



THE DRAKE GROUP

Advancing Positive Legislative
Change In College Athletics



BOARD OF DIRECTORS

HANDBOOK

BYLAWS AND OPERATING POLICIES

Revised as of July 4, 2025

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SECTION 1

MISSION-GOALS-OBJECTIVES

1.1 MISSION, GOALS AND OBJECTIVES

WHO WE ARE

The Drake Group is a (501)(c)(4) non-profit advocacy organization working to better educate the U.S. Congress and higher education policy makers about critical issues in intercollegiate athletics.

At the heart of our purpose is disseminating fact-based research and recommendations that enable policy makers to advance legislation to make college sport a better place by ensuring that there is academic and ethical integrity in the conduct of college athletics programs.

We believe that the promise of college athletics is its continuing contribution to the development of participants and the excitement and community it brings to the higher education campus, alumni, and fans. We believe that this promise is only fulfilled if athletes who create this excitement are protected from educational and economic exploitation, discrimination on the basis of sex, race, and gender identification, and physical and mental abuse.

GOALS

POLICY MAKER EDUCATION

Influence development of state and federal legislation related to improving college sport.

LEGISLATIVE REFORM

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

OVERVIEW 2023-28 OBJECTIVES

Issue non-partisan fact- and principle-based position statements on current legislation related to college sport.

Disseminate TDGEF fact-based research to legislators who are crafting legislation, producing reports or conducting hearings on intercollegiate athletics reform.

Identify academic experts to assist policy makers in the development of legislation.

Secure sufficient funding to engage in legislative visits and other advocacy activities.

Assist sponsors of positive legislation in obtaining co-sponsors and TDG allied organizations to support such bills

Advance federal legislation that would compel revisions in athletics governance necessary to eliminate or reduce the corrosive aspects of commercialized college.

Solicit the involvement of like-minded organizations and individuals in urging Congressional passage of bills that advance positive change in college athletics

Advance legislation and/or external initiatives to establish an expert national Commission on intercollegiate athletics reform.

Advocate for federal legislation that requires higher education institutions to make transparent data related to education outcomes, sex and race equity, and fiscal conduct of intercollegiate athletic programs.

Advance federal legislation that provides college athlete short- and long-term athletic injury and health protection, eligibility and financial aid due process rights, and rights to be treated as other students regarding outside employment.



MISSION

Educate policy makers and advance legislative initiatives that foster academic integrity and athlete wellbeing in intercollegiate athletics



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 contribute to political candidates.

Establishment of The Drake Group Education Fund. In September of 2022, The Drake Group established a sister organization, The Drake Group Education Fund (TDGEF), under the fiscal 501(c)(3) sponsorship of the Players Philanthropy Fund (PPF). PPF will host the Drake Group Education Fund until the new organization's application for its own 501(c)(3) status is approved. Taking this action better positions The Drake Group to focus on its priority mission of influencing Congress and other legislative policy makers to address the serious academic, health and economic crises in intercollegiate athletics.

The new Education Fund will focus on growing education programs. Given the 2022 successes of the inaugural *The Allen Sack National Symposium – Advancing Integrity in College Sport* and our webinar series on critical issues in college athletics, all of The Drake Group's educational and research assets were gifted to the Education Fund which will continue our work on producing quality research and education materials – intellectual product for which The Drake Group is best known. The Fund will become the public education arm working to influence the public discourse on the need for college sport reform. Our PPF fiscal sponsorship also allows all donations and grants to the Fund to be tax deductible and makes the Fund eligible for grants from private foundations.

During the summer of 2023, TDG and TDGEF finalized a form memorandum of cooperation and a shared services agreement in order to construct appropriate financial and conflict of interest

firewalls related to the operation of two independent organizations committed to advancing the same philosophical leadership related to solving critical issues confronting the intercollegiate athletics as it relates to educational integrity and the wellbeing of college athletes.

The Drake Group Logo

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



In 2022, the TDG logo was updated to distinguish the advocacy organization's Congressional focus from the education and research focus of its newly established 501(c)(3) sister organization, The Drake Group Education Fund:



A new logo was created for The Drake Group Education Fund:



In 2023, a logo color change to burnt orange and increase in the font size of the tagline was made to improve the readability of the logo and better enable electronic and social media audiences to easily distinguish the two organizations.





