

Assessment Cycle 2019-20

Athletic Department

Divisions: Academics/Life Skills, Business Management, Compliance, Marketing/Development, Sports Information

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Northwestern State University Mission Statement

Northwestern State University is a responsive, student-oriented institution that is committed to the creation, dissemination, and acquisition of knowledge through teaching, research, and service. The University maintains as its highest priority excellence in teaching in graduate and undergraduate programs. Northwestern State University prepares its students to become productive members of society and promotes economic development and improvements in the quality of life of the citizens in its region.

Athletic Department Vision Statement

To embrace a sustained effort of developing student-athletes as competitors, scholars, and role models.

Athletic Department Mission Statement

The Northwestern State University athletic program endeavors to support the University's mission and strategic framework that is centered on preparing students with the academic and personal skills necessary to become productive members of society. The athletic program will achieve its vision by instilling the qualities of self-discipline, integrity, teamwork, and sportsmanship within its student-athletes, coaches, staff, administration, and fan base. An environment that supports diversity and inclusion while making community outreach a high priority will support these initiatives.

Athletic Department Core Values

Academic Achievement, Personal Responsibility, Competitive Success.....Every Minute, Every Hour, Every Day.

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Methodology

The assessment process for the Athletic Department is as follows:

- (1) Data from assessment tools are collected and returned to the program coordinator;
- (2) The program coordinator will analyze the data to determine whether measurable outcomes have been met
- (3) Results from the assessment will be discussed with Athletic Department subcommittee of the University Assessment Committee (UAC);
- (4) The Athletic Department subcommittee of the UAC will decide if measurement changes are warranted or if program changes need to occur after discussion

Division: Academics/Life Skills

Service Outcomes:

SO 1: Student-athletes will understand the importance of community service by engaging in several projects.

Measure 1.1: The Academic Service staff will provide data concerning student-athlete participation in life skill workshops. An annual participation rate of 50% has been established.

Finding: Target was met.

Analysis: In 2018-19, the target was met. Student-athlete participation rates in workshops increased 20.9% from the previous year to 67.1%. A calendar of life skill events/workshops was provided to each student-athlete, as well as each coaching staff, in order to improve attendance rates at these events. That action proved to be an important factor in driving better participation rates. In accordance with the plan of action from the 2018-19, in 2019-20, the Academic Service staff chose to maintain a participation rate target of 50%, but also wanted to increase the number of events held this year as opposed to last year (seven). As a result, in 2019-20 the target was met. An 83.5% participation rate was measured in life skill workshops and events, an increase of 16.4% from last year. However, only four events were held (8 were scheduled) due to Covid-19.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, the Academic Service staff will increase the annual participation rate to 55% to drive continuous improvement. The staff will again attempt to increase the number of events held in 2020-21.

Source: 2019-20 Participation Rate in Life Skill Events/Workshops

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Measure 1.2: The Academic Service staff will provide data concerning student-athlete participation in community service projects. An annual participation of no less than 4,500 hours has been established.

Finding: Target was not met.

Analysis: In 2018-19, the target was met. A total of 4,458.5 hours was recorded, an increase of 81.5 hours from the previous year. This also represented the third consecutive year an increase occurred, while ranking NSU fourth among all Southland Conference schools. In accordance with the plan of action from 2018-19, in 2019-20, the Academic Service staff set a target of 4,500 hours of community service. As a result, in 2019-20, the target was not met. Prior to Covid-19, a total of 1,850 hours of community service were earned. It was also noted that two teams, Women's Basketball and Softball, have not reported any community service hours. With Women's Basketball, this was due to a change in coaching staffs. In Softball, at the time of this report, the coaching staff just had not provided their hours. Even if these hours were provided, however, the goal would not have been reached this year.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, a target of 4,500 hours of community service will be maintained. This is due to teams not having the ability to accumulate more community service hours for at least three months during the Spring 2020 semester.

Source: 2019-20 Community Service Report

SO 2: Student-athlete will be academically successful.

Measure 2.1: The Academic Service staff will provide data per semester on the total Athletic Department grade point average (all teams combined). A goal of no less than a 3.0 grade point average per semester has been established.

Finding: Target was partially met.

