

*Division II
Strategic
Communications
Toolkit*

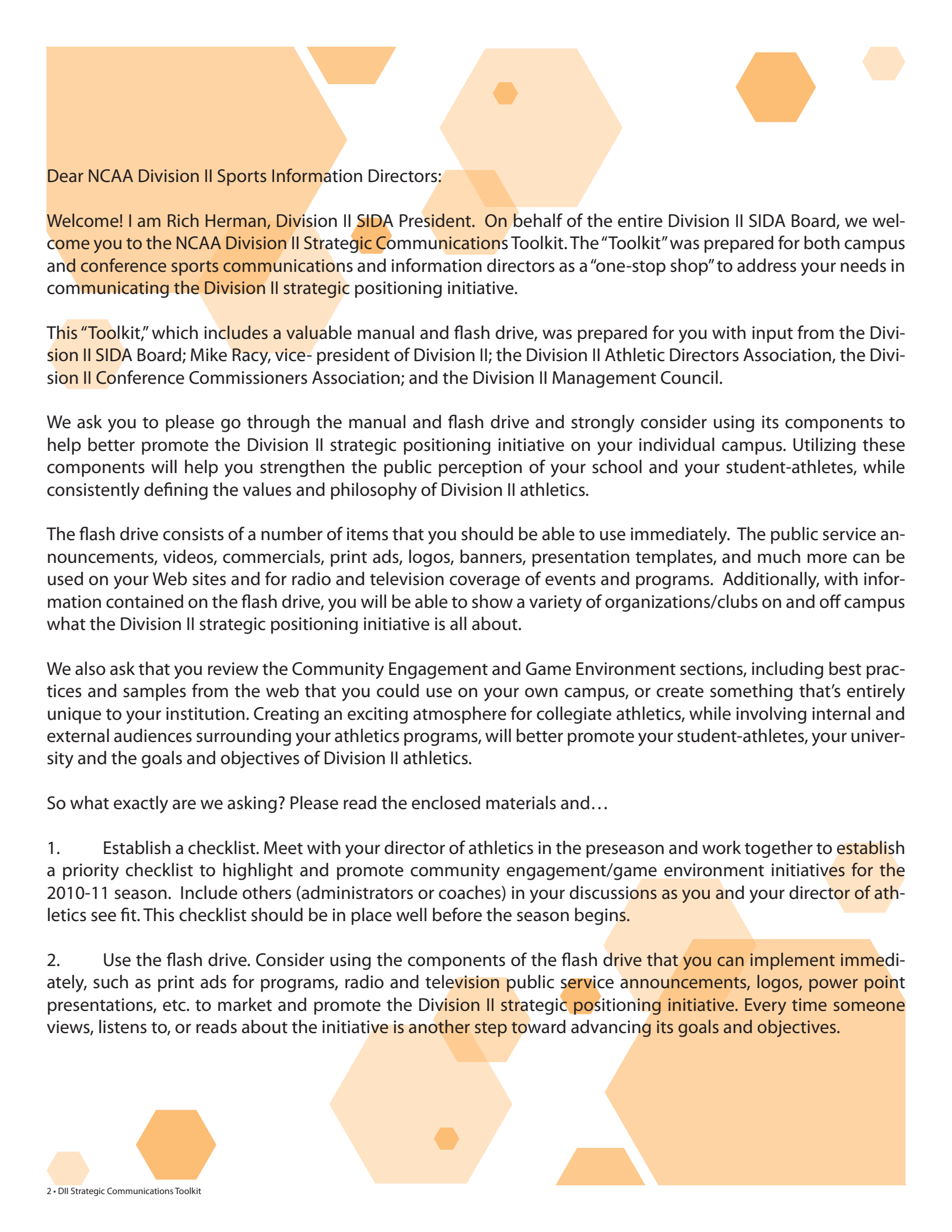






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Dear NCAA Division II Sports Information Directors:

Welcome! I am Rich Herman, Division II SIDA President. On behalf of the entire Division II SIDA Board, we welcome you to the NCAA Division II Strategic Communications Toolkit. The “Toolkit” was prepared for both campus and conference sports communications and information directors as a “one-stop shop” to address your needs in communicating the Division II strategic positioning initiative.

This “Toolkit,” which includes a valuable manual and flash drive, was prepared for you with input from the Division II SIDA Board; Mike Racy, vice-president of Division II; the Division II Athletic Directors Association, the Division II Conference Commissioners Association; and the Division II Management Council.

We ask you to please go through the manual and flash drive and strongly consider using its components to help better promote the Division II strategic positioning initiative on your individual campus. Utilizing these components will help you strengthen the public perception of your school and your student-athletes, while consistently defining the values and philosophy of Division II athletics.

The flash drive consists of a number of items that you should be able to use immediately. The public service announcements, videos, commercials, print ads, logos, banners, presentation templates, and much more can be used on your Web sites and for radio and television coverage of events and programs. Additionally, with information contained on the flash drive, you will be able to show a variety of organizations/clubs on and off campus what the Division II strategic positioning initiative is all about.

We also ask that you review the Community Engagement and Game Environment sections, including best practices and samples from the web that you could use on your own campus, or create something that’s entirely unique to your institution. Creating an exciting atmosphere for collegiate athletics, while involving internal and external audiences surrounding your athletics programs, will better promote your student-athletes, your university and the goals and objectives of Division II athletics.

So what exactly are we asking? Please read the enclosed materials and...

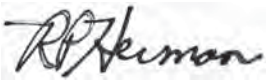
1. Establish a checklist. Meet with your director of athletics in the preseason and work together to establish a priority checklist to highlight and promote community engagement/game environment initiatives for the 2010-11 season. Include others (administrators or coaches) in your discussions as you and your director of athletics see fit. This checklist should be in place well before the season begins.
2. Use the flash drive. Consider using the components of the flash drive that you can implement immediately, such as print ads for programs, radio and television public service announcements, logos, power point presentations, etc. to market and promote the Division II strategic positioning initiative. Every time someone views, listens to, or reads about the initiative is another step toward advancing its goals and objectives.