The latter was an important consideration in avoiding audience confusion in fundraising because the 501(c)(3) TDGEF seeks tax-deductible contributions while the 501(c)(4) TDG cannot do so under IRS rules. Further, the audience sought by TDG is more narrowly focused on legislative staff members, sports policymaking professionals, and others interested in state, national, and athletics governance association legislation. The TDGEF audience is larger general public and individual, foundation and corporate funders interested in college sport.

Internet and Social Media Presence. In 2022, given TDG gifting all of its education programs and properties to TDGEF, separate TDG and TDGEF web sites were created and in 2023 separate TDG and TDGEF social media platforms were established. The Drake Group maintains a website at <https://www.thedrakegroup.org/> which is advocacy and legislation focused but also contains a policy and issues area that links to TDGEF libraries containing this information. The Drake Group social media platforms include Twitter, Facebook, LinkedIn, and Instagram.

Presidents of the Organization

2025-26	Kassandra Ramsey, Esq. Law Office of Kassandra Ramsey, P.L.L.C.
2024	David Hughes, Ph.D., Gordon College
2023-24	Donna Lopiano, Ph.D., Southern Connecticut State University
2022-23	Andrew Zimbalist, Ph.D., Smith College
2020-22	Donna Lopiano, Ph.D., Southern Connecticut State University
2019-20	David Ridpath, Ed.D. Ohio University
2018-19	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

1.3 DIVERSITY AND INCLUSION STATEMENT

The Drake Group is a diverse, inclusive, and equitable advocacy organization where all employees and volunteers, whatever their gender, race, ethnicity, national origin, age, sexual orientation or identity, education or disability, feels valued and respected. We are committed to a nondiscriminatory approach and provide equal opportunity for employment and appointment to our committees and governance structures. We respect and value diverse life experiences and heritages and ensure that all voices are valued and heard.

The Drake Group aspires to modeling diversity and inclusion for the entire nonprofit sector, maintaining an inclusive environment with equitable treatment for all, and providing informed, authentic leadership for cultural equity.

Further, The Drake Group strives to:

- See diversity, inclusion, and equity as connected to our mission and critical to ensure the well-being of our staff and volunteers and the higher education and collegiate athletics communities we serve.
- Acknowledge and dismantle any inequities within our policies, systems, programs, and services, and continually assess representation on our governance and working committees, presenting an annual report on such progress to our Board of Directors.
- Explore potential underlying, unquestioned assumptions that interfere with inclusiveness.
- Advocate for and support board-level thinking about how systemic inequities impact our organization's work, and how best to address that in a way that is consistent with our mission.
- Help to challenge assumptions about what it takes to be a strong leader in a diverse organization, and who is well-positioned to provide leadership.
- Practice and encourage cultural competence and transparent, inclusive communication in all interactions.
- Commit time and resources to expand more diverse leadership within our board, staff, committee, and advisory bodies.
- Lead with respect and tolerance. We expect all employees and volunteers to embrace this notion and to express it in workplace and governance and committee interactions and through everyday practices.

The Drake Group is committing to advocating for public and private-sector policy that promotes diversity, inclusion, and equity and challenging systems and policies that create inequity, oppression and disparity.

SECTION 2

INCORPORATION DOCUMENTS

**BYLAWS
OF
THE DRAKE GROUP, INC.**
Revised: May 30, 2023

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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.* The Drake Group, Inc. received IRS approval of its 501(c)(4) status on June 23, 2014. The Articles of Incorporation were restated on September 18, 2022 when The Drake Group, Inc., established a sister organization, The Drake Group Education Fund, Inc., to take over its research and public education functions.

Section 1.2 - Background.

The Drake Group was 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.

Section 1.3 - Adoption of these Bylaws.

These Bylaws were initially 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.) These Bylaws were last amended by the Board of Directors on May 30, 2023.

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 Secretary; and the Treasurer.

(d) **Election of the other Board Members.** All members of the Board (except for the *ex officio* Members - See Bylaws Sections 2.1(c) and 4.1) shall first be nominated by a member or Board Member. After such nomination, the person shall then be eligible for election as a Board Member by a vote of the members (See Bylaws Section 2.9(b)), which election customarily shall be held during June of each year. (See Bylaws Section 2.6(a)).

