths during the "McCarthy Era" in the 1950s. He was also a strong supporter of the rights of minorities and women. Hutchins died in 1977. The Drake Group knows that Hutchins would have shared its concern that critics of commercial College sport have sometimes been targets of direct or indirect pressure for merely upholding basic academic principles.
- 5.2.3 Past Recipients.** Jan Kemp, a whistleblower on academic corruption at the University of Georgia in the 1980s, received the first Hutchins Award in 2004 at the annual Drake Group meeting that was held in San Antonio, Texas, the site of the NCAA Final Four Basketball tournament. This was also the site of the Drake Group's first protest march which was staged in front of Hyatt Hotel where the coaches were staying. Washington Post reporter Liz Clark described the Drake protestors carrying signs as "university professors trying to sell something radical amid the basketball crazed marketplace" of the Final Four. "The product they were pushing? Education." Recipients of the award:
- 2004 – Jan Kemp
 - 2005 – Tiffany Mayne
 - 2006 – Frank Splitt
 - 2007 – Linda Bensel-Meyers
 - 2008 – James Gundlach
 - 2009 – Jon Ericson
 - 2010 – Sally Dear-Healey
 - 2011 – Harry Edwards
 - 2012 – William Dowling
 - 2013 – Mary Willingham
 - 2014 – Jay Smith
 - 2015 - Murray Sperber

2016- Billy Hawkins

5.3

Drake Service Award

5.3.1 Purpose. The annual or semi-annual Drake Service Award was established in 2015 to honor an affiliated member of The Drake Group who shall be formally recognized at an event or via media release, for having gone above and beyond expectations upholding or advancing the mission of the organization.

5.3.2 Criteria for Selection.

- a. The individual must have demonstrated extraordinary effort to advance the mission of The Drake Group.
- b. The individual must be a current member of the Drake Group but may not be a member of the Executive Committee or the Board of Directors.
- c. Nominees must be at least one year removed from the Executive Committee or Board service to be honored. Exceptions to the one-year rule may be made in extraordinary circumstances.

5.3.3 Past Recipients

None – Newly established in 2015

5.4

Drake Hero Award – “Transcending Collegiate Sports Award”

5.4.1 Purpose. The annual or bi-annual Drake Hero Award, “Transcending Collegiate Sports Award,” was established in 2015 to honor an individual or organization who has helped advance the collegiate sports reform movement through persistent actions over time. The individual, through her (his) hard work and effort, or the organization through its mission-related work has created a recognizable impact within the world of sports reform.

5.4.2 Criteria for Selection.

- a. The individual or organization must have demonstrated extraordinary effort and a recognizable impact in advancing collegiate sports reform through persistent actions over time.
- b. The individual cannot be a current or former member of the Drake Group Executive Committee or Board of Directors

5.4.3 Past Recipients

2017 - Brad Wolverton

2018 - Dan Kane

5.5

The Drake Group Presidential Citation

5.4.1 Purpose.

The Drake Group Presidential Citation was established in 2017 to honor an extraordinary contribution by an individual or organization who has helped advance the integrity of intercollegiate athletics through an articulate and well-reasoned response to a current event or important issue. The individual, through her or her voice, writings or other public action or organization through a specific action has demonstrated informed thought leadership in intercollegiate athletics, toward the end of advancing the integrity of athletics, emphasizing the primacy of educational objectives and insisting on responsible fiscal conduct of this extracurricular enterprise.

5.4.2 Criteria for Selection.

- a. The President nominates and the Executive Committee approves via email in order to enhance The Drake Group's capacity to maximize the impact of such recognition within a normal media cycle
- b. The individual cannot be a current or former member of the Drake Group Executive Committee or Board of Directors.

5.4.3 Past Recipients

Not yet awarded.