Analysis: In 2018-19, the target was not met. Although a 3.009 athletic department GPA was recorded for the Fall 2018 semester, a 2.920 was recorded for the Spring 2019 semester, missing the target by .080. In accordance with the plan of action from 2018-19, an Athletic Department GPA goal of a 3.0 was maintained. As a result, in 2019-20, the target was partially met. During the Fall 2019 semester, a department GPA of 2.871 was measured, marking the second consecutive semester missing the 3.0 target. However, a 3.17 GPA was measured for the Spring 2020 semester. This mark not only exceeded the target, but it was the highest semester GPA since assessment reporting began. Tutor access was explored for additional academic areas, but none were found. However, a new "group test prep session" was introduced in the

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program and showed promise. Also, a transition was made to online tutoring sessions during the Spring 2020 semester due to Covid-19 and positive results were measured. The utilization of a new evaluation metric, which measured test scores, high school GPA and other risk assessment factors, led to a better determination of academic baselines, which in turn allowed the Academic Service staff to be more efficient in the distribution of resources. The Enhanced Academic Program continued to provide benefits to student-athletes requiring increased academic assistance, however, due to Covid-19, the 2020 Summer Bridge program had to be cancelled.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, it was determined to maintain Athletic Department GPA of a 3.0 for each semester during the 2020-21 academic year. Due to Covid-19, the 2020 Summer Bridge program was suspended, but will hopefully be reinstated for Summer 2021 if financially able to do so. The Enhanced Academic Program will continue as normal. Online tutoring sessions, which began due to Covid-19, showed so much success that plans are being made to continue this program in future semesters. The evaluation metric, which was used for the first time during 2019-20, will continue to be utilized moving forward. The value it provides in recognizing at-risk student-athletes as early as possible cannot be understated. When assistance is provided in the area as early as possible to student-athletes, their chances of academic success increases.

Source: 2019-20 Athletic Department GPA Spreadsheets

Division: Business Management

Service Outcomes:

SO 1: Balance the Athletic Department budget on an annual basis.

Measure 1.1: A final budget to actual analysis will be provided following the end of each fiscal year.

Finding: Target was met.

Analysis: The 2017-18 Athletic Department Budget Report showed in detail that revenues fell one dollar short in equaling expenses, meaning the target was not met. The goal of a balanced budget was maintained, with emphasis placed on aggressively pursuing other sources of revenue. Due to these actions, the target was met. With the year ending on June 30, 2019, a surplus of \$249,810 was reported.

Action – Decision or Recommendation: Based on the analysis of the 2018-19 report, the goal of a balanced budget will be maintained in future years. To drive continuous improvement, the External Staff and the Athletic Director will continue to pursue new revenue sources, while lowering costs in as many areas as possible. Considering

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current economic shortfalls affecting the state and country, this will be an area of high concern.

Source: 2018-19 Athletic Department Budget Report

SO 2: To operate with no audit findings.

Measure 2.1: The Business Manager will provide documentation from the state audit (NCAA agreed upon procedures).

Finding: Target was not met.

Analysis: During the 2017-18 fiscal year, the target was not met. The following audit findings were reported:

1. An understatement of \$319,697 in athletic facilities debt service, leases, and rental fee expenses due to the inadvertent omission of principal payments. Statement A was corrected.
2. \$18,931 in interest expenses which were misclassified as other operating expenses but should have been classified as athletic facilities debt service, leases, and rental fees expenses. Statement A was corrected.
3. An understatement of \$5,394 in athletics student aid and direct institutional support due to the University's omission of a student's Out-of-State Waiver for the spring semester. Statement A was corrected.
4. Understatements totaling \$45,037 due to formula errors in the spreadsheets used to create the NCAA Statement of Revenues and Expenses. Also noted overstatements in indirect institutional support reported for fund raising, marketing, and promotion expenses totaling \$1,063. Statement A was corrected.
5. Noted an \$17,491 overstatement of athletics related capital expenditures due to the University's erroneous inclusion of operating expenses.
6. Errors were found in the amounts of student-athlete Pell Grants reported in the NCAA Membership Financial Reporting System for four student-athletes. This resulted in an overstatement of \$4,804. The information reported to the NCAA Membership Financial Reporting System was corrected.

In accordance with the plan of action from last year's report, the goal of no audit findings was maintained for future reports. A full-time Assistant Business Manager was employed. Policies and procedures were continually monitored and updated as needed. Due to these actions, the target was not met. The following audit findings were reported for the 2018-19 fiscal year:

1. A \$21,636 overstatement in athletics student aid and director institutional support was identified due to a calculation error in the valuation of Out-of-State and International Waivers. Also, a \$18,859 understatement in indirect institutional

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support revenues and expenses was identified due to a calculation error in the allocation of athletic facilities. Statement A was corrected.

2. Noted that \$972,056 of athletics related debt held in the Demons Unlimited Fund (DUF) was reported as athletics-related debt, was omitted from the total institutional debt. This resulted in an understatement of total institutional debt.
3. Noted that \$1,950,013 of athletics related endowments that is held by the DUF was reported as athletics-dedicated endowments but was omitted from the institutional endowments. This resulted in an understatement of institutional endowments.
4. Noted that several operating expenses were incorrectly included as capital expenditures, which resulted in an overstatement in athletics related capital expenditures and an understatement of operating expenses by \$15,799. Statement A was corrected.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results in 2020-21, the Athletic Business Manager will maintain the target of no audit findings. The findings listed were all a result of human error. All errors were corrected, and it is expected that errors in those specific areas will not occur again due to the corrections made. The hiring of an Assistant Business Manager will continue to benefit the Business Office. The audit cycle for 2019-20 will begin in the Fall of 2020.

Source: 2018-19 NCAA Financial Audit Report

Measure 2.2: The Business Manager provided documentation from the Demons Unlimited Foundation audit.

Finding: Target was met.

Analysis: For the 2017-18 fiscal year, the target was met. The Demons Unlimited Foundation Audit Report, dated August 21, 2018, showed no exceptions during the fiscal year ending June 30, 2018, representing the third consecutive year with no findings. In accordance with the plan of action from last year's report, the goal of no audit findings was maintained for future reports. A full-time Assistant Business Manager was employed. Policies and procedures were continually monitored and updated as needed. Due to these actions, the target was met with no audit findings reported for the 2018-19 fiscal year.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, the Athletic Business Manager will maintain the target of no audit findings. The audit cycle for 2019-20 will begin in the Fall of 2020.

Source: 2018-19 Demons Unlimited Foundation Audit Report

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Division: Compliance

Service Outcomes:

SO 1: Each student-athlete will earn their baccalaureate degree.

Measure 1.1: The Compliance Office completes the annual NCAA Federal Graduation Rates report. The annual target of 58% graduation rates among student-athletes has been set.

Finding: Target was met.

Analysis: In 2018-19, the target was met. Specifically, the 2018 Federal Graduation Rate was 57%, meeting the stated target. Based on this result, the target was increased to 58% for the 2019-20 cycle. With a 62% Federal Graduation Rate as measured on the 2019 report, this target was also met.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, the annual target rate will be increased to 59% to drive continuous improvement. Due to Covid-19, the 2020 Summer Bridge program was suspended, but will hopefully be reinstated for Summer 2021 if financially able to do so. The Enhanced Academic Program will continue as normal. Online tutoring sessions, which began due to Covid-19, showed so much success that plans are being made to continue this program in future semesters. The evaluation metric, which was used for the first time during 2019-20, will continue to be utilized moving forward. The value it provides in recognizing at-risk student-athletes as early as possible cannot be understated. When assistance is provided in the area as early as possible to student-athletes, their chances of academic success increases.

Source: 2019 NCAA Federal Graduation Rate Report

Measure 1.2: The Compliance Office completes the annual NCAA Federal Graduation Rates report. In comparison with the student body, an annual target of 16% higher graduation rates by student-athletes has been set.

Finding: Target was met.

Analysis: The 2018 report showed a 20% difference in student-athlete graduation rates (57%) and the student body (37%). Based on this result, the target was increased to 16%. The 2019 report showed a 17% difference in student-athlete graduation rates (62%) and the student body (45%), exceeding the stated target by 1%.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, in order to drive continuous improvement, a target of 17% higher graduation rate by student-athletes in comparison to the student body will be set. Due to Covid-19, the 2020 Summer Bridge program was suspended, but will hopefully be reinstated for

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Summer 2021 if financially able to do so. The Enhanced Academic Program will continue as normal. Online tutoring sessions, which began due to Covid-19, showed so much success that plans are being made to continue this program in future semesters. The evaluation metric, which was used for the first time during 2019-20, will continue to be utilized moving forward. The value it provides in recognizing at-risk student-athletes as early as possible cannot be understated. When assistance is provided in the area as early as possible to student-athletes, their chances of academic success increases.

Source: 2019 NCAA Federal Graduation Rate Report

Measure 1.3: The Compliance Office completes the annual NCAA Graduation Success Rates report. The annual target of 72% Graduation Success Rate for the Athletic Department has been set.

Finding: Target was met.

Analysis: The 2018 Federal Graduation Rates report presented a 78% Graduation Success Rate by student-athletes, representing a 4% increase over previous year's report. The 2019 report increased another 4% to 82% mark, exceeding the stated target by 10%. This also is the highest recorded rate since the inception of the NCAA's Graduation Success Rate.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, to drive continuous improvement, it was determined to increase the NCAA Graduation Success Rate target to 73%. Due to Covid-19, the 2020 Summer Bridge program was suspended, but will hopefully be reinstated for Summer 2021 if financially able to do so. The Enhanced Academic Program will continue as normal. Online tutoring sessions, which began due to Covid-19, showed so much success that plans are being made to continue this program in future semesters. The evaluation metric, which was used for the first time during 2019-20, will continue to be utilized moving forward. The value it provides in recognizing at-risk student-athletes as early as possible cannot be understated. When assistance is provided in the area as early as possible to student-athletes, their chances of academic success increases.

Source: 2019 NCAA Federal Graduation Rate Report

SO 2: Each student-athlete will make academic progress towards earning a baccalaureate degree.

Measure 2.1: The Compliance Office completes the annual NCAA Academic Progress Rates report. The annual target of no less than a .941 Academic Progress Rate for each team has been set.

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Finding: Target was not met.

Analysis: The 2017-18 APR report showed a low mark of .955, while six teams achieved perfect 1,000 scores. The 2018-19 report had 11 of 12 teams exceeding the target, with Women's Tennis registered a .935 score, .06 points below the stated target. Specifically, two international student-athletes left the institution and did not enroll full-time at another four-year institution in the next regular term (Fall 2019 semester). One of the student-athletes returned to her home country and enrolled in a term beginning in October 2019, while the second student-athlete enrolled in another domestic institution in the Spring 2020 semester. This caused the loss of two retention points, which led the substandard score. With a four-year rate of .983, this is considered an anomaly for Women's Tennis.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, to drive continuous improvement, it was determined to increase the minimum Academic Progress Rate for all teams to .942. Although Women's Tennis fell below the previous target, in analyzing their 4-year average, it was determined that this score was an anomaly, and this should not result in the ceasing of an increase in the target score. Due to Covid-19, the 2020 Summer Bridge program was suspended, but will hopefully be reinstated for Summer 2021 if financially able to do so. The Enhanced Academic Program will continue as normal. Online tutoring sessions, which began due to Covid-19, showed so much success that plans are being made to continue this program in future semesters. The evaluation metric, which was used for the first time during 2019-20, will continue to be utilized moving forward. The value it provides in recognizing at-risk student-athletes as early as possible cannot be understated. When assistance is provided in the area as early as possible to student-athletes, their chances of academic success increases.

Source: 2018-19 NCAA Academic Progress Rate Institutional Report

Measure 2.2: The Compliance Office completes the annual NCAA Academic Progress Rates report. A goal of incurring zero penalties has been set.

Finding: Target was met.

Analysis: The 2017-18 Academic Performance Program Penalty Report documented that no penalties were incurred. The 2018-19 report also exhibited the same results, showing that documented scores did not incur any APR penalties. The university continues its streak of never incurring a penalty in excess of an Academic Improvement Plan during the existence of the Academic Performance Program.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, the goal of a no Academic Performance Program penalties will be maintained. Due to Covid-19, the 2020 Summer Bridge program was suspended, but

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will hopefully be reinstated for Summer 2021 if financially able to do so. The Enhanced Academic Program will continue as normal. Online tutoring sessions, which began due to Covid-19, showed so much success that plans are being made to continue this program in future semesters. The evaluation metric, which was used for the first time during 2019-20, will continue to be utilized moving forward. The value it provides in recognizing at-risk student-athletes as early as possible cannot be understated. When assistance is provided in the area as early as possible to student-athletes, their chances of academic success increases.

Source: 2018-19 NCAA Academic Performance Program Penalty Report

Division: Marketing/Development

Service Outcomes:

SO 1: Improved attendance at ticketed sporting events.

Measure 1.1: The Marketing and Development staff provided an annual report of revenues at ticketed sporting events (baseball, men's basketball, women's basketball, football, softball, track, and field). A goal of 5% increase from the previous year was established.

Finding: Target was not met.

Analysis: In 2018-19, the target was met. A three-year high of \$352,990 was recorded, an increase of \$78,084 (22%) from the previous year. All sports recorded an increase in tickets sales, with Football (\$29,151 or 12.8% increase) and Baseball (\$45,414.50 or 69.9%, which was aided by a home game vs. LSU) showing the biggest notable improvements. In 2019-20, the target was not met. Ticket revenues totaled \$250,102 for the year, a decrease of \$102,888 or 29% from last year. The sport of football did show an increase of \$2,660 or a 2% jump, but both Men's and Women's Basketball declined by \$2,682 each or a 15% deficiency. Covid-19 shutdowns in the spring sports of Baseball (\$6,535 (34%) decrease) and Softball (\$2,072 (35%) decrease) impacted the final tally. However, at the time of the shut-down, both sports both sports were recording two of their best ticket revenue totals since 2012-13. Baseball's \$12,738 was the third highest total since 2012-13, while Softball's \$3,871 registered the fourth highest revenue during that time respectively.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, a goal of a 5% increase in tickets sales will be set from the 2018-19 year, which is driving continuous improvement in this area. This goal reverts to the 2018-19 year since this year's final tally was affected by Covid-19 shutdowns in spring sports.

Source: Ticket Sales Comparison Chart (from 2012-13 to present)

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SO 2: Improved self-generated revenues

Measure 2.1: The Marketing and Development staff will provide an annual report of self-generated revenues and compare to previous year's total. A goal of 10% increase from the previous year has been established.

Finding: Target was not met.

Analysis: 2017-18 revenues reported were \$2,375,504. In 2019-20, the target was not met. A total of \$2,398,025 was recorded, representing an increase of \$22,521 or .9%. Contributions dropped by \$123,009 or 13.5%, but fundraising dollars increased by \$170,480 or 15.1% respectively. This represents an increase in revenues for the second consecutive year.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, a target of 10% increase will be set. To drive continuous improvement, the External Staff and the Athletic Director will continue to pursue new revenue sources, while lowering costs in as many areas as possible. Considering current economic shortfalls affecting the state and country, this will also be an area of high concern.

Source: 2017-18 & 2018-19 Demons Unlimited Foundation Budget Reports

SO 3: Enhance fan and donor experiences at sporting events and special events.

Measure 3.1: The Marketing and Development staff will collect and analyze data from customer satisfaction surveys as specified below:

Measure 3.1.1: Ticket holder surveys

Finding: Target was met.

Analysis: In 2018-19, the target was met. 128 surveys were provided during the 2018 season, representing an increase of 19 surveys from the previous year. The data received on the surveys were analyzed and changes were made in multiple areas to improve game day atmosphere at games for the following season. One of the areas that received numerous low scores in 2017 was concessions. During the 2019 season, the target was met. 193 surveys were received from football season tickets holders, an increase of 65 surveys from last year. Fans stated that music selection had improved from last year which was a positive. However, concessions continued to receive low marks. Cold food, long lines and inconsistency in outside vendors were specific issues noted. Also, the cleanliness of bathrooms (or lack thereof) was noted. Complaints were also made on the long walk from Prather Coliseum parking lot to the football stadium.

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During the 2018-19 season, a basketball survey was sent to season ticket holders, with 50 surveys returned. This marked the first time a survey was circulated for these sports. Numerous ideas were provided by fans, and changes were made to improve experiences at basketball games. During the 2019-20 seasons, no surveys were issued. Therefore, no data was collected.

During the 2018-19 Baseball and Softball seasons, although surveys were circulated, at the time of assessment, the data had not been compiled or analyzed. During the 2020 seasons, no surveys were circulated due to the Covid-19 shutdown of their seasons.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, the Marketing and Development Staff will continue to address issues provided on surveys to drive continuous improvement of game day experiences at football games. The ideas of having a drink-only station, as well as having a few popcorn vendors walking through the stands, will be discussed with Sodexo. This would help with some of the “long lines” issues that were discussed. Food quality continues to be a topic of conversation with Sodexo. Cleanliness of the bathrooms, as well as the entire facility, continues to be discussed with Red River Sanitors. Also, the idea of fixing broken fixtures in the bathrooms will be discussed with the Athletics Facility Manager. The idea of setting up a “bus stop”, where fans can wait for a golf cart to bring them to the stadium (if needed) will be discussed.

Measure 3.1.2: Student-athlete surveys

Finding: Target was not met.

Analysis: In 2018-19, although questions concerning student-athlete satisfaction at contests were included on student-athlete exit surveys, the data was not compiled or analyzed. This marks the second consecutive year that this data was not analyzed or provided. In 2019-20, the target was not met because data collected in some sports, and in the sports data was collected, data was still not collected.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, this measure will be removed. The data has not been analyzed for multiple years, which means this measure serves no purpose.

Source: N/A

Measure 3.1.3: Special events surveys

Finding: Target was not met.

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Analysis: In 2018-19, surveys for special events was not circulated, so data was not collected, and the target was not met. In 2019-20, surveys were again not circulated.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, this measure will also be removed. Since surveys are not being circulated, there can be no data to analyze, making this measure useless.

Source: N/A

Division: Sports Information

Service Outcomes:

SO 1: Promote academic and athletic accomplishments of student-athletes.

Measure 1.1: Reach a 5% advertising value equivalency in earned media coverage on a yearly basis.

Finding: Target was met

Analysis: In 2018-19, the target was met. 712 press releases were issued by the Sports Information Office during July 2018 to April 2019. Ten different television entities as well as numerous internet streams carried Northwestern State sporting events. Teams appeared on the SEC Network, Cox Sports TV, ESPN Plus, ESPN3, Eleven Sports Network, Southland Digital Network, BYU TV, Fox Sports TV, Fox Sports Oklahoma and the Longhorn Network. Using Meltwater Media, the estimated amount of NSU athletics' earned media coverage was \$77.5 million, representing the first time this was calculated. In 2019-20, the target was met. According to Meltwater Media, the estimated earned media coverage for NSU Athletics is \$452.8 million from April 1, 2019, to March 31, 2020, representing an increase of nearly 170%. Despite COVID-19 affecting most of March, the sports information office wrote 844 releases from April 1, 2019, to March 31, 2020. The 70.3 releases per month fell just shy of the 71.2 releases per month from the same time in 2018-19.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results, in 2020-21, the Sports Information Department will set a target of 5% growth from the previous year in order to drive continuous improvement.

Source: 2019-20 Sports Information Earned Media Report

Measure 1.2: Continue to expand social media footprint by 6% on a yearly basis. Footprint will be measured by various metrics, including Twitter/Instagram followers, Facebook likes as well as impressions and interactions on posted material across the various platforms.

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Finding: Target was met.

Analysis: In 2018-19, the target was met. All nine individual sport Twitter accounts grew by at least 10 percent in followers. The main NSU Twitter account showed an increase of nearly 7% of followers. On Facebook, NSU Athletics main page grew at 6.4 percent, while the seven individual sport accounts grew at five percent or better. On Instagram, 4,827 followers track NSU's main account, the first year in which an accounting of followers had been taken. Based on these results, the Sports Information Department increased its expansion of social media footprint target to 6% on a yearly basis. In 2019-20, the target was met. Every Twitter, Facebook and Instagram account grew by at least six percent from the previous year. More than half of those accounts grew by double digits, including more than 20 percent growth on Facebook by Soccer (22%) and Men's Basketball (29%), Twitter by Football (21%) and Soccer (23%) and Instagram with NSU's main account (20%).

Action – Decision or Recommendation: Based on the analysis of the 2019-20 results in 2020-21, the Sports Information Department will continue to set a target of 6% growth from the previous year in order to drive continuous improvement.

Source: 2019-20 Sports Information Social Media Report

SO 2: Prepare student-athletes for authentic situations involving media and job interviews.

Measure 2.1: Assess interview skills with mock media and job interviews with the assistance of Academic Service employees. The data will be measured by an interview assessment form.

Finding: Target was partially met.

Analysis: In 2018-19, student-athletes in football and volleyball participated in media training exercises in August. Randomly selected student-athletes from all teams were interviewed during the academic year in "Demon of the Day" videos and other sports-related interviews. Interviews allowed the student-athletes to showcase their personalities, while providing the opportunity to participate in a live video recording. However, no assessment surveys were provided following interviews, or "Demon of the Day" filming. Therefore, no data was collected to gauge student-athletes' satisfaction in these exercises. In 2019-20, the target was partially met. The Sports Information Office continued to interview student-athletes in a media setting on video, publishing and distributing those videos to media outlets. The interview regiment continues to be the most widespread in the Southland Conference and one of the most widespread in the nation in terms of SID-led media interviews of student-athletes. However, mock job interviews were not conducted, and no assessment forms were completed.

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Action – Decision or Recommendation: Based on the analysis of the 2019-20 results in 2020-21, the Sports Information Department will continue its policy of student-athlete interviews on and off camera to drive continuous improvement. This allows for professional growth for student-athletes. The office will attempt to coordinate a more concrete plan in terms of mock interviews moving forward.

Source: 2019-20 Sports Information Mock Interview Report

Comprehensive Summary of Key Evidence of Improvements Based on Analysis of Results

Division: Business Management

A balanced state budget was not only achieved during the 2018-19 fiscal year, but a surplus of \$249,810 was reported. Aggressive pursuit of new forms of revenues led to this outcome, and this pursuit must continue in the future even during this difficult economic time in our state and country.

Division: Compliance

An NCAA Graduation Success Rate of 82% was recorded with the 2019 report, marking the highest such rate since the beginning of this program.

Division: Sports Information

The purchase of Meltwater Media has continued to provide benefits to the Athletic Department as a whole. An 170% increase in earned media coverage from last year to this year not only measures growth in this area, but also allows the analysis of specific events that garnered the most coverage. This type of analysis can only lead to continuance improvements in the marketing of the athletic program.

The Sports Information Office continues to provide tremendous service in the social media area for the athletic department. Increased followers in all areas (Facebook, Twitter, Instagram, etc.) continue to grow exponentially, this is due in part to this office's presence on these formats.

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Plan of Action Moving Forward

Division: Academics/Life Skills

SO1

Measure 1.1: Based on the analysis of the 2019-20 results, in 2020-21, the Academic Service staff will increase the annual participation rate to 55% to drive continuous improvement. The staff will again attempt to increase the number of events held in 2020-21.

Measure 1.2: Based on the analysis of the 2019-20 results, in 2020-21, a target of 4,500 hours of community service will be maintained. This is due to teams not having the ability to accumulate more community service hours for at least three months during the Spring 2020 semester.

SO2

Measure 2.1: Based on the analysis of the 2019-20 results, it was determined to maintain Athletic Department GPA of a 3.0 for each semester during the 2020-21 academic year. Due to Covid-19, the 2020 Summer Bridge program was suspended, but will hopefully be reinstated for Summer 2021 if financially able to do so. The Enhanced Academic Program will continue as normal. Online tutoring sessions, which began due to Covid-19, showed so much success that plans are being made to continue this program in future semesters. The evaluation metric, which was used for the first time during 2019-20, will continue to be utilized moving forward. The value it provides in recognizing at-risk student-athletes as early as possible cannot be understated. When assistance is provided in the area as early as possible to student-athletes, their chances of academic success increases.

Division: Business Management

SO1

Measure 1.1: Based on the analysis of the 2018-19 report, the goal of a balanced budget will be maintained in future years. To drive continuous improvement, the External Staff and the Athletic Director will continue to pursue new revenue sources, while lowering costs in as many areas as possible. Considering current economic shortfalls affecting the state and country, this will be an area of high concern.

SO2

Measure 2.1: Based on the analysis of the 2019-20 results in 2020-21, the Athletic Business Manager will maintain the target of no audit findings. The findings listed were

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all a result of human error. All errors were corrected, and it is expected that errors in those specific areas will not occur again due to the corrections made. The hiring of an Assistant Business Manager will continue to benefit the Business Office. The audit cycle for 2019-20 will begin in the Fall of 2020.

Measure 2.2: Based on the analysis of the 2019-20 results, the Athletic Business Manager will maintain the target of no audit findings. The audit cycle for 2019-20 will begin in the Fall of 2020.

Division: Compliance

SO1

Measure 1.1: Based on the analysis of the 2019-20 results, in 2020-21, the annual target rate will be increased to 59% in order to drive continuous improvement. Due to Covid-19, the 2020 Summer Bridge program was suspended, but will hopefully be reinstated for Summer 2021 if financially able to do so. The Enhanced Academic Program will continue as normal. Online tutoring sessions, which began due to Covid-19, showed so much success that plans are being made to continue this program in future semesters. The evaluation metric, which was used for the first time during 2019-20, will continue to be utilized moving forward. The value it provides in recognizing at-risk student-athletes as early as possible cannot be understated. When assistance is provided in the area as early as possible to student-athletes, their chances of academic success increases.

Measure 1.2: Based on the analysis of the 2019-20 results, in 2020-21, to drive continuous improvement, a target of 17% higher graduation rate by student-athletes in comparison to the student body will be set. As stated previously, all academic programs will continue (if finances permit) in future academic years.

Measure 1.3: Based on the analysis of the 2019-20 results, in 2020-21, in order to drive continuous improvement, it was determined to increase the NCAA Graduation Success Rate target to 73%. As stated previously, all academic programs will continue (if finances permit) in future academic years.

SO2

Measure 2.1: Based on the analysis of the 2019-20 results, in 2020-21, in order to drive continuous improvement, it was determined to increase the minimum Academic Progress Rate for all teams to .942. As stated previously, all academic programs will continue (if finances permit) in future academic years.

Measure 2.2: Based on the analysis of the 2019-20 results, in 2020-21, the goal of a no Academic Performance Program penalties will be maintained. As stated previously, all academic programs will continue (if finances permit) in future academic years.

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Division: Marketing/Development

SO1

Measure 1.1: Based on the analysis of the 2019-20 results, in 2020-21, a goal of a 5% increase in tickets sales will be set from the 2018-19 year, which is driving continuous improvement in this area. This goal reverts to the 2018-19 year since this year's final tally was affected by Covid-19 shutdowns in spring sports.

SO2

Measure 2.1: Based on the analysis of the 2019-20 results, in 2020-21, a target of 10% increase will be set. To drive continuous improvement, the External Staff and the Athletic Director will continue to pursue new revenue sources, while lowering costs in as many areas as possible. Considering current economic shortfalls affecting the state and country, this will also be an area of high concern.

SO3

Measure 3.1.1: Based on the analysis of the 2019-20 results, in 2020-21, the Marketing and Development Staff will continue to address issues provided on surveys to drive continuous improvement of game day experiences at football games. The ideas of having a drink-only station, as well as having a few popcorn vendors walking through the stands, will be discussed with Sodexo. This would help with some of the "long lines" issues that were discussed. Food quality continues to be a topic of conversation with Sodexo. Cleanliness of the bathrooms, as well as the entire facility, continues to be discussed with Red River Sanitors. Also, the idea of fixing broken fixtures in the bathrooms will be discussed with the Athletics Facility Manager. The idea of setting up a "bus stop", where fans can wait for a golf cart to bring them to the stadium (if needed) will be discussed.

Measure 3.1.2: Based on the analysis of the 2019-20 results, in 2020-21, this measure will be removed. The data has not been analyzed for multiple years, which means this measure serves no purpose.

Measure 3.1.3: Based on the analysis of the 2019-20 results, in 2020-21, this measure will also be removed. Since surveys are not being circulated, there can be no data to analyze, making this measure useless.

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Division: Sports Information

SO1

Measure 1.1: Based on the analysis of the 2019-20 results, in 2020-21, the Sports Information Department will set a target of 5% growth from the previous year in order to drive continuous improvement.

Measure 1.2: Based on the analysis of the 2019-20 results in 2020-21, the Sports Information Department will continue to set a target of 6% growth from the previous year to drive continuous improvement.

SO2

Measure 2.1: Based on the analysis of the 2019-20 results in 2020-21, the Sports Information Department will continue its policy of student-athlete interviews on and off camera to drive continuous improvement. This allows for professional growth for student-athletes. The office will attempt to coordinate a more concrete plan in terms of mock interviews moving forward.