

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 committed to acquiring, creating, and disseminating knowledge through innovative teaching, research, and service. With its certificate, undergraduate, and graduate programs, Northwestern State University prepares its increasingly diverse student population to contribute to an inclusive global community with a steadfast dedication to improving our region, state, and nation.

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.

Methodology

The assessment process for the Athletic Department is as follows:

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- (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 55% has been established.

Finding: Target was not met.

Analysis: 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. Based on the analysis of the 2019-20 results, in 2020-21, the Academic Service staff set a target participation rate of 55% to drive continuous improvement. As a result, the 2020-21 target was not met. Six life skill events/workshops were held from August 2020 through April 2021. A total of 286 student-athletes attended these events out of a possible 624 attendees. This led to a 45.8% participation rate, short of the 55% target by nearly 10%. Graduation stole ceremonies and receptions from both fall and spring semesters recorded the highest participation rate of 89.8% (44 out of a possible 49 student-athletes attended these events), while the National Girls and Women in Sports Day Panel Event (a new event) had the low mark at 5.6% (Only seven of a possible 124 attended this virtual event). With all sports competing this past spring, it is believed this led to poor attendance of this February 3 event (although the event was virtual). Without this event, the target for this measure would have actually been met (55.8%).

Action – Decision or Recommendation: In 2020-21 the target was not met. Based on the analysis of 2020-21 results, the Academic Service staff will increase the annual participation rate to 57% to drive continuous improvement. With Covid-19 restrictions loosening, participation rates should improve and more events should be scheduled as well.

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Source: 2020-21 Participation Rate in Life Skill Events/Workshops

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 2019-20, the target of 4,500 hours of community service 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, had 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 had not provided their hours. Even if these hours were provided, the goal would not have been reached. Based on the analysis of the 2019-20 results, in 2020-21, the Academic Service staff set a goal of 4,500 hours of community service again. As a result, the 2020-21 target was not met. A total of 1,544 community service hours were recorded. Lack of opportunities is a direct result of Covid-19. All teams were involved in collecting food, water and other items for relief efforts related to Hurricane Laura. These items were provided directly to McNeese State University, a fellow Southland Conference member located in Lake Charles, La. This event accounted for an estimated one-third of the community service hours from this past year. The football team was also involved in distributing food and water to families in need, not only in relief of Hurricane Laura, but also for people negatively impacted by the pandemic. This accounted for an estimated 150 hours of their total 425 recorded during this past year.

Action – Decision or Recommendation: In 2020-21, the target was not met. Based on analysis of 2020-21 results, the Academic Service staff will increase the target to 4,600 hours of community service in order to drive continuous improvement.

Source: 2020-21 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: For the 2019-20 assessment cycle, 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

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highest semester GPA since assessment reporting began. In accordance with the plan of action from 2019-20, it was determined to maintain Athletic Department GPA of a 3.0 for each semester during the 2020-21 academic year. As a result, the 2020-21 target was again partially met. The Athletic Department recorded a 3.038 overall GPA during the Fall 2020 semester, marking the second consecutive semester of exceeding the stated target. However, a 2.947 overall GPA was measured during the Spring 2021 semester, falling short of the target for the second time in two years.

Action – Decision or Recommendation: In 2020-21, the target was partially met. Based on analysis of 2020-21 results, the Academic Service staff will increase the target GPA to a 3.05 for each semester during the 2021-22 academic year to drive continuous improvement. The Summer Bridge program will be re-introduced during the Summer of 2021, which can only improve the academic transition for incoming freshman to NSU. The Academic Service Department will be able to hire an intern position and will serve in the capacity of a Learning Specialist. On-line tutoring will continue, but a return to in-person tutoring will occur as well, with specific emphasis on “strategic tutoring”. The Enhanced Academic Program (EAP) has and will continue to be a staple of academic success within the Athletic Department. Study hall will continue but will have a new emphasis on “objective-based studying” for all attendees.

Source: 2020-21 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: In 2018-19, the goal of a balanced budget was met, with a surplus of \$249,810 reported with the year ending on June 30, 2019. Based on analysis of results, the goal of a balanced budget was maintained for the 2019-20 report with special emphasis placed on aggressively pursuing other sources of revenue, while continuing to lower costs in as many areas as possible. These actions led to reported revenues of \$13,024,256, while total reported expenses were \$12,961,283. This resulted in a \$62,973 surplus for year ending June 30, 2020.

Action – Decision or Recommendation: For the 2019-20 report, the target was met. Based on analysis of the 2019-20 Athletic Department Budget, the goal of a balanced budget will continue to be maintained for future years. While the current economic environment still poses uncertainty and concern, the Athletic Director and the External

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Staff will still continue to strive for new revenue sources and lower costs when applicable. These actions will continue to drive improvement in this area.