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 one 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 December. The specific date and time of all Board Meetings shall be reasonably selected by the Board President. 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 President 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 President, or held via a video or audio conference call (See Bylaws Section 2.12) or via a Unanimous Written Consent to Action (See Bylaws Section 2.11) or virtually.

(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 President: (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-third of the number of then-sitting Board Members, but no less than two, 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 shall be comprised of the Board Chair (President), the Board Vice Chair (President-Elect), the secretary, the treasurer, and an at-large member of the Board elected by the Board.

(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. Each Standing Committee shall ordinarily have at least two Board Members (although it shall be permissible, in the appropriate circumstances, to have a one-person Board Committee); and persons other than Board Members are eligible to be appointed by the Committee Chair to be observers on a Board Committee (or Subcommittee) (*i.e.*, such persons, as "observers", can attend and (in the discretion of the Committee or Subcommittee Chair) participate in the committee meetings, but they cannot vote).

(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 report to the Board a summary of its activities.

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.

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 Secretary; and (iv) the Treasurer. Two offices may not be held by the same person.

Section 4.2 - Election; and Term of Office.

The Officers shall be elected by majority of the Board members voting at a meeting called for that purpose following the annual June election of Board members. 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.

Membership in organization shall be open to any individual who (a) supports the mission of the organization, (b) pays annual dues as established by the Board, and (c) is willing to contribute to communication with legislators in support of policies that advance the mission of the organization. Members shall not have voting rights related to the conduct of business but shall have nomination and voting rights in the election of members of the Board of Directors.

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, via a conference call or virtually.

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. The Board may waive dues for special purposes at its discretion.

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 VPA. 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//* or the Act; or (ii) in any manner would jeopardize the tax-exempt status of the Corporation.

(Original: September 6, 2013, Restated: September 18, 2022)

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 purposes of this Corporation are:

(a) To educate policymakers and advance legislative initiatives that foster academic integrity and athlete wellbeing in intercollegiate athletics

(b) To engage in any other lawful act or activity for which corporations may be formed under the Act (at C.G.S. Section 33-1 026(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.

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: (Registered Office; Appointment of the 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: 1720 Post Road East, Suite 121, Westport, CT 06880.

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

Name	Business	Residence
John Rosen	Executive Director MCA Works 1720 Post Road East Suite 121 Westport, CT 06880	31 Chambers Street Fairfield, CT 06825

I hereby accept Designation as the Registered Agent for Service of Process.

John Rosen, Registered Agent, The Drake Group

John D. Rosen
Registered Agent
The Drake Group, Inc.
1720 Post Road East
Suite 121
Westport, CT 06880

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

• **Dated** at Westport, Connecticut on September 18, 2022.

John Rosen, Registered Agent, The Drake Group

John D. Rosen
Registered Agent
The Drake Group, Inc.
1720 Post Road East
Suite 121
Westport, CT 06880

(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 for 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.

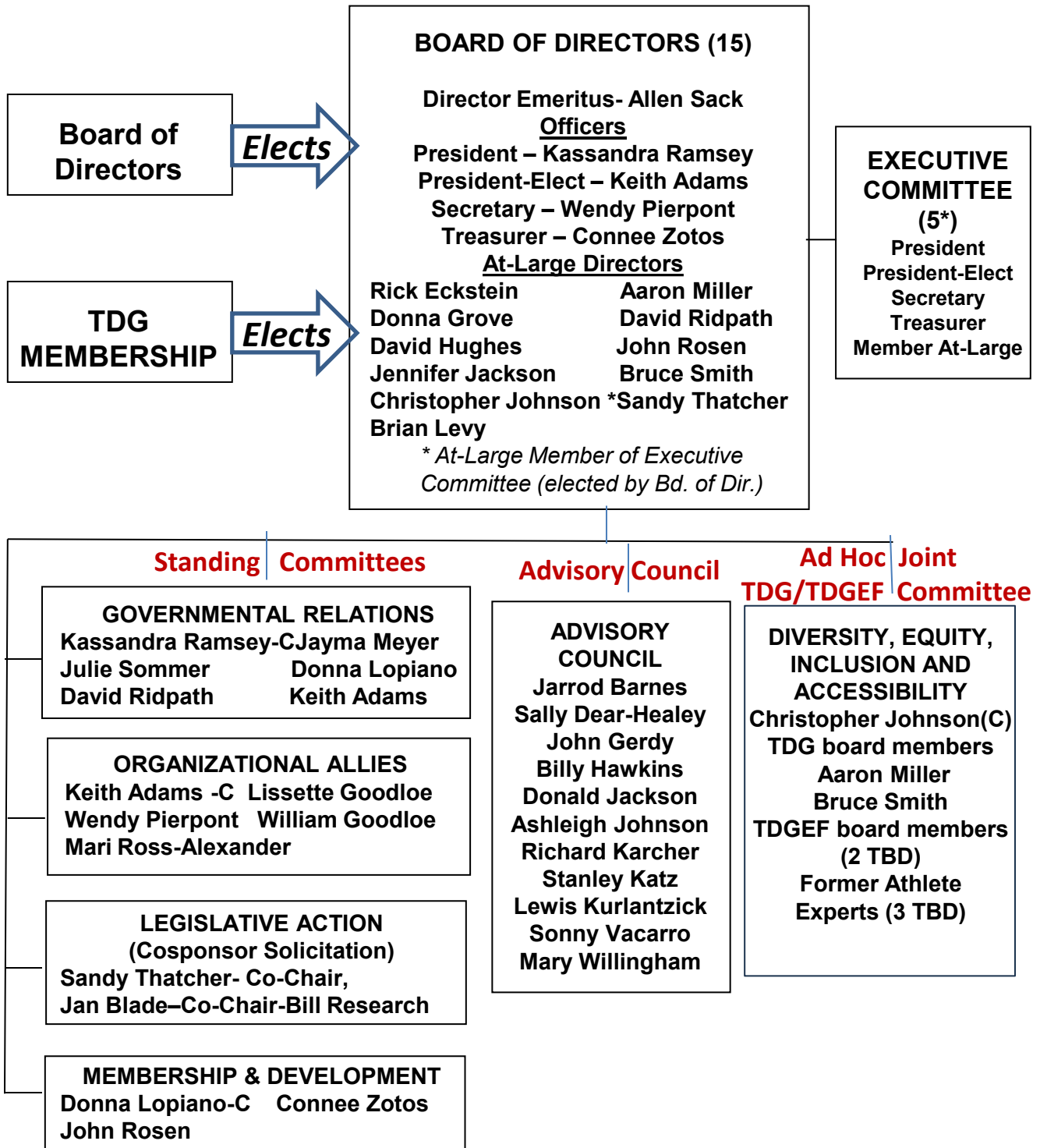
The Corporation's Board shall periodically review this Policy and shall adopt such amendments thereto as it may deem necessary or appropriate.

• 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, not including the co-founder Director Emeritus, a voting position.
- 3.2.1.2 Composition Guidelines. The Board shall include (1) the four officers, (2) at least five currently serving members of a higher education faculty with demonstrated expertise or interest in collegiate athletics and (3) additional members who shall demonstrate the organization's commitment to diversity with regard to race and gender.

3.2.2 OFFICERS OF THE BOARD AND THEIR TERMS

There shall be four (4) 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
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 are elected by the Board 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 Board of Directors membership according to a process

and deadlines established by the Membership and Development 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 shall be a part of the ballot distributed to the membership 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 **Stagger.** 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.



THE DRAKE GROUP

Advancing Positive Legislative Change
In College Athletics



NOMINATION FOR BOARD OF DIRECTORS

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.

NOMINEE _____

ADDRESS _____ CITY: _____ ST _____ ZIP _____

EMAIL: _____ PHONE: _____

Check ALL OF THE FOLLOWING APPLY:

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

_____ A biography or vitae is attached

_____ A photograph (head shot) is attached

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 considered by the Membership and Development Committee

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 of 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 and other called special meetings of the Board each year
 - 3.3.2.3.1 If a Director is absent without prior notice at either of the 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 membership dues and or donations in any amount consistent with the financial means of the member.

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.