SECTION 6

OFFICIAL STATEMENTS AND POSITIONS

6.1 Issuance of Public Statements and Official Positions

- 6.1.1 Philosophy.** A public statement or official TDG position paper serves several purposes: It presents an opportunity to reinforce the TDG's mission and its commitment to that mission; it announces to the public and stakeholders the TDG's point of view on an important issue or breaking news story and suggests whatever future actions might be taken to advance a position or mitigate a situation; it also positions the TDG to the media and the public as a vital, newsworthy, and a credible source of information and expertise. Whenever possible, statements and positions should avoid focusing on individuals, or, in biblical terms, "condemning the sinner rather than the sin" and it should focus on the work and mission of the TDG. However, it is important for TDG decision-makers in this process to remember, that as advocates for academic integrity in sports, it may be our voice that speaks for athletes and other individuals who are the victim(s) of exploitation, retaliation, denigration, and even invisibility. It may be our place as advocates to expose individual or institutionalized self-interest, actions or conduct contrary to the principles of academic integrity, non-profit organization fiscal integrity or the mission of higher education. Key is that we fulfill this responsibility in a manner in which the public appreciates our careful analysis of situation, our respectful tone and our ability to translate comment on a particular situation into a statement of overriding ethical principles.
- 6.1.2 Position Papers.** A position paper expresses TDG's official stance on an issue in intercollegiate athletics. The TDG creates position papers on an 'as needed' basis, in reaction to multiple media or public requests, in response to recurring events and/or as part of proactive education and media campaigns focused on needed intercollegiate athletics governance association reforms. It is a scholarly explanation of principles applied to an important issue in collegiate athletics, and includes both research-supported facts and explicit recommendations on how to reset the moral compass.
- 6.1.2.1 Preparation.** Position papers are generally written by Education Working Group, a standing committee, in response to current events or at the request of the President or the Executive Committee and may be circulated to appropriate outside experts, organizations and others for review depending on the subject matter and the presence of expertise within the Education Working Group.
- 6.1.2.2 Approval.** The Executive Committee must approve a position paper before it is publicly released. See 6.1 A for the standard template to be used for all official TDG position papers. Note: All Executive Committee actions must be ratified by the Board of Directors.
- 6.1.2.3 Notification to Membership.** Following Executive Committee approval and the 48-hour Board of Directors ratification period, there shall be a 24-hour embargo for the purpose of notifying and sharing a copy of the position paper with the membership.
- 6.1.3 Public Statements and Media Releases Related to Breaking News.** A public statement or media release in response to breaking news expresses TDG's official stance on an important event and includes both quotes from TDG officers and expert opinion. Such statements shall include the principles that govern and shape the quotes and the rationale by which TDG arrived at its conclusion.

- 6.1.3.1 Core Decision-Making Group.** The decision of whether or not to issue an official statement will be decided by the President in concert a quorum of the Executive Committee. Every effort will be made to gather the full Executive Committee but we recognize that one or more members may not be available to confer in the short time frame necessary to respond to breaking news stories. The content of whatever statements are released and the choice of spokespersons for the various issues will be decided by the group.
- 6.1.3.2 No Media Release.** In some circumstances, when facts are sketchy or when the issues are not those of TDG, a decision may be made to refrain from issuing a public statement, though officers may prepare internally for the possibility of media requests for comments, and release those comments upon request.
- 6.1.3.3 Input from Other Members of the Board.** The core group is open to input from other members of the Board on TDG positions to breaking news and appreciates everyone's attentiveness to these issues, but practicality and timeliness dictate that a small group needs to be "the deciders" and then we must work quickly to make sure this group is educated about all aspects of the issue and ready to take advantage of opportunities to showcase our work and to raise TDG's visibility.
- 6.1.3.4 Quotes from TDG Spokespersons.** Statements to the press and press releases should include quotes from the President as official TDG spokesperson but may also include quotes from other TDG experts such as Advisory Board members.
- 6.1.3.5 Procedural Guidelines.** Timely responses are often essential, thus, the following procedural guidelines should be followed:
- a. The President and members of the Education Working Group are responsible for text messaging or emailing the Education Working Group to advise them of a breaking news situation and the need for a timely response
 - b. The President and the Education Working Group chair should confer regarding who should be assigned responsibility drafting TDG response.
 - c. Final quotes from spokespersons must be approved by each respective spokesperson. If a spokesperson cannot be reached in a timely fashion, that spokesperson will not be included in the release.
 - d. Those drafting TDG response should not be copying the entire Board or others outside the group with their thoughts during deliberations on the position/response as this invites a large number of emails that must be read and cannot be responded to during short decision-making time periods. The President, or Education Working Group Chair if assigned by the President, is responsible for incorporating all suggested revisions.
 - e. Approval of the statement must be given by at least a majority of the Executive Committee.

- f. The final statement shall be sent to the University of New Haven Communications Director at the time it is distributed to the membership (honoring The Drake Group/University of New Haven in Residence relationship noted in the Press Release header (see 6.1 B for the TDG Press Release Template).

6.1.4 TDG Blog. By definition, a 'blog' is an expression of opinion to which others are invited to comment. Blogs have become influential internet communications vehicles. The President may invite any member to contribute a TDG blog addressing an important issue or current event. Any blog posted must be consistent with existing TDG positions and reflect a measured tone consistent with TDG philosophy expressed in 6.1.1

6.1.5 Distribution of Statements and Positions

6.1.5.1 Board and Members. As soon as the position or statement is released, the Chair of the Communications Committee is responsible for making sure all members of the Board of Directors, the Advisory Board, TDG members and TDG newsletter subscribers are emailed copies (via these Constant Contact contact lists) of the position or statement and any background information helpful to understanding why the TDG took the position it did.

6.1.5.2 Media Distribution. The Chair of the Communications Committee shall be responsible for distributing to TDG Media List. The Communications Committee shall maintain the TDG Media List.

6.1.5.3 Sports Governance and Faculty Organizations. The Communications Committee shall maintain a TDG list of key influencer sports and higher education organizations. All TDG positions/statements shall be distributed to this list.

6.1.5.4 Distribution to Other Groups. The Communications Committee is responsible for determining if other organizations or groups should receive copies of the TDG's position/statements at the same time as they are issued to the media (i.e., members of Congress, etc.)

6.1.6 Use of TDG Affiliation by Members. A TDG member may not use the name of TDG or the individual's membership in TDG or his or her association with the TDG in a manner which implies that the individual's writing is a publication of the TDG. If any TDG member has a personal blog, authors an article and the biography of the author identifies his or her association with the TDG, the following disclaimer should be utilized: "The views expressed in this blog are those of the writer, and may not reflect the views of The Drake Group."

6.1A Sample Format of Position Papers

A. Content. Content of the position paper should focus on the following considerations:

- a. Our audience is the media who are looking for the bullets because they are under the gun re: maximum word limits, simplicity, etc...
- b. Short Form: As is demonstrated by the approach of the sample position paper below, the format of the position paper may lend itself to a simple statement of the problem followed immediately by a proposed solution.
- c. Long Form: Another form appropriate for more complex issues, might be (1) a summary of the problem or issue, (2) a review of literature and (3) recommendations for policy or legislative solutions to the issue. The following guidelines should be considered when this format is used:
 - o Every paper should summarize and give examples of current status of the issue. Why is Drake issuing a position paper? Distill the circumstances, stories of corruption or problems but also provide extensive sources so if they want to go to the original source, they can. Avoid inserting extensive quoted material. Rather try to succinctly summarize points being made.
 - o Every paper should include a review of the literature regarding model policy others have created but again, briefly characterizing the model but not including extensive quoted materials.
 - o Bold subtitles should be liberally used to separate the content so the reader can easily scan points being made or Drake's approach to the topic
 - o The Drake position should be stated as the last section of the paper as numbered recommendations that reflect policy solution rather than criticism which should be in the preceding content. These recommendations should be in a form that could be directly adopted as institutional policy or governance organization action items. The position paper is the opposite of an op ed that might be an extensively justified critique without specifically proposed solutions.

B. Formatting Instructions.



POSITION STATEMENT [Calibri BOLD 18 pt]

NCAA Division I Governance Proposal (Big 5 Conference Autonomy)¹ [Calibri BOLD 18 pt]

September 19, 2014 [Calibri BOLD 14 pt]

EXECUTIVE SUMMARY [Calibri BOLD 12 pt]

The Drake Group² encourages Presidential opposition to the National Collegiate Athletic Association (NCAA) Division I Governance proposal through NCAA member institutions voting for an override because (1) the proposal will not result in necessary reforms, (2) the result will be more benefits to fewer college athletes and (3) the proposal does not include any clear statement of college athlete rights and benefits. Further, adoption of the proposal will further erode the NCAA governance system of checks and balances while escalating expenditures on current athletes with no corresponding cost cuts. The action will extend the Division I “arms race” into new and potentially unlimited territory. Given the NCAA’s demonstrated lack of ability to legislate important reforms, The Drake Group also issued the following recommendation: All NCAA member institutions should support the pursuit of Congressional intervention in the form of a blue-ribbon Presidential Commission on Intercollegiate Athletics.

**[Title and Subtitles - Calibri BOLD 12 pt. - All main text - Calibri BOLD 12 pt. – Footnotes
[Calibri 10 pt]**

Full Statement: NCAA Division I Governance Proposal (Big 5 Conference Autonomy)

¹ Preferred citation: Brian Porto, Gerald Gurney, Donna Lopiano, David Ridpath, Allen Sack, Mary Willingham, Andrew Zimbalist, “The Drake Group Position Statement: NCAA Division I Governance Proposal (Big 5 Autonomy)” (September 19, 2014). Retrieve at:

[<https://drakegroupblog.files.wordpress.com/2015/02/combined-press-release-and-statement.pdf>] [Person who produces the initial draft is listed first, other collaborators listed alpha after]

² The Drake Group is a national organization of faculty and others whose mission is to defend and achieve educational integrity and freedom in higher education by eliminating the corrosive aspects of commercialized college sports. The Drake Group goals include: (1) influence public discourse on current issues and controversies in college sport; (2) lobby for federal legislation that furthers academic integrity, emphasizing the imperative of ensuring quality education for college athletes; (3) ensure university accountability through public disclosure of information about the quality of education college athletes receive; and (4) support faculty and staff whose job security and professional standing are threatened when they defend academic standards and student who expose exploitative athletics practices. The Drake Group is “In residence” at the University of New Haven. For further information see: <http://thedrakegroup.org> or contact Fritz Polite, President at fpolite@su.edu.

Presidential opposition to the Division I Governance proposal through voting for an override and support for pursuit of Congressional intervention are constructive ideas that should be pursued. The Division I Governance proposal is flawed for the following reasons:

1. **Will not result in necessary reforms.** The NCAA Division I Governance Proposal (“Proposal”) does not address the need for comprehensive NCAA reform of professionalized Division I programs. The current governance system where weighted voting power advances the interest of the wealthiest institutions with the most commercialized athletic programs has led to the current broken governance system which (a) is economically unstable, (b) creates serious challenges to the academic integrity and efficacy of higher education institutions, and (c) has provoked antitrust litigation and National Labor Relations Act challenges. It is time to step back and consider a total revamping of the national collegiate athletics governance system rather than continuing down the path of giving commercialized athletic programs whatever they want.
2. **More benefits to fewer athletes.** Instead of the Proposal resulting in COA scholarship increases and more benefits to all Division I student-athletes, it will result in increased benefits to only those athletes in the richest athletic programs. Only 23 FBS institutions, all within the Big Five conferences generate more revenues than they spend. The remaining Division I institutions will struggle to find more funds to match these increases for even a limited number of scholarship football and basketball players, much less a proportional number of female athletes who must receive equal treatment under Title IX. Additional funds will most likely come from expenditure reductions in Olympic sports and bring to a halt efforts to provide more equitable women’s programs. The net result will be greater support and benefits for fewer athletes at the expense of athlete participation opportunities for the much larger majority. The emphasis on providing benefits to football and basketball players and potential of institutions not making an equal commitment to female athletes will elevate the potential of Title IX litigation.
3. **No clear statement of college athlete rights and benefits or educational priorities.** Issues of college athlete health and wellness, the right to transfer to other institutions, the provision of adequate nutrition, medical care and insurance, multiyear scholarship guarantees, and the benefit of highly ethical academic support systems should be the rights of all student-athletes rather than only afforded to the highest caste in a hierarchy of athletic programs.
4. **Further erosion of governance checks and balances.** The NCAA check and balance system of divisional or membership override of ill-conceived legislation is further eroded under the Governance Proposal which will require a higher proportion of the membership (66.6% rather than the current 62.5%) to rescind such actions.
5. **Ruse of concern for academically at-risk athletes.** The argument that governance revisions are necessary to allow rich athletic programs to focus on meeting the needs of their at-risk

student-athletes is insulting. Presidential leadership is needed to focus on the issue of admission exceptions and freshman ineligibility until reading and other academic deficiencies of underprepared athletes are remediated. This commitment to academic integrity and fulfillment of an educational promise is needed for all college athletes – not just those attending the Big Five conferences or FBS institutions.

6. **More expenditures on current athletes with no corresponding cost cuts extends the “arms race” into new and potentially unlimited territory.** The Proposal establishes a new recruiting “arms race” based on which institutions can pay athletes more with regard to monthly spending money, unlimited food, trust funds, numbers of scholarships awarded that include COA, etc. The focus is on spending more on player benefits without spending less on wasteful sport operating costs, coaches salaries and lavish athletes-only facilities. The Proposal continues to ‘up the ante’ with regard to the Division I arms race. The current athletics governance model results in widespread and significant operating losses in Division I and the Proposal will only make it worse.
7. **Increases competitive imbalance across Division I.** Because of the yet to be specified legislative autonomy of the Big Five conferences and the current financial resource advantages of Big Five conference member institutions, a two-tiered FBS will be created, increasing the unlikelihood of non-Big Five conference members competing for the College Football Playoff championship. The new lower tier of the FBS, FCS and Division I non-football programs will have distinctive recruiting disadvantages and a much harder time producing Cinderella teams in March Madness, one of the elements of the Division I basketball national championship that captures the interest of the broadest possible range of Division I institutions.
8. **Big Five/FBS selfish interest remains unaddressed³.** The Proposal does not address the issue of FBS using its weighted NCAA voting power to block the establishment of an NCAA FBS football championship. If the NCAA offered a FBS championship and distributed such national championship proceeds to all Division I institutions, all Division I institutions could afford to offer desired benefit goals such as COA, full medical coverage and other benefits to athletes. This current \$470 million and potentially \$1 billion FBS College Football Playoff property is owned by the FBS conferences and 75% of the funds go to the Big Five conferences (65 institutions). Any reform Proposal must address this misappropriation of national championship proceeds which has only been successful because of a weighted voting governance system (which continues) and member fear of the unveiled threats of the Big Five conferences to leave the NCAA.

³ See Brian Porto, Gerald Gurney, Donna Lopiano, David Ridpath, Allen Sack, Mary Willingham, Andrew Zimbalist, A, “The Big Five Power Grab: The Real Threat to College Sports,” *The Chronicle of Higher Education*. (June 19, 2014). Retrieve at: <http://chronicle.com/article/The-Big-Five-Power-Grab-/147265/>

9. **Congressional intervention may be necessary.** The Proposal demonstrates that the NCAA is incapable of reform from within. A vote for override and a call for the U.S. Secretary of Education to ask the President of the United States to establish a blue ribbon President's Commission on Intercollegiate Athletics is an alternative that should be explored. When open amateur sport found itself in a similar crisis of integrity and inability to initiate important reforms in 1975, a similar President's Commission was established with positive results.

For further information, contact: Fritz Polite, President, FPolite@su.edu



In residence at the University of New Haven College of Business

For immediate release [Bold Times New Roman 12]

For more information: **[Times New Roman 12]**

Gerald S. Gurney,

President, Drake Group

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www.TheDrakeGroup.org

Drake Group Questions NCAA Division I Governance Restructure

[Bold Times New Roman 14]

[Times New Roman 12]

NEW HAVEN, CONN. – The Drake Group, a national organization of faculty and others whose mission is to defend and achieve educational integrity and freedom in higher education by eliminating the corrosive aspects of commercialized college sports has released a position statement today that is highly critical of the NCAA Division I Governance proposal to give the five richest conferences in its Football Bowl Subdivision the freedom to make their own rules and is calling for a blue-ribbon U.S. President’s Commission on Intercollegiate Athletics Reform.

Drake Group President Gerald Gurney, Assistant Professor of Educational Leadership and Policy Studies at the University of Oklahoma, argues that “instead of providing cost of attendance scholarship increases and more benefits for all Division I athletes, the Big Five Power grab will result in extraordinary benefits to only those athletes in the richest athletic programs and will up the ante in the basketball/football Division I arms race. This concentration of wealth,” Gurney continues, “will also make it highly unlikely for lower tier institutions in the Football Bowl Subdivision to compete in the College Football Playoffs and tip the March madness competitive balance in favor of the Big Five Power Conferences.”

Because only 23 FBS athletic programs are making money, The Drake Group contends that pressure will be created on all other Division I institutions to funnel more resources into men’s basketball and football at the expense of non-revenue producing sport programs, increased student fees or elevated institutional fund subsidies.

The NCAA has demonstrated its inability to solve the financial and ethical problems faced by intercollegiate athletes. Drake Group Past President Allen Sack, Professor of Sport Management in the College of Business at the University of New Haven, points out that “first

priority on the use of significant media revenues should be on the provision of full medical coverage and insurance, cost of attendance scholarship increases, an academic trust fund, adequate academic support, especially for those who are academically at-risk, and other benefits that enhance the education, health and welfare of the greatest number of college athletes, not just those at Big Five institutions.”

The Drake Group suggests that college presidents should vote to override the Big Five’s ill-conceived power grab legislation and call for the U.S. Secretary of Education to ask the President of the United States to establish a blue ribbon Commission on Intercollegiate Athletics to explore alternatives that would address economic stability, academic integrity, and professionalism issues.

September 19, 2014

SECTION 7

MEMBERSHIP

7.1 Membership Categories, Annual Dues and Donations

7.1 Authority. Dues are established by vote of the Board of Directors.

7.2 Member Benefits. Membership benefits include:

- a. receipt of the quarterly e-newsletter of The Drake Group
- b. copies of all position papers and press releases on the day they are issued
- c. right to nominate candidates for service as members and officers of the Board of Directors
- d. right to vote for all officers of The Drake Group and members of the Board of Directors
- e. opportunity to serve on ad hoc committees and working groups as needed
- f. right to designate one individual each year who is not currently a member of TDG to receive a one-year free membership

7.3 Membership Dues. Dues are payable on January 1 of each academic year. Dues are not pro-rated based on sign-up date. Following are the various membership categories and annual dues:

Faculty	\$35.00
Student	\$10.00
Professional/General Public/Administrators	\$50.00

7.4 Optional Donation Program

The donation levels below are suggested. Individuals who donate to The Drake Group receive special recognition in the annual report and at TDG annual meeting for their special contribution.

Level V – Champion	(\$2500+)
Level IV – Guardian	(\$1500-2499)
Level III – Defender	(\$500-1499)
Level II – Advocate	(\$200-499)
Level I – Supporter	(\$50-199)

Donations are not tax deductible and may be designated for the following specific purposes:

7.4.1 Unrestricted. Donation is used where it is needed most to advance TDG purposes and mission as determined by the Executive Committee.

7.4.2 The Advocacy Fund. Donation is used to support (1) efforts to lobby Congress and members of higher education faculty and presidents' associations, (2) awards and recognition programs honoring courageous faculty and staff giving voice to academic misconduct and lack of educational integrity in athletic programs and (3) the purchase of digital

media services that enables TDG to reach more media representatives and stakeholders to advance key initiatives.

- 7.4.3 **The Drake Group Internship.** Donations fund one or more graduate students in sports management to assist in the national activities and daily administration of The Drake Group.
- 7.4.4 **The Drake Research Fund.** Donations used to support research related to academic integrity initiatives.



7.1A MEMBER INFORMATION AND VOLUNTEER FORM

Welcome to The Drake Group! Your involvement and support is greatly appreciated. Please complete the following information and return to the Chair of the Membership/Development Committee via email. Thanks!

[INSERT NAME AND EMAIL ADDRESS OF CURRENT CHAIR]

MEMBER: _____

EMAIL: _____ PHONE: _____

PREFERRED MAILING ADDRESS: ___ HOME ___ WORK

ADDRESS: _____ CITY: _____ ST ___ ZIP _____

INSTITUTIONAL/ORGANIZATIONAL AFFILIATION: _____

POSITION TITLE: _____

OPTIONAL-GENDER/RACE/ETHNICITY: *Note: TDG is committed to diversity and inclusion and seeks, in the appointment of committees, nominations for Board service and other initiatives, to insure the representation of previously underrepresented groups.*

Check One: ___ Male ___ Female

Check One or More:

___ American Indian/Alaska Native ___ Asian ___ Black/African-American

___ Hispanic/ Latino ___ Native Hawaiian/Pacific Islander

___ White ___ Other

--- PLEASE GO TO PAGE 2 ---

I'm interested in volunteering to assist The Drake Group. Check ALL THAT APPLY:

- _____ Committee Member or Issue Working Group – Indicate all committees on which you would be willing to serve:
- _____ Education Working Group – development of position statement and involvement in writing or reviewing TDG position paper, editorial and opinion pieces
 - _____ Governmental Relations Advocacy Subcommittee – organize Drake members to support Congressional bills to support intercollegiate athletics reform and liaison with legislator offices
 - _____ Students/Athletes/Parents Advocacy Subcommittee – identify current and former college athletes with unfair treatment stories to testify before Congress
 - _____ Organizational Allies Advocacy Subcommittee – identify educational, sport advocacy and other organizations and solicit their support of Drake reform efforts
 - _____ Communications – maintaining the Drake Web site and using the electronic media to educate and advocate for reform
 - _____ Awards and Recognition – identification of individuals and organizations that are making a difference re: academic and ethical integrity of intercollegiate athletics
 - _____ Finance, Audit and Compensation – review the organization's finances and annual audit and make recommendations for investments and policy revisions
 - _____ Governance, Nominating and Ethics – identifying members willing to run for officer or Board of Director service
 - _____ Membership, Development and Advancement – engaging others to become part of Drake or support its advocacy efforts
- _____ Service as a member of the Board of Directors (send me a nomination form)
- _____ I have a skill or professional credentials that might be appropriate for gift-in-kind service to a non-profit organization like The Drake Group (i.e., accountant, financial expert, lawyer, public relations/communication, marketing, etc.) and would be willing to provide service or advice. Indicate skill area: _____
- _____ I have examined the issues for which Drakes has already taken positions (see TheDrakeGroup.org) and would like to see the following additional issues addressed: _____

Optional: Explain your interest in serving:

SECTION 8

FINANCE

8.1 Expense Report Policies and Guidelines

The following policies and procedures apply to the reimbursement of expenses related to the conduct of official Drake Group business and the completion of Form 8.1A for the submission of receipts and a request for reimbursement.

- ☐ Contact Information
The address information is for the purpose of sending the check.
- ☐ Air Fare
By policy, The Drake Group reimburses expenses for coach class, economy reservations only, for the travel of award recipients, speakers or members traveling on official Drake Group business. All air travel requires prior authorization by the Executive Committee.
- ☐ Private Auto
If traveling by private automobile, reimbursement shall be based on the Current Privately Owned Auto Mileage Rate ~~is available~~ as listed at www.gsa.gov.
- ☐ Auto Costs
The Drake Group will reimburse any reasonable/necessary expenses related to car rental, parking and tolls for all travel authorized by the Executive Committee.
- ☐ Ground Transportation
Travelers will be reimbursed for ground transportation between the airport/railway station and the meeting site.
- ☐ Lodging
Room and Tax only are reimbursable. All incidental charges (movies, extra person in the room) and additional nights of stay outside of the arranged dates are the traveler's responsibility except for the extreme situation beyond control (e.g., weather.)
- ☐ Meal Reimbursement
Meal reimbursement will be based on receipts. Alcohol expenditures will not be reimbursed.
- ☐ Miscellaneous
TDG will reimburse any reasonable and necessary costs related to speaker presentations, such as photocopying (hand-outs).
- ☐ Original Receipts
Only original receipts are acceptable for reimbursement.

Items not eligible for reimbursement

Alcohol, tobacco, movies and other entertainment items for personal use.

- ☐ Expense Approval:
This form is requested to be submitted within 3 weeks from the end of the approval travel to TDG Treasurer
- ☐ Exceptions
Any exception to these expense policies is subject to the approval of The Drake Group Executive Committee.
- ☐ Reimbursement Procedures:
 - a. It's the responsibility of TDG President to inform TDG Treasurer of Executive Committee approval for all travel, including the name and contact information for the approved traveler.
 - b. TDG treasurer shall be responsible for transmitting Expense Report guidelines and reimbursement forms to the approved traveler.
 - c. TDG Treasurer shall be responsible for reviewing receipts and other travel documentation and ensuring that reimbursement requests meet policy requirements and issuing reimbursement checks to travelers.

8.1 A
The Drake Group Expense Form
 (see 8.1 Expense Guidelines for instructions)

Check Payable to (Name):			
Address:			
Phone:			
Email			
Receipts Required for All Expenditures			
Date	Item	Out-of-Pocket	Prepaid
		Total	
Do not write below this line		Total Approved	
		Total Reimbursed	
		Check #	
		Date Reimbursed	