Source: 2019-20 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 2018-19 fiscal year, the target was not met. 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. 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 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.

Based on analysis of results from the 2018-19 audit cycle, a target of no audit findings was set by the Athletic Business Manager for the 2019-20 audit cycle. 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. Due to these actions, the target was not met. The following audit findings were reported for the 2018-19 fiscal year:

1. An overstatement of \$29,366 in other operating revenue was identified. Specifically, this amount was included in estimated revenue due from a

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receivable (Natchitoches PARC tax revenue), but that amount had not been received from the City of Natchitoches at the time of the audit. Statement A was corrected.

2. \$2,946 in holiday meals were incorrectly included as team travel expenses, which resulted in an overstatement of team travel and an understatement in student-athlete meals expenses. Statement A was corrected.

Action – Decision or Recommendation: According to the 2019-20 audit report, the target was not met. Based on analysis of this report, the Athletic Business Manager will maintain the target of no audit findings in the 2020-21 audit cycle. All errors were corrected, and it is expected that errors in those specific areas will not occur again due to the corrections made. The audit cycle for 2020-21 will begin in the Fall of 2021.

Source: 2019-20 NCAA Financial Audit Report

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

Finding: Target was met.

Analysis: During the 2018-19 fiscal year, The Demons Unlimited Foundation Audit Report showed no exceptions during the fiscal year ending June 30, 2019, representing the fourth consecutive year with no findings. Based on analysis of this 2018-19 audit report, a goal of no audit findings within the Demons Unlimited Foundation was maintained for the 2019-20 audit cycle. Policies and procedures would still be continually monitored and updated as needed. Due to these actions, the target was met with no audit findings reported for the 2019-20 fiscal year.

Action – Decision or Recommendation: Based on the analysis of the 2019-20 audit report the target was met. Based on analysis of this report, the Athletic Business Manager will maintain the target of no audit findings in the 2020-21 audit cycle. The audit cycle for 2020-21 will begin in the Fall of 2021.

Source: 2019-20 Demons Unlimited Foundation Audit Report

Division: Compliance

Service Outcomes:

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

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Measure 1.1: The Compliance Office completes the annual NCAA Federal Graduation Rates report. The annual target of 59% graduation rates among student-athletes has been set.

Finding: Target was not met.

Analysis: In 2019-20, the target was met. A 62% Federal Graduation Rate was measured on the 2019 NCAA Federal Graduation Rates Report, meeting the target at the time of 58%. Due to these results, the target was increased to a 59% graduation rate for 2020 Federal Graduation Rates report. However, a reported graduation rate of 50% fell short of the stated target for this year's cycle. The 50% graduation rate was the lowest recorded since 2015.

Action – Decision or Recommendation: In 2020-21, the target was not met. The 2020 NCAA Federal Graduation Rate Report showed a 50% graduation rate among student-athletes, a 12% drop from the previous year's report. Based on analysis of these results, the annual target rate will be increased to 60% to drive continuous improvement.

Source: 2020 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 17% higher graduation rates by student-athletes has been set.

Finding: Target was not met.

Analysis: In 2019-20, the target was met. The 2019 report showed a 17% difference in student-athlete graduation rates (62%) and the student body (45%), exceeding the previous stated target of 16% by 1%. Due to these results, the target was increased to a 17% higher graduation rate by student-athletes in comparison to the general student body. However, a graduation rate of 50% in the 2020 report by student-athletes, as compared to a 45% graduation rate by the normal student body, missed the target by a 12% clip. This marked the closest margin between those rates since 2002, when the student body rate (31%) was actually more the student-athlete rate (29%).

Action – Decision or Recommendation: In 2020-21, the target was not met. The 2020 NCAA Federal Graduation Rate Report showed a steep decline to a 50% graduation rate by student-athletes. This led to a 5% difference in the student-athlete rate and the general student body rate of 45%. Based on analysis of these results, an annual target of 18% higher graduation rates by student-athletes in comparison to the general student body will be set in order to drive continuous improvement.

Source: 2020 NCAA Federal Graduation Rate Report

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Measure 1.3: The Compliance Office completes the annual NCAA Graduation Success Rates report. The annual target of 73% Graduation Success Rate for the Athletic Department has been set.

Finding: Target was met.