**Executive Committee*

OFFICERS

MEMBERS AT LARGE

Page 1

3.5 Officer Duties and Responsibilities

3.5.1 PRESIDENT

The President of the Board of Directors shall have the following duties and responsibilities:

- a. Determine agendas for all meetings of the Membership, Board and Executive Committee and preside as Chair over Membership, Board and Executive Committee meetings
- b. Act as the primary official spokesperson of the Association, or designate an expert Drake member as spokesperson when the nature of media queries or Drake position statements are best served by another academic expert.
- c. Appoint chairs, vice chairs and members of all standing committees, ad hoc committees and working groups
- d. Insure that Directors perform committee tasks, attend meetings, adhere to other board responsibilities and, in general, serve as the primary leader of the Board
- e. Provide guidance to the Chief Executive Officer and senior staff (when and if hired)
- f. Be a voting member of the Board and an ex-officio member of all committees, breaking any tie in voting.

3.5.2 PRESIDENT-ELECT

The President-Elect shall have the following duties and responsibilities:

- a. In the absence of the President, undertake all rights and duties of the Board Chair
- b. Give guidance to the President
- c. Serve as the spokesperson for the Association in the absence of the President
- d. Keep informed of TDG positions on current issues
- e. Serve on the Executive Committee
- f. Attend all Membership, Board and Executive Committee meetings
- g. Perform other duties as requested by the President

3.5.3 SECRETARY

The Secretary shall have the following duties and responsibilities:

- a. 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 organization
- b. Maintain the official records of the Association
- c. Give proper notice of and be responsible for the preparation and distribution of minutes of the meetings of the Board, the Executive Committee and the Membership
- d. Serves on the Executive Committee
- e. Maintains the Policy Handbook of the organization
- f. Attend all Membership, Board and Executive Committee meetings

- g. Files official amendments to the Bylaws and other legal papers of the Association

3.5.4 TREASURER

The Treasurer shall have the following duties and responsibilities:

- a. Serves as the chief financial officer of the organization
- b. Oversees the organization's financial operations, including the financial planning and management of its income, expenses, liabilities and assets
- c. Monitors the organization's investments, including its funds on deposit, in accordance with the financial policies approved by the Board
- d. Maintains the official financial records of the organization
- e. Serves on the Executive Committee
- f. Chairs the Finance, Audit and Compensation Committee
- g. Attend all Membership, Board and Executive Committee meetings
- h. Prepares a monthly report of revenues and expenses which is distributed to the Executive Committee and recorded in the minutes
- i. Presents the annual budget and all budget adjustments to the Executive Committee and Board of Directors
- j. Insure that all sums received by the organization are deposited in the bank, or banks, or trust company, in a timely manner as approved by the Board
- k. Have all accounts of the organization, including all sums received and expended, audited once a year by a certified public accountant; and report thereon at an annual meeting of the Board or when called upon by the President.
- l. Ensure on an annual basis that all Directors are covered by directors' liability insurance.
- m. Ensure merchant account transfers to TDG bank account occur on a monthly basis.
- n. Ensuring that all expenses over \$150 are approved in advance by the Executive Committee.

-

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 with exceptions requiring approval of the Board of Directors. The standing committees include: (a) Executive Committee, (b) Government Relations, (c) Organizational Allies Committee, (d) Legislative Action, and (e) Membership and Development. Terms shall be initially staggered to ensure that each committee retains experienced members.

3.6.1.1 Executive Committee. The Executive Committee consists of five members: the President, the President-Elect, the Past President, the Secretary, and the Treasurer serve by virtue of office. 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 quarterly 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 copy of the member's reason(s) for objecting as well as a detailed rationale for the Executive Committee action taken and an answer to the objection. A special meeting of the Board shall be called to consider the matter.

Majority vote, or two-thirds vote for Bylaw changes, is required 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 implement or oversee the objectives of the organization.
- b. Approve position papers related to Congressional or state legislation as recommended by the Congressional Relations 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 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 actions on investments of Association funds.
- i. Annually review and recommend revisions of Association policies and procedures.
- j. Develop amendments to the Bylaws, new policies or amendments to existing policies related to the operation of the organization
- k. In consultation with the Board of Directors, act as the nominating committee for the Board of Directors and Advisory Council, annually issuing a call for nominations to the membership, producing an annual slate of nominees and conducting elections to fill all vacant officer and members positions on the Board of Directors.

3.6.1.2 Governmental Relations

3.6.1.2.1 The members shall consist of any number of board or non-board members to fulfill the expert needs of the committee.

3.6.1.2.2 The functions of the Government Relations subcommittee shall be to:

- a. Serve as the TDG liaison to legislators advancing bills supported by TDG
- b. Track state and federal college athletics legislation including drafting of bill analyses or comparisons
- c. Orchestrate visits to and respond to requests for information from legislative offices.
- d. Recommend to the Executive Committee for approval those bills are legislative actions that should be endorsed by The Drake Group.

3.6.1.3 Organizational Allies

The functions of the Organizational Allies subcommittee shall be to:

- a. identify educational, sport advocacy, college athlete, college athlete parent and other organizations willing to assist TDG in supporting collegiate athletics reform and provide free TDG memberships to their

organizational leaders for the purpose of keeping such organizations aware the TDG's work.

- b. obtain formal statements from organizations attesting to the support of these organizations for specific governmental or sports organization reform legislation

3.6.1.4 Legislative Action.

The Legislative Action Committee shall have two co-chairs, one to communicate with members to ask that they contact their congresspersons to support legislation endorsed by the TDG and one to regularly track bills filed by Congress. Any number of members may assist the Co-Chairs in the performance of these duties.

3.6.1.5 Membership and Development Committee. The Membership and Development Committee shall consist of any number of 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 or support 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) To maintain a list of members willing to serve as Board members in the event of a vacancy caused by incapacitation or resignation of members.
 - (2) Annually 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 position papers or op eds.
- d. To welcome each new member with a written note or email from a member of the Committee;
- 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 board 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 board member 1-year gift memberships to give 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 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" director get to choose faculty or other supporters of college sport member at his or her institution to receive 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.
- h. Perform the following duties as a nominating committee.
 - (1) Recommend candidates for election to the Board of Directors to the Board of Directors. Nominations advanced by the Board shall be automatically included on the ballot.
 - (2) Recommend candidates to temporarily fill Board of Director vacancies to the Board of Directors.
 - (3) Recommend candidates for appointment to standing committees to the President.
 - (4) Review and approve all nominations from dues-paying members for inclusion on the annual ballot for the election of members of the Board of Directors.
 - (5) Recommend officer and executive committee at-large board member candidates to the Board for election.

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 with a limit of two consecutive terms. Members are asked to provide advice upon request, to participate in working groups if they have an interest, and to review proposed position papers or other publications related to their area of expertise. The Council meets once per year. A member may be removed at any time for failure to participate or other reasons.

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

2025-26 Committees and Councils

Board of Directors

Chair:

Allen Sack, Director Emeritus
Kassandra Ramsey, President
Keith Adams, President-Elect
Wendy Pierpont, Secretary
Connee Zotos, Treasurer
Rick Eckstein, Member at Large
Donna Grove, Member at Large
David Hughes, Member at Large
Jennifer Jackson, Member at Large
Brian Levy, Member at Large
Aaron Miller, Member at Large
David Ridpath, Member at Large
John Rosen, Member at Large
Bruce Smith, Member at Large
Sanford Thatcher, Member at Large

Executive Committee

Chair:

Kassandra Ramsey, President
Keith Adams, President-Elect
Wendy Pierpont, Secretary
Connee Zotos, Treasurer
Sanford Thatcher, Member at Large

Government Relations

Chair:

Kassandra Ramsey, President
Keith Adams, President-Elect
Donna Lopiano, Member
Jayma Meyer, Member
Julie Sommer, TDGEF Executive Director
David Ridpath, BOD Member At Large

Organizational Allies

Chair:

Keith Adams, President-Elect
Dave Ridpath, BOD Member at Large
Wendy Pierpont, BOD Secretary
Lissette & William Goodloe, Member
Mari Ross-Alexander, Member

Finance, Audit and Compensation Committee

Chair:

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

Legislative Action Committee

Co-Chair:

Sanford Thatcher, Member-at-Large

Co-Chair:

Jan Blade, Member

Membership and Development

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

Advisory Council

Jarrold Barnes	Managing Director, Minority Entrepreneurship Institute
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
Donald Jackson	Principal and Founder, The Sports Group
Ashleigh Johnson	Goalie, USA National Water Polo Team
Richard Karcher	Associate Professor of Sports Management, Eastern Michigan University
Stanley Katz	Professor, 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
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

SECTION 4

ETHICS POLICIES

4.1 Affirmative Action Policy

4.1.1 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.

4.1.2 Policy Statements

- 4.1.2.1 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.
- 4.1.2.2 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.
- 4.1.2.3 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.
- 4.1.2.4 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.
- 4.1.2.5 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.
- 4.1.2.6 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.

- 4.1.2.7 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.

4.2

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

FINANCE

5.1 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 5.1A 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.

5.1 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	

SECTION 6

**OFFICIAL STATEMENTS AND POSITIONS ON LEGISLATIVE
POLICIES**

6.1 Issuance of Public Statements and Official Positions on Legislative Policy

6.1.1 Philosophy. Given the mission of TDG to educate policy makes and advance legislative initiatives that foster academic integrity and athlete wellbeing in intercollegiate athletics, the issuance of public statements or official TDG positions on proposed legislation or regulations implementing legislation is an essential function that guides TDG efforts to lobby for federal legislation that furthers this purpose. TDG shall fulfill this responsibility in a manner in which the public appreciates our careful analysis of policy, our respectful tone, and our ability to translate comment on a particular bill into a statement of overriding principles consistent with our mission.

6.1.2 Public Statements and Official Positions on Legislative Policy. Position statements shall be non-partisan, fact- and position-based, and focused on current state and federal legislation related to college sport.

6.1.2.1 Preparation. Public statements and official position shall be developed by the Governmental Relations Committee, a standing committee, and may be circulated to appropriate outside experts such as TDGEF Working Group, organizations and others for review depending on the subject matter.

6.1.2.2 Approval. The Executive Committee must approve a position paper before it is publicly released. 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 (see 3.6.1.1.2), 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 Request for Endorsement of Positions Taken by Other Organizations. This process shall also apply to the consideration of all requests from other organizations for The Drake Group to endorse positions via use of The Drake Group name on petitions, letters or other forms of communication or the issuance of a TDG statement of support. Consideration of such requests shall be limited to positions directly related to intercollegiate athletics legislative issues which TDG determines to be of such significance that lending the name and reputation of The Drake Group advances its mission and strategic plan goals and objectives.

6.1.4 Copyright. All public statements and official positions shall be published under a Creative Commons public copyright license with such materials identified with "CC BY-NC-ND <http://creativecommons.org/licenses/by-nc-nd/2.0/>." Such copyright requires that a user must properly attribute the authorship to TDG, does not have any right to commercial use without TDG permission, and a user may not create any derivative works without TDG permission. The Secretary shall be responsible for ensuring that all authors execute Form 6.1 A, the Drake Publication Agreement.

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 Executive Committee is responsible for making sure all members of the TDG and TDGEF Board of Directors, the Advisory Board, TDG members, and TDG newsletter subscribers, media, allied/higher education/organizations, and prospect lists are emailed copies (via these Constant 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 Sports Governance and Faculty Organizations. The Organizational Allies Committee shall maintain a TDG list of key influencer sports and higher education organizations. All TDG positions/statements shall be distributed to this list.

6.1.6 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."



6.1 A – THE DRAKE GROUP PUBLICATION AGREEMENT

TO: [name of author or co-author]

The Drake Group, Inc. [hereafter “TDG”] is pleased to have the privilege of publishing your contribution entitled:

[title of position paper, press release, op-ed, etc.]

So that you as Author of the Contribution and TDG as Publisher may be protected from the consequences of unauthorized use of its contents, TDG considers it essential to obtain transfer of copyright in the Contribution. To this end TDG requests that you sign the following agreement.

PUBLICATION AGREEMENT

made this _____ day of _____, 20__

by and between _____ (Author)

and The Drake Group, Inc. (Publisher), which is a nonprofit 504(c)(4) organization

that is incorporated in the State of Connecticut.

The parties, intending to be legally bound, agree as follows:

1. The Author does hereby grant and assign exclusively to the Publisher all right in the aforementioned Contribution with the full copyright therein, in all forms, languages, and media now or hereafter known or developed and the right to license subsidiary rights (such as granting rights to reprint in anthologies issued by commercial publishers or to photocopy for classroom use).
2. The Author guarantees that he or she is the sole owner of the Contribution and has full authority to make this agreement; that the Contribution does not infringe any copyright, violate any other property rights, contain any scandalous, libelous, or unlawful matter, or

make any improper invasion of the privacy of any person; and that the Contribution has not heretofore been published, even in somewhat different form. If the Contribution has been published previously, the Author guarantees that permission has been obtained, and any fee required has been paid, for any publication controlled by TDG, and shall submit proof of such permission and any required credit line to the Publisher with the signed agreement. The Author agrees to indemnify and hold harmless the Publisher against any claim or proceeding undertaken on any of the aforementioned grounds.

3. The Author shall allow the Publisher to make the Contribution conform to the style of presentation, spelling, capitalization, and usage followed by TDG.
4. The Author shall receive no payment from the Publisher for use of the Contribution.
5. Upon request of the Author, the Publisher shall grant to the Author, for no fee, a nonexclusive license to republish the Contribution in the same or revised form in any language in a book written or edited by the Author subject only to the condition that a credit line, to be supplied by the Publisher, will be printed in the Author's book to indicate the first publication of the Contribution by the TDG.
6. All fees received by the Publisher from the licensing of subsidiary rights in the Contribution shall be retained by The Drake Group for the purpose of supporting its continued non-profit work.
7. This agreement shall be construed and interpreted according to the laws of The State of Connecticut and shall be binding upon and inure to the benefit of the parties thereto, their heirs, successors, assigns, and personal representatives. Where the contribution is the product of more than one person, all of the obligations of the Author hereby created shall be deemed to be the joint and several obligations of all such persons.
8. It is understood that the practice of TDG with position papers is to list all members of the TDG Working Committee as co-authors even though only a subset of them will have done the writing that qualifies for copyright protection.

In witness whereof, the Author and Publisher intending to be legally bound have signed and sealed this agreement.

Witness:

For The Drake Group:

Signature_____

Print_____Position_____

Date_____

Author

Signature_____

Print_____Date_____

(Author's citizenship)

(Author's social security number)

(Author's home address)

City_____State_____ZIP_____

SECTION 7

MEMBERSHIP

7.1 Membership Categories, Advocacy Donations, and Gift Memberships

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

7.1.2 Volunteers. Members are invited to volunteer to serve on TDG Legislative Action Committee, being part of the team in his or her state, with team members asking their U.S. Senators and U.S. Representatives to support important bills to protect college athletes.

7.1.3 Member Benefits. Membership benefits include:

- a. receipt of The Drake Group e-newsletter
- b. copies of all position papers and press releases on the day they are issued
- c. right to nominate candidates for service as members of the Board of Directors
- d. right to vote for all members of The Drake Group Board of Directors
- e. opportunity to serve on ad hoc committees as needed

7.1.4 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/Staff	\$35.00
Student	\$10.00
Professional/General Public/Administrators	\$50.00
Advocacy Donation	\$Any amount

7.1.5 Optional Donation Program. Donations are not tax deductible and use of funds is determined by the Board of Directors to provide for the following activities:

- a. Where it is needed most to advance TDG purposes and mission as determined by the Executive Committee;
- b. Support efforts to lobby Congress and members of higher education faculty and presidents' associations, and the purchase of digital media services that enable TDG to reach more media representatives and stakeholders to advance key initiatives.
- c. Support of student researchers to assist in the national activities and daily administration of The Drake Group.

7.1.6 Board of Directors Gift Membership Program

Any member of the Board of Directors may provide a one-year "gift" membership to any number of colleagues or students at no charge to the board member for the purpose of introducing a colleague, friend, or student to TDG. The purpose of this program is to cultivate paid memberships by soliciting all gift

members to become paid members at the end of their one year of gift membership. Recognizing that the cultivation of donors, especially major donors, is a 2-3 year effort, at the option of the Board member, a gift membership may be renewed.