3. Add links to your Web site. These would include NCAA.com; NCAA.org, the Division II homepage through the NCAA.org site, and www.diicommunity.org, that links to the community engagement and game environment pages. We want the public to be more familiar with these initiatives.
4. Enhance your relationship with your SAAC Committee on campus. They are an ideal resource to help you and your director of athletics advance the strategic positioning initiative message.
5. Look through the "Toolkit Manual." With the amount of information it contains—suggestions, best practices, samples, etc.—they could assist you in spawning ideas that you could try in the months and years to come.
6. Collaborate. Don't be afraid to embrace opportunities for collaboration to enhance the strategic goals. On-campus university relations, alumni, development, student senate and faculty senate offices are just a few examples where collaboration is possible. Conference offices or members, local civic organizations, chambers of commerce, school districts, etc. may also want to get involved in community projects.

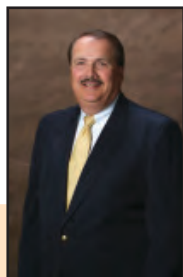
Thanks in advance for your time and effort in looking over the vast array of ideas, samples and materials enclosed in this "Toolkit." This "one-stop shop" for materials and references will directly help promote and market the Division II strategic positioning initiative.

Finally—since all of you do such a great job promoting your athletes and institutions, there is no other group that is better to ask for help in telling the "Division II Story" than the Division II sports information directors. You are "Strategic Communicators for College Athletics." We expect that this "Toolkit" can enhance your repertoire of promotional materials and add excitement and creativity to your school and its student athletes. Thanks in advance for using these materials and helping us all create a better atmosphere in collegiate athletics.

Respectfully yours,



Rich Herman
Division II SIDA President



DIVISION II STRATEGIC POSITIONING PLATFORM

After the inaugural Division II Chancellors and Presidents Summit in June of 2005, the Division II Presidents Council authorized a comprehensive study of the division's defining characteristics and key attributes. They sought to identify the core values and guiding principles that make Division II special. Ultimately this initiative allowed Division II to define more clearly what it is as a division, to explain why schools choose to be Division II members, to develop a proactive set of campus-based and Association-wide initiatives that highlight this identity, and to celebrate how Division II student-athletes prepare for life after sports.

The Division II strategic positioning platform provides the Division II membership with a common set of principles that create a consistent voice across Division II communications. It is who we are, what we believe in and why we do the things we do. The platform includes a positioning statement that begins with a phrase intended to describe the Division II student-athlete experience: "Life in the Balance".

In addition the platform emphasizes six attributes that summarize what Division II stands for: learning, balance, resourcefulness, sportsmanship, passion and service. It highlights benefits of the Division II experience that can be conveyed to various audiences such as student-athletes/parents, the Division II membership, key stakeholders and the general public. The platform also lists twelve reasons to believe in the Division II athletics model.

The strategic positioning platform is meant to be an internal document --

one that will guide you and your campus leaders in your communication with external stakeholders (parents, prospective students, media, community members, etc.). It is also intended for you to customize and tailor to your institution's needs while still relaying messages about what Division II stands for.

Consistent messaging about the Division II student-athlete experience and the attributes of Division II member institutions and conferences help strengthen the public perception of every Division II college and university. As President John F. Kennedy once said, "A rising tide lifts all boats." It is our hope that you will use this toolkit to help raise the Division II "tide".



I Chose Division II



In interviews with student-athletes, alumni, administration, faculty and coaches of Division II schools, it was often noted that Division II should not be viewed in comparison to Division I or Division III. Division II provides for a comprehensive program of learning and development in a personal setting with high-level athletics competition. The statement, “I chose Division II” echoes the pride of Division II members. For many different reasons they all chose Division II.

Why a hexagon? A hexagon is one of nature’s strongest building blocks. We see it in the representation of atomic structures, the community of a beehive, and the individuality of each snowflake. The six attributes of Division II all add to the Division II experience equally and are interdependent. So, a hexagon is used as a quick graphic representation of the relationship between all attributes and fits perfectly as the graphic theme of the Division II strategic positioning platform.

Life in the Balance

Student-athletes are choosing Division II schools because a “balance” exists that emphasizes academic excellence, athletics achievement and community engagement. Central to this is the idea of “Life in the Balance” which is articulated in the Division II positioning statement (right). This statement has guided Division II decision-making since 2005. The Division II community-engagement and game-environment efforts in past years were natural outcomes from the platform, and more recently, presidents and chancellors have sought to ensure that policies, rules, regulations and budget decisions are consistent with this statement, resulting in the “Life in the Balance” initiative. This initiative includes a review of playing-and-practice-season legislation and championship policies to make sure that the athletics/academics/community balance the platform advocates is, in fact, being achieved.

LIFE IN THE BALANCE

Higher education has lasting importance on an individual’s future success. For this reason, the emphasis for the student-athlete experience in Division II is a comprehensive program of learning and development in a personal setting. The Division II approach provides growth opportunities through academic achievement, learning in high-level athletic competition and development of positive societal attitudes in service to community. The balance and integration of these different areas of learning opportunity provide Division II student-athletes a path to graduation while cultivating a variety of skills and knowledge for life ahead.

Reasons to Believe

- 1. Graduation Rate.** Division II student-athlete graduation rate is consistently 10 to 15 percentage points higher than the total student body.
- 2. Class Time.** Division II's regionalization philosophy rewards the scheduling of local or regional opponents in the regular season, resulting in limited missed class time for student-athletes.
- 3. Athletics Scholarships.** Many Division II student-athletes receive athletics scholarships and other forms of financial aid to pay for school.
- 4. Personal Attention.** Student-athletes receive a quality education at DII institutions that often feature an exceptional teacher-to-student ratio.
- 5. Additional Assistance.** The Degree-Completion Scholarship Program provides deserving Division II student-athletes who have exhausted their collegiate eligibility with financial assistance.
- 6. National Championships Opportunities.** Division II features unparalleled opportunity for student-athletes to advance to national championship competition as a result of the division's generous championship access ratios.
- 7. Community Partnerships.** Division II has initiated national community partnerships with the Make-A-Wish Foundation and Habitat for Humanity.
- 8. Unique Fiscal Model.** Division II offers a unique fiscal model for intercollegiate athletics that redefines the institutional value for sponsoring sports and offering athletics scholarships.
- 9. Innovative Solutions.** Division II encourages innovative policy and program decisions unique to the NCAA, such as the development of Division II National Championships Festivals and a national community-engagement program.
- 10. Teacher/Coaches.** Many Division II coaches continue to provide other services for their institution and in the community, including teaching and mentoring.
- 11. Proud Alumni.** Former Division II student-athletes include governors, senators, entertainers, corporate leaders and professional athletes.
- 12. National Recognition.** Division II student-athletes have received the NCAA's highest individual honors, including winning the Walter Byers Scholarship Award (the Association's top student-athlete) and the NCAA Woman of the Year Award.

An Experience for Life

The Division II philosophy is that we expect our students to go pro in life, not sports. Our athletics programs are fully integrated into our operations and budget and, although many athletes are on athletics scholarships, full rides are the exception. Division II is about encouraging student-athletes to have a rounded college experience that includes participating in activities, applying knowledge through internships and developing

civic responsibility through community service. The undergraduate years represent one of the most remarkable periods of development in a young person's life. While we give them opportunities to compete at a high level, we also need to help them make the most of their time with us and set the tone for their future.

A balanced collegiate experience helps prepare Division II student-athletes for lifelong achievement and success. This is why we say that Division II is *"An Experience for Life"*.



DII NETWORK

The NCAA Division II Network is an online resource that showcases the best of what is happening in Division II. The DII Network is a global network home page that allows easy access to the Community Engagement and Game Environment sites, as well as the upcoming I Chose DII student-athlete focused site. You can also search for Division II resources and access the latest headlines. Utilize the DII Network to stay up to date with all of the latest news and content from Division II.



NCAA Division II Community Engagement has recently been expanded to serve the growing needs of the DII community. This redesigned site now features...

A global NCAA Division II Network homepage

- Provides a quick overview of all the subsites within the Division II Network (Community Engagement, Game Environment, and any future subsites)
- Features latest news headlines with links to the full story
- Features newly released videos

New global navigation

- Provides easy access for users to access the subsite of interest (Community Engagement, Game Environment, and future subsites)
- One-click access to award and recognition information
- Provides a global landing page for information on DII community and other initiatives on the "About DII" page

Robust resource sections

- Updated on each site with an easy-to-search archive of helpful resources
- Searches are filtered by topic or media type and results are sorted by alphabetical listing or date of creation
- Prominent feature boxes draw attention to the newest resources

Expanded content management system

- DII site administrators have more control over page content
- Resources can be easily updated and archived
- Award winners can be instantly updated and recognized throughout the site

VISIT OUR REDESIGNED SITE AT DIICOMMUNITY.ORG OR DIINETWORK.ORG

COMMUNITY ENGAGEMENT

Division II is committed to developing students and communities by actively engaging in shared experiences. Our community engagement objective is bringing community to campus to experience Division II collegiate events. Through community engagement, student athletes can direct the energy and spirit of winning to positively change society.

The objective of community engagement is to build relationships by bringing the community to campus to experience Division II and its events. Many have heard this and thought, "That is nothing new; we do community service all the time." It is true that colleges and universities and their students have performed more community service than many other organizations. However, Division II is emphasizing the gathering of individuals to share in an experience and not just provide assistance to an individual or group of individuals in need.

The Community Engagement page on the Division II Network is a perfect place to share and discover new ideas. Included on the page are numerous resources, including questions and answers with Dr. Rich Luker, renowned expert on communities and Division consultant, about why community engagement is important and how it can work for your campus. Through this page you can also access a variety of videos and other media relating to community engagement, search for proven "ideas that work" from fellow Division II institutions and share your own success stories. The Community Engagement page is also where you can submit your best community engagement activity to be considered for the NCAA Division II Community Engagement Award of Excellence.



GAME ENVIRONMENT

Through community engagement, DII is reaching out to the community to be a part of university campuses and athletic events. Broadly defined, the game environment speaks to all aspects of intercollegiate athletic events. It covers the behavior of spectators, cheerleaders, student-athletes, coaches and administrators. A positive game environment is defined as one that is civil, comfortable and both lively and entertaining. It is one that is family friendly, passionate, intense, energetic, and FUN. It is an environment founded on respect for all of the student-athletes and coaches participating in the competition, the officials, spectators, and the game. It represents an understanding that this is our house and that the visiting university and their spectators are our guests.

The term sportsmanship is usually operationalized at the student-athlete level. It speaks to the athlete learning respect and concern for rules and officials, opponents, and the spirit and customs of sport. The term game environment is more comprehensive and inclusive than sportsmanship and encompasses the opportunity to engage with every stakeholder in the DII athletic experience.

If the DII community engagement initiative is to be successful we need a deliberate and purposeful approach to the construction of a community-friendly environment. Everyone invested in intercollegiate athletics has a role to play in the creation of a positive game environment, including coaches and administrators, student-athletes, cheerleaders, the pep band and members of the general student population who attend our athletic events. In addition to being the right thing to do, the creation of a positive game environment is in the best interests of all concerned if the community engagement initiative is to flourish.



Go to the Game Environment page on the Division II Network to locate and explore information to assist your institution in creating and fostering a positive game environment at your athletic events. The page includes questions and answers from Dr. Darren Treasure, High Performance Director for Nike's Oregon Project and the Division II consultant for the game environment initiative. In addition the Game Environment page, like the Community Engagement page, hosts a multitude of resources that you can access, like videos, best practices, and documents that further explain the finer points of a positive game environment. You can also utilize a self-assessment tool to examine your institution's effectiveness in this area and subsequently receive a Game Environment banner branded with your institution's name and logo. The Game Environment page also highlights "ideas that work" and is a forum to share your own successful and innovative game environment ideas, which can then be considered for conference and national recognition. To illustrate situations where learning opportunities exist, the page also includes an educational video series of "teachable moments" relating to the Game Environment initiative.

I CHOSE DII: A STUDENT-ATHLETE RESOURCE

A new addition to the DII Network is a resource focused on the approximately 90,000 student-athletes that participate in athletics at the Division II level. The I Chose DII student-athlete resource page, scheduled to launch in the Summer of 2010, will provide an online community for student-athletes to interact and connect around the reasons they chose Division II. The page will consist of Division II news tailored to a student-athlete audience, videos, including videos created by student-athletes, a student-athlete blog, opinion polls, a photo gallery, and features on other Division II initiatives like the Make-A-Wish partnership, Community Engagement and Game Environment.

The I Chose DII student-athlete resource will be visually attractive and designed with the wants and needs of student-athletes in mind. It will be an important tool for Division II institutions to galvanize student-athletes and link them to the Division II platform.



COMING SUMMER 2010!

New NCAA DII Student-Athlete Site: I CHOSE DII

The DII Network is expanding in 2010 with a new site that is driven-by and geared-toward DII student-athletes. This site will be *the* landing place for current and future DII student-athletes to discover and share why they “chose DII”. This new site will feature:

- The latest news and hot topics of interest to DII Student-Athletes
- New videos (*even student-produced videos*) featured prominently at the top
- A student-driven blog featuring stories from students about life in Division II
- A poll that lets students weigh-in on hot issues
- A photo gallery that will feature action shots of actual DII students
- Information on the impact DII students are creating with the Make-a-Wish Foundation
- Community Engagement and Game Environment “Ideas that Work” for students to read about
- Links to DII conference Web sites, NCAA social networking pages, other NCAA sites, and more

VISIT OUR REDESIGNED SITE AT DIICOMMUNITY.ORG OR DIINETWORK.ORG

RESOURCES

Division II provides a number of resources for you to strategically communicate the successes of your student-athletes and the values espoused in the Division II strategic positioning platform. This section will introduce you to these resources, as well as suggest ways you may wish to utilize them on your campus. Many of these resources can also be found on the flash drive that accompanies this book (an index of those flash drive materials can be found on pages 24 and 25).

Division II home page:

The Division II home page (<http://www.ncaa.org/dii>) is a great starting place to locate any and all resources Division II has to offer, including access to:

- Division II-specific documents
- Resources pertaining to:
 - Academics and life skills
 - Athletics operations
 - Membership and positioning initiatives
 - Diversity and inclusion
 - NCAA and Division II grants
- Division II committee and project team information (rosters, agendas, reports etc.)
- Meetings and events
- Compliance information and resources
- National championships web sites
- DII Network web sites
- DII purchasing web site
- DII simulation model



The Division II home page will also be the landing place for all Division II media included in the Strategic Communications Toolkit, as well as any new media files developed in the future, so check back every so often.

Division II purchasing web site:

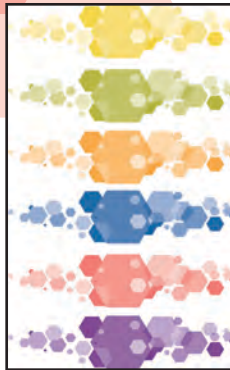
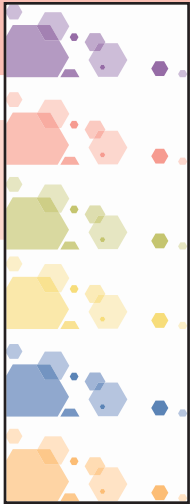


The Division II purchasing web site (<http://ncaa.sportgraphics.biz/DIIKit>) was designed to help activate the strategic positioning platform at the local level. It allows institutions and conferences the ability to order and download Division II materials. There are two categories of resources, those available at no charge and those available for purchase. Use the resources provided on the purchasing web site as enhancements to your institutional and conference identities.

Once in the purchasing web site, indicate whether you are a school or a conference and then select your school or conference from the drop down menu. The password is "ncaadii". Items downloaded for free can be instantly accessed, and items purchased will be produced and shipped within four to six weeks of finalizing your order.

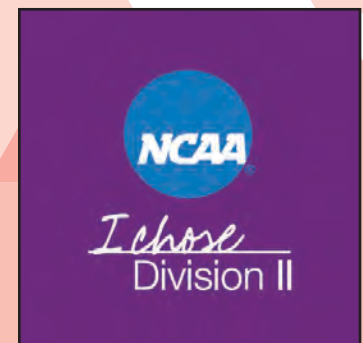
Hexagon Elements:

The hexagon is the visual representation of the six attributes of the strategic positioning platform. It is often used as an accent on many Division II documents and web sites to enhance their attractiveness. Included on the flash drive are hexagon elements that can be used in the center or the corner of a page, as well as two full page backgrounds, one featuring hexagons and one featuring the six Division II attributes. These elements can also be downloaded from the Division II purchasing web site (<http://ncaa.sportgraphics.biz/DIIKit>).



Logos:

Available on the flash drive as well as the purchasing web site, utilize the Division II, I Chose and NCAA logos to brand your print and web publication.



Print Ads:

Use the print ads available on the flash drive and purchasing web site in any publication. Full- and half-page ads are available in both color and black and white. There are ads for community engagement, game environment, and alcohol awareness among others.

We Pledge...

We have joined institutions across 22 conferences and independents in committing to safe, fun, and entertaining sporting experiences on Division II campuses. We have signed this pledge to create and continue family-friendly experiences for everyone.

All responsibilities to create and

Learn more at www.dicomunity.org

www.dicomunity.org'."/>

We Choose a Positive Game Environment

Find out how at www.dicomunity.org

NCAA I chose Division II

We Choose a Positive Game Environment

NATIONAL RECOGNITION

COMMUNITY PARTNERSHIPS

UNIQUE FISCAL MODEL

NCAA I chose Division II

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NATIONAL RECOGNITION

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UNIQUE FISCAL MODEL

NCAA I chose Division II

Choose a Clear View

DESIGNATE AT YOUR TAILGATE

If alcohol is part of your tailgate, make sure to consume responsibly and always designate a non-driving driver. We want all fans to enjoy our safely. Choose a safe, family-friendly game environment.

NCAA I chose Division II

Choose a Clear View

What steps have been taken to ensure suitable behavior from coaches and participating student-athletes?

NCAA I chose Division II

Choose a Clear View

What steps have been taken to ensure suitable behavior from coaches and participating student-athletes?

NCAA I chose Division II

DESIGNATE AT YOUR TAILGATE

GAME ENVIRONMENT versus SPORTSMANSHIP

Many of our audience value a cultural acceptance that "game environment" and "sportsmanship" are separate but they are not meant to be.

Is it comfortable?

Is it lively and entertaining?

NCAA Division I

COMMUNITY SERVICE versus COMMUNITY ENGAGEMENT

What's the difference?

Community Service - Reaching Out to Help Those in the Community

Community Engagement - Building Lasting Relationships

NCAA Division II

Audio:

Audio files included on the flash drive include a game environment PSA and corresponding script, as well as an appropriate music play list that can be used at events to help create a lively and entertaining atmosphere. Audio PSAs are a great way to connect with fans over the public address system during athletic events or during radio broadcasts. Any additional audio created for Division II will be posted on the Division II home page for you to download.

Text:

Included on the flash drive are two versions of Division II boilerplate language, which you can use at the end of press releases, as well public address announcer scripts that can be incorporated during athletic events.

Videos:

The videos shown below are available on the flash drive, and many are also on the DII Network web site and the purchasing web site as well. As videos are created they will be posted on the Division II home page.



DII education video w Myles Brand.wmv



I Chose DII long.wmv



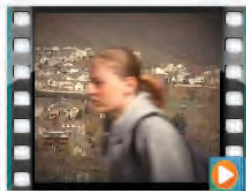
I Chose DII short.wmv



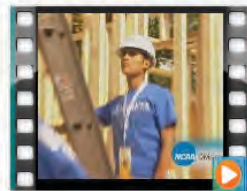
Our Lives 2010 DII highlight video.wmv



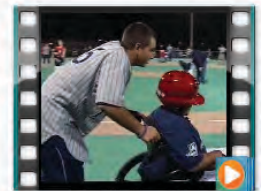
Community engagement - CIAA basketball tournament.wmv



Community engagement - Colorado School of Mines.wmv



Community engagement - Habitat for Humanity.wmv



Community engagement - Miracle League.wmv



Community engagement - Pittsburgh State.wmv



Community engagement - Women's basketball championship.wmv



Rich Luker Part 1 - Why is community important.wmv



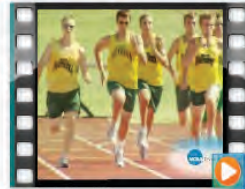
Rich Luker Part 2 - Why is community important pt. 2.wmv



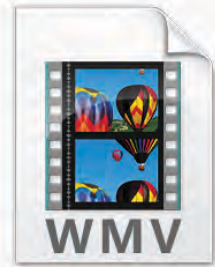
Rich Luker Part 3 - The college as a town square.wmv



Make-A-Wish video 1.wmv



Make-A-Wish video 2.wmv



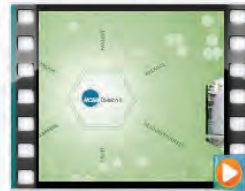
Make-A-Wish video 3.wmv



DII Because PSA (branded by conference)



Game environment PSA.wmv



I Chose DII PSA.wmv



NCAA Respect PSA.wmv



Darren Treasure intro to game environment.wmv



Darren Treasure Q1 What is the role of intercollegiate.wmv



Darren Treasure Q2 What is a teachable moment.wmv



Darren Treasure Q3 What is the relationship between game env.wmv



Darren Treasure Q4 Why game environment.wmv



Darren Treasure Q5 How should we define competition.wmv



Darren Treasure Q6 Why do people behave differently at games.wmv



Darren Treasure Q7 Will the DII Game environment initiative be successful.wmv



Darren Treasure Q8 What needs to happen for the



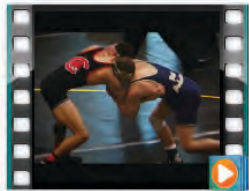
Game environment - Bands video.wmv



Game environment - Cheerleading.wmv



Game environment - Winona State.wmv



2009 Winter festival closing.wmv



Brig. General Sheila Baxter interview.wmv



Central Washington softball story.wmv



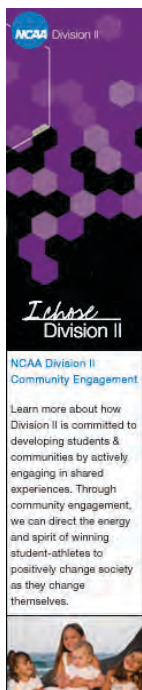
DII walk-in loop.wmv

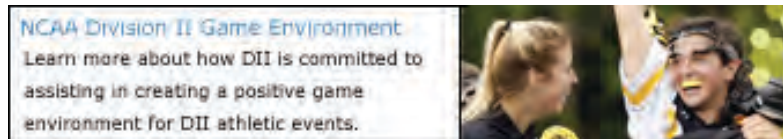
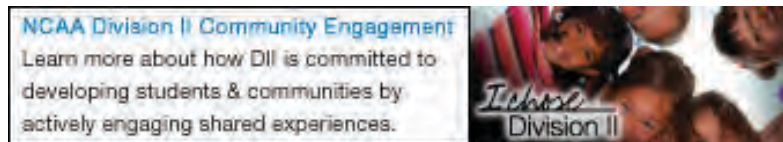
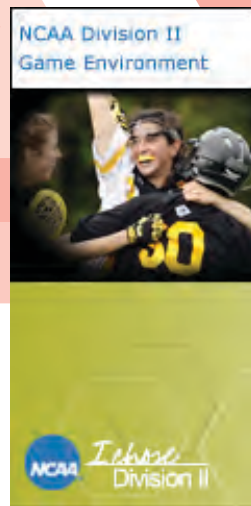


Jerry Schemmel student-athlete experience.wmv

Web:

The flash drive incorporates a number of web buttons and headers that can be used to augment your athletics web site and link to your favorite Division II web sites. These can also be found and downloaded from the Division II Purchasing web site and the DII Network resource pages.





Presentation templates:

The strategic positioning platform provides Division II with a common set of principles that creates consistency or “one voice” across Division II communications. The platform is a definition of who we are, what we believe in and why we do the things we do. With that in mind Division II has developed a set of presentation templates meant for your use in communicating these messages within your institution, conference and community. You are encouraged to customize this information with institution or conference specific information.

Division II messaging can be shared with many groups both on and off campus. Here is a list of possible groups that would benefit from learning more about the Division II strategic positioning initiatives and why “I Chose Division II”:

- Athletic administration
- Parents
- Campus leaders
- Prospective student-athletes
- Community
- Board of Trustees
- President’s cabinet
- Student-athletes
- Faculty
- Chancellors and Presidents

OPPORTUNITIES

Division II has laid the groundwork for its institutions to achieve success locally through the development and activation of the Division II positioning platform. The platform provides a foundation based upon a shared identity and values that every Division II institution can build off of. Utilizing the platform and its corresponding initiatives is very beneficial, but requires Division II athletic departments to be strategic in how they communicate with their constituencies. The reality is that the workload will not decrease to allow you more time to enhance your school's association with the Division II positioning platform. This is why strategy is so vital. How can you best augment what you do and how you communicate to ensure the maximum benefit to your institution?

To answer this question, consider the following "Three P's":

- Prioritization
- Proactivity
- Partnerships

Prioritization:

This is essential to being strategic communicators. The responsibilities placed on SIDs are numerous and require planning and forethought to ensure their successful completion. Setting attainable goals and establishing clear priorities are a must. Decide within your athletic department what the most important steps are and then stick to that plan. The DII SIDA is also in the process of developing a specific universal checklist for communications directors to use to carry out the Division II strategic positioning initiative at the campus and conference level. As you decide which steps to take first keep in mind that fostering a stronger connection with the Division II positioning platform will take time. Be patient and the results will come.

Proactivity:

In order to achieve ultimate success you must be enterprising and not wait for things to happen. The best organizations are ones that always keep the future in mind and take time to consider what they can do on the front end rather than simply reacting on the back end. Be aggressive in how you seek to improve. Take the temperature of your athletic department. What are you doing well? What are you not doing so well, or at all? How can you advance in both of those areas?

The importance of social media and developing a campus communications plan are two topics discussed in the following pages and are great places to start being proactive within your athletic department. Don't forget to always keep in mind the values and attributes that make Division II special as you reflect on how to move forward.

Partnerships:

Division II athletic departments often must rely on creativity and the dedication of hardworking folks who believe in the value of Division II and are willing to go the extra mile to ensure a positive student-athlete experience. You have job responsibilities that probably take up a sizable chunk of your time and may not allow for much flexibility to proactively pursue new ideas and projects. For this reason it is not only imperative to think strategically, but also to cultivate strong partnerships across your campus. These partnerships can assist you as you seek to build off of the Division II platform. Reaching out to people can require extra effort, but remember that you are all on the same "team". Bringing others on board with your vision can ease the burden on you and provide opportunities for them to become more engaged in the athletic department. Don't be afraid to collaborate!

Here are some groups to consider partnering with:

- University relations – Some SIDs may find their position housed with a university relations department. Whether that is the case or not, partnering with university relations staff is a natural fit. Their goals (maximizing the reputation of the university, building brand awareness and telling impactful stories) dovetail with the goals discussed throughout this toolkit. Look for stories that provide mutual benefit for both the athletic department and the institution as a whole.
- Student affairs – This division deals with everything relating to student life on a campus, including athletics sometimes. Division II is all about balance, so reach out to your fellow staff in student affairs to assist you in locating student-athletes that are engaged in the campus community.
- Faculty – Working with faculty on your campus can also help you deliver the message about balance in Division II. In addition to helping identify student-athletes that are leaders in the classroom, use faculty to help spread the word about the academic successes in Division II. Getting to know your Faculty Athletics Representative better would be a good place to start.
- Alumni – While the Division II strategic positioning platform is relatively new, the values associated with the platform have always been around. Work with the alumni association to find student-athlete alumni that can relate to the platform and have been successful in life after intercollegiate athletics and let them tell their story.
- Conference office – Division II conference office have really embraced the platform as a vehicle to get the word out about Division II. By teaming with your conference office to highlight the positive momentum that is building on your campus you can get your messages out to an entire region of the country instead of just your local community. In addition, posting stories from the conference office web site can increase brand awareness for the entire conference.
- Conference counterparts – Communicate with your counterparts at the other institutions in your conference to share best practices and bounce ideas about how to integrate the Division II platform into your messaging off each other. It is not always necessary to reinvent the wheel, so by building and maintaining collaborative relationships you can save time and effort.
- Community organizations – Identify and partner groups within your community that can help get your athletic department engaged in community projects that showcase the strong community ties found at Division II colleges and universities. When student-athletes are involved with in community events or organizations, seek additional media coverage to continue to showcase the service that is one of the key attributes of Division II.

There are countless ways to engage with others to help you send your message. It is critical to think about those that are impacted by athletics both on- and off-campus and to create positive working relationships with them so you can partner with them for mutual benefit.

Social Media

Savvy communications professionals recognize that incorporating social media into their current strategy is essential to reaching their audience — now and in the future. In intercollegiate athletics this means generating excitement and growing a fan base, both on-campus and in the local community. Social media allows people to participate in one of the most basic forms of human interaction: the community. Social groups arise online because the group has a shared interest and wishes to build a community around a common idea and set of goals. From 2005 to 2009, use of social networks increased from 8% of the U.S. population to 46%, with a ten-fold increase in the number of people accessing social networks on a daily basis (Pew Internet and American Life Study).

We must begin to use social channels to amplify and expand our platform. "Social seeding" distills details and talking points and folds them into conversations taking place in a variety of social spaces online. This leads to more impact with less outreach activity. Social seeding does not surprise or delight a mass audience; instead, it reveals useful information for a small target audience that is most likely to convert. Implementing an effective seeding campaign takes a sustained effort and a clear methodology for putting it into practice.

Developing a social media strategy is therefore essential to achieving your desired results. Don't "just do it" because everyone else is. First ask yourself if you can commit to finding out what your fans and media outlets want, if you have the time and resources to manage your social media and if you are willing to do your due diligence to learn about social media? That last question is key, and to ensure success you should dedicate some time to becoming educated. Next, take a look at what's out there already. Especially examine the schools in your conference that are most similar to yours. Make a list of features they have on their web site and how they are using them.

Here are a couple of examples of how social media is integrated into a Division II athletics web site:





Another item to consider as you develop your social media strategy is if you have attained buy-in from your administration. There will most likely come a time when you will need resources (people, equipment and time) to really make this work. Using social media effectively should be a department priority and it should be a partnership between marketing, sports information, external operations, coaches, and administration.

Once you have decided it is appropriate to implement a comprehensive social media strategy, examine what it is you may already be doing. Then spend time deciding what you want to be doing and what your goals are. Do you want to increase fan support? Help with recruitment? Communicate with current student-athletes & their families? What else do you want to accomplish?

Integrate social media throughout your athletic department by adding social media to e-newsletters, business cards, publications, programs, media guides, news releases, e-mail signatures, blogs, and by announcing it at events. Also make sure to take time to brainstorm new ideas (Coach blogs? Practice video? Stream live events? Event photo galleries?), and reflect on what you might already offer (Facebook groups, Twitter accounts etc.).

Here are some suggestions of social media tools you can use to enhance your communications:

- Facebook
- Twitter
- Blogs (Wordpress, Blogger)
- Youtube video channel
- Flickr (for photos)
- Ustream.tv (live broadcasts)
- iTunes U (video hosting)

Sample Division II Campus Communications Plan

To assist campuses in coordinating its media relations opportunities, the following provides a template for a Division II campus communications plan. You can customize this plan to best fit the needs and mission of your institution.

Purpose

- To establish a coordinated, proactive plan to effectively identify and pitch storytelling opportunities that focus on (insert name of college) and the Division II experience for student-athletes and the surrounding community.

Objectives

- Increase awareness of and advocacy for positive values of your institution's athletic department and Division II among local media.
- Raise awareness of the unique attributes and compelling stories that are within the campus athletic department and the Division II experience.
- Find ways to ensure the media understand the relationship between your institution's athletic department and Division II.

Strategies

- Build PR foundation on local media relationships. Mimic the community approach of Division II by initially focusing the majority of public relations efforts on building relationships and seeding stories in the local media for Division II communities.
- Localize national-level NCAA issues. Develop targeted local pitches to media that helps familiarize the public with the (insert campus name) athletic program and Division II.
- Emphasize the mission and values. Ensure that all communication is designed and coordinated to increase support for the mission and values of the institution and Division II.
- Ensure consistent dialogue with media. Editors need and want story ideas as it make their jobs easier as they struggle to cover more information with fewer resources.

Target Audiences

- Local media. Direct materials and information toward local television, radio and media outlets.
- Members of the community. Publicize events to members of the community in order to make them feel a part of the athletic program.
- Division II membership peers. Our Division II colleagues area a resource for ideas and case studies of best practices.

Positioning Statement

- Life in the Balance. Higher education has lasting importance on an individual's future success. For this reason, the emphasis for the student-athlete experience in Division II is comprehensive program of learning and development in a personal setting. The Division II approach provides growth opportunities through academic achievement, learning in high-level athletic competition and development of positive societal attitudes in service to the community. The balance and integration of these different areas of learning opportunity provide Division II student-athletes a path to graduation while cultivating a variety of skills and knowledge for the life ahead.

Athletic Program Mission Statement

- Develop a mission statement for the athletic program that aligns with the campus, community and Division II.

Division II Key Messages

- NCAA integrates intercollegiate athletics into higher education so that the educational experience of the student-athlete is paramount.
- The NCAA Division II student-athlete experience is a comprehensive program of learning and development in a personal setting.
- To promote fiscal responsibility, most Division II athletics programs are fully integrated into the institutions' operations and budget similar to other academic departments.

Campus Key Messages

- Develop key messages for the athletic program that align with the campus, community and Division II.

Tactics

- Focus on initiatives. Highlight initiatives that show the campus and Division II's commitment to key issues such as community engagement and game environment.
- Localize nationalize stories. Evaluate opportunities throughout the year to work with media to help them localize national NCAA topics for their readers and audience. Examples would include any game broadcasted on CBS College Sports and the viewing opportunities it provides for fans, as well as the local impact of Division II rules changes.
- Human interest stories. Provide media with examples of how student-athletes, teams and the entire athletic program exemplify campus and Division II values in meaningful, real ways.
- Media Tour. Build a foundation for future story seeding with a media tour with local media. The primary objective would be relationship building for future engagement. The premise would be an educational tour that focuses on recent successes, human interest story pitching and future initiatives.

ENDORSEMENTS

"The Strategic Communications Toolkit has been constructed to provide you with the resources you need to incorporate the Division II positioning platform into the messaging on your own campus. Just as important as the materials provided on the flash drive are the many opportunities suggested for collaboration. This team concept is central to what Division II is all about, and if adopted on your campus, can help you increase efficiency and successfully reach your goals."

Mike Racy, NCAA Vice President for Division II



"As part of the NCAA Division II Management Council Identity Sub-Committee, I see this toolkit as a logical next step in the Division II strategic positioning initiative. The resources found in the book and on the flash drive provide a one-stop shop for everything Division II."

Bob Fortosis, Director of Athletics, Eckerd College

"The Strategic Communications Toolkit highlights the crucial role that Division II SIDs play not only for the athletic department, but for the entire division. Strategically communicating the attributes and values espoused in the positioning platform is essential for the continued growth and improvement of Division II athletic departments."

Eric Schoh, Director of Athletics, Wayne State College (NE)



"I believe the Strategic Communications Toolkit is a great example of collaboration between the DII-SIDA and NCAA Division II, and has the potential to increase collaboration between conferences and their member institutions as well."

Julie Ruppert, Commissioner, Northeast-10 Conference

FLASH DRIVE INDEX

1. DII resources

- o DII activation toolkit books (.pdf)
- o DII facts and figures (.pdf)
- o DII membership benefits (.pdf)
- o DII membership report (.pdf)
- o DII purchasing catalog (.pdf)
- o DII strategic plan (.pdf)
- o DII strategic positioning platform (English, Spanish) (.pdf)

2. Hexagon elements

- o Center (Blue, green, orange, purple, red, yellow) (.pdf)
- o Corner (Blue, green, orange, purple, red, yellow) (.pdf)
- o Full page blue background with attributes (.pdf)
- o Full page blue background (.pdf)

3. Logos

- o DII logos
 - Division II (black & white, color) (.jpg and .pdf)
- o I Chose logos
 - I Chose DII (landscape, portrait/white background, purple background) (.pdf)
- o NCAA blue disk (.pdf)

4. Print ads

- o Full page ad - Alcohol awareness tailgate (.pdf)
- o Full page ad - Comm. engagement vs comm. service (.pdf)
- o Full page ad - DII pledge (black & white, color) (.pdf)
- o Full page ad - Game environment (black & white, color) (.pdf)
- o Full page ad - Game environment vs sportsmanship (.pdf)
- o Full page ad - I Chose (black & white, color) (.pdf)
- o Full page ad - Alcohol awareness basketball (.pdf)
- o Full page ad - Alcohol awareness football (.pdf)
- o Half page ad - Alcohol awareness tailgate (.pdf)
- o Half page ad - DII pledge (black & white, color) (.pdf)
- o Half page ad - Game environment (black & white, color) (.pdf)
- o Half page ad - I Chose (black & white, color) (.pdf)
- o Half page ad - Alcohol awareness basketball (.pdf)
- o Half page ad - Alcohol awareness football (.pdf)
- o Print ad tag (.pdf)

5. Audio

- o Game environment audio PSA (.mp3)
- o Game environment audio PSA script (.pdf)
- o Game environment music playlist (.pdf)

6. Text

- o DII boilerplate v.1 (.docx and .pdf)
- o DII boilerplate v.2 (.docx and .pdf)
- o PA sample scripts (.docx and .pdf)

7. Video (.wmv)

- o DII Videos
 - DII education video w Myles Brand
 - I Chose DII long
 - I Chose DII short
 - Our Lives 2010 DII highlight video
- o PSAs
 - DII Because PSA (branded by conference)
 - Game environment PSA
 - I Chose DII PSA
 - NCAA Respect PSA
- o Community engagement
 - Community engagement - CIAA basketball tournament
 - Community engagement - Colorado School of Mines
 - Community engagement - Habitat for Humanity
 - Community engagement - Miracle League
 - Community engagement - Pittsburgh State
 - Community engagement - Women's basketball championship
 - Rich Luker Part 1 - Why is community important
 - Rich Luker Part 2 - Why is community important pt. 2
 - Rich Luker Part 3 - The college as a town square

- o Game environment
 - Darren Treasure Game environment intro
 - Darren Treasure Q1 What is the role of intercollegiate
 - Darren Treasure Q2 What is a teachable moment
 - Darren Treasure Q3 What is the relationship between game env
 - Darren Treasure Q4 Why Game Environment
 - Darren Treasure Q5 How should we define competition
 - Darren Treasure Q6 Why do people behave differently at games
 - Darren Treasure Q7 Will the DII Game environment initiative be successful
 - Darren Treasure Q8 What needs to happen for the game env
 - Game environment - Bands video
 - Game environment - Cheerleading video
 - Game environment - Winona State
- o Make-A-Wish
 - Make-A-Wish video 1
 - Make-A-Wish video 2
 - Make-A-Wish video 3
- o Miscellaneous
 - 2009 Winter festival closing
 - Brig. Gen. Sheila Baxter interview
 - Central Washington softball story
 - DII walk-in loop
 - Jerry Schemmel student-athlete experience

8. Web

- o Button white (.jpg)
- o Button white & blue (.jpg)
- o DII screen saver (.exe)
- o Header black (.jpg)
- o Header blue (.jpg)
- o Header white (.jpg)
- o Header white & blue (.jpg)
- o Horizontal banner comm. engagement (.jpg)
- o Horizontal banner DII network (.jpg)
- o Horizontal banner game environment (.jpg)
- o Rectangle banner comm. engagement (.jpg)
- o Rectangle banner DII network (.jpg)
- o Rectangle banner game environment (.jpg)
- o Skyscraper banner comm. engagement (.jpg)
- o Skyscraper banner DII network (.jpg)
- o Skyscraper banner game environment (.jpg)
- o Square banner comm. engagement (.jpg)
- o Square banner DII network (.jpg)
- o Square banner game environment (.jpg)
- o Vertical banner comm. engagement (.jpg)
- o Vertical banner DII network (.jpg)
- o Vertical banner game environment (.jpg)

9. Presentation templates

- o Athletic Administration Support Presentation
- o Board of Trustees Presentation 4.29.10
- o Cabinet Support Presentation 4.29.10
- o Campus Leaders Support Presentation
- o Campus Retreat Grouping 4.29.10
- o Chancellors and President's Presentation 4.29.10
- o Community Engagement Grouping 4.29.10
- o Community Support Presentation
- o DII power point blank template
- o diicomunity.org grouping 4.29.10
- o Faculty Presentation 4.29.10
- o Game Environment Grouping 4.29.10
- o Gender Equity Grouping 4.29.10
- o Graduation Rates Grouping 4.29.10
- o Life in the Balance Grouping 4.29.10
- o Parental Support Presentation
- o Prospective Student Athlete Support Presentation
- o Six Attributes Grouping 4.29.10
- o Strategic Position Platform Grouping 4.29.10
- o Student Athlete Presentation 4.29.10
- o Template Slides 4.29.10
- o Twelve Reasons to Believe Grouping



**NATIONAL
RECOGNITION**

Our student-athletes have received the NCAA's highest individual honors including winning the Walter Byers Scholarship Award (the NCAA's top student-athlete) and the NCAA Woman of the Year Award.

**COMMUNITY
PARTNERSHIPS**

We have initiated national community partnerships with the Make-A-Wish Foundation and Habitat for Humanity.

**UNIQUE
FISCAL MODEL**

We offer a unique fiscal model for intercollegiate athletics that redefine the institutional value for sponsoring sports and offering athletics scholarships.



I chose
Division II



I chose
Division II