Analysis: The 2019 NCAA Federal Graduation Rates report showed an NCAA Graduation Success rate of 82%. This mark, which exceeded the target of 72% by 10 percentage points, was also the highest recorded rate at Northwestern State since the inception of the NCAA's Graduation Success Rate. Due to these results, the target was increased to 73% moving forward into the 2020-21 assessment cycle. The 2020 NCAA Federal Graduation Rate Report recorded an 84% Graduation Success Rate, which replaced the previous year's record, exceeding it by two percentage points. The total also surpassed the target by 11 percentage points.

Action – Decision or Recommendation: In 2020-21, the target was met. Based on analysis of results, a target of 74% has been established to drive continuous improvement for future assessments in this area.

Source: 2020 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 .942 Academic Progress Rate for each team has been set.

Finding: Target was not met.

Analysis: In 2018-19, the target was not met. The 2018-19 NCAA APR Institutional Report showed 11 of 12 teams exceeding the target of .941. Women's Tennis registered a .935 score, missing the target by .06 points. With a four-year rate of .983, this was considered an anomaly for Women's Tennis. Due to this information, the target was increased to .942 for the 2020-21 cycle. The 2019-20 APR Institutional Report listed 8 different teams with perfect scores, a new record for Northwestern State since this report began. However, Men's Track & Field registered a .927 single year score, falling short of the .942 target by .15 points. This was the second consecutive year one team fell short of the stated target.

Action – Decision or Recommendation: In 2020-21, the target was not met. Men's Track & Field registered a .927 score, falling short of the .942 target. Based on the analysis of the 2020-21 results, in 2021-22, to drive continuous improvement, it was determined to increase the minimum Academic Progress Rate for all teams to .943.

Source: 2019-20 NCAA Academic Progress Rate Institutional Report

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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 2018-19 NCAA APR Institutional Report recorded no APR penalties for Northwestern State. The 2019-20 report also recorded no penalties, allowing the university to continue 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: In 2020-21, the target was met. Based on the analysis of the 2020-21 results, in 2021-22, the goal of a no Academic Performance Program penalties will be maintained.

Source: 2019-20 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 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 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 registered the fourth highest revenue (\$3,871) during that time, respectively. In 2020-21, the target was not met. Ticket revenue fell to \$152,152, a decrease of \$97,950 or 39% from last year. This also represents the lowest ticket sale total over the last nine years. Covid-19 restrictions again effected the bottom line, while having all sports compete in Spring 2021 semester also had an adverse effect on attendance. Softball was the only sport to register an increase from last year, registering a 4,834 or 44% increase in total ticket sales from last year (6,083) to this year (10,917). This also marked the second highest total over the last nine years in this

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sport. Football recorded its lowest total over the past nine years with 94,232 in total tickets sales. However, only three home games were hosted at 50% capacity during the Spring 2021 semester which definitely contributed to this total.

Action – Decision or Recommendation: In 2020-21, the target was not met. Based on the analysis of the 2020-21 results, in 2021-22, a target of 5% increase from the 2018-19 academic year (pre-Covid) will be set in order to drive continuous improvement.

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

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: In 2019-20, the target was not met. A total of \$2,398,756 was recorded, representing an increase of \$23,252 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. In 2020-21, the target was not met. Although total revenues increased to \$2,613,298, an increase of \$214,542 from the previous year, it represented an increase of 8.2%, just short of 10% target. Contributions saw an increase of \$43,961 respectively, but a \$167,083 jump in cash and cash equivalents represented the largest increase in revenue from 2019-20. Although the increase was just missed the target, considering the negative economic impact caused by the pandemic, this increase represents a positive outcome.

Action – Decision or Recommendation: In 2020-21, the target was not met. Based on the analysis of the 2020-21 results, in 2021-22, a target of 10% increase in revenues will be set in order to drive continuous improvement.

Source: 2018-19 & 2019-20 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 ticket holder surveys as specified below:

Finding: Target was not met.

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Analysis: 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.

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.

During the 2020-21, the target was not met. Due to Covid-19, surveys were not issued by the Athletic Department.

Action – Decision or Recommendation: In 2020-21, the target was not met. Based on the analysis of the 2020-21 results, in 2021-22, the Marketing and Development Staff will once again circulate surveys at multiple sporting events in order to receive data and feed-back from fans. This action drives continuous improvement.

Division: Sports Information

Service Outcomes:

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

Measure 1.1: The Sports Information staff will provide a yearly Earned Media Report, setting a goal of a 5% advertising value equivalency increase on a yearly basis.

Finding: Target was met.

Analysis: 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. In 2020-21, target was also met. According to Meltwater Media, the estimated earned media coverage for NSU Athletics is an AVE of \$501.22 million from April 1, 2020, to March 31, 2021. The number increased nearly

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11 percent from the \$452.8 million of 2019-20. Despite COVID-19 affecting competition from April to November, the sports information office wrote 530 press releases. It falls short of the 844 written last year at the same, but the staff wrote more features and other creative content to fill the COVID-19 hole with no sports.

Action – Decision or Recommendation: In 2020-21, the target was met. Based on analysis of the 2020-21 results, in 2021-22, the Sports Information Department will drive continuous improvement by setting a target of 5% growth in earned media coverage from the previous year.

Source: 2020-21 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.

Finding: Target was met.

Analysis: 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%). In 2020-21, the target was once again met. NSU Athletics has eight Facebook accounts and nine Twitter accounts, and 16 of those 17 grew by at least six percent in followers. 15 of those 17 accounts grew by double digits, including Men's Basketball Facebook (68 percent), Football Facebook (82 percent) and Softball Facebook (30 percent). Sports Information is establishing baselines for NSU Athletics' nine Instagram accounts, so there are no year-over-year numbers to measure at this time. But six of those accounts eclipsed 1,000 followers, which lends weight to their impact and content.

Action – Decision or Recommendation: In 2020-21, the target was met. Based on the analysis of the 2020-21 results in 2021-22, the Sports Information Department will set a target of 6% social media growth from last year in order to drive continuous improvement in this area. Establishing an Instagram baseline in order to measure future growth in this area is also a priority moving forward.

Source: 2020-21 Sports Information Social Media Report

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

Assessment Cycle 2020-21

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 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. In 2020-21, the target was again partially met. Sports information 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. SIDs worked around COVID-19 protocols to continue to provide media exposure on NSU's channels and to media outlets. However, no mock job interviews were conducted due to COVID-19 protocols, and no assessment forms were completed.

Action – Decision or Recommendation: In 2020-21, the target was partially met. Based on the analysis of the 2020-21 results, in 2021-22, the Sports Information Department will continue its policy of student-athlete interviews on and off camera. The office will attempt to coordinate a more concrete plan in terms of mock interviews.

Source: 2020-21 Sports Information Mock Interview Report

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

Division: Business Management

The Athletic Department emphasized aggressively pursuing other sources of revenue, while continuing to lower costs in as many areas as possible. These actions led to reported revenues of \$13,024,256, while total reported expenses were \$12,961,283. This resulted in a \$62,973 surplus for year ending June 30, 2020. This marked the second consecutive year that a balanced budget was attained.

Division: Compliance

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The 2020 NCAA Federal Graduation Rate Report recorded an 84% Graduation Success Rate (GSR), which replaced the previous year's record, exceeding it by two percentage points. The total also surpassed the target by 11 percentage points. Student-athletes continue to excel in the area of academic success.

Division: Marketing/Development

An increase of \$214,542 in self-generated revenues from the previous year represented an increase of 8.2%. Although the increase just missed the target, considering the negative economic impact caused by the pandemic, this increase represents a positive outcome and could be needed momentum entering the 2021-22 academic year.

Division: Sports Information

In 2020-21, Meltwater Media estimated earned media coverage for NSU Athletics at \$501.22 million from April 1, 2020, to March 31, 2021. The number increased nearly 11 percent from the \$452.8 million of 2019-20. The purchase of Meltwater Media has proven, once again, to be an excellent investment in this area.

Plan of Action Moving Forward

Division: Academics/Life Skills

SO1

Measure 1.1: Based on the analysis of 2020-21 results, the Academic Service staff will increase the annual participation rate to 57% to drive continuous improvement. With Covid-19 restrictions loosening, participation rates should improve and more events should be scheduled as well.

Measure 1.2: Based on analysis of 2020-21 results, the Academic Service staff will increase the target to 4,600 hours of community service in order to drive continuous improvement.

SO2

Measure 2.1: Based on analysis of 2020-21 results, the Academic Service staff will increase the target GPA to a 3.05 for each semester during the 2021-22 academic year to drive continuous improvement. The Summer Bridge program will be re-introduced during the Summer of 2021, which can only improve the academic transition for incoming freshman to NSU. The Academic Service Department will be able to hire an

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intern position and will serve in the capacity of a Learning Specialist. On-line tutoring will continue, but a return to in-person tutoring will occur as well, with specific emphasis on “strategic tutoring”. The Enhanced Academic Program (EAP) has and will continue to be a staple of academic success within the Athletic Department. Study hall will continue but will have a new emphasis on “objective-based studying” for all attendees.

Division: Business Management

SO1

Measure 1.1: Based on analysis of the 2019-20 Athletic Department Budget, the goal of a balanced budget will continue to be maintained for future years. While the current economic environment still poses uncertainty and concern, the Athletic Director and the External Staff will still continue to strive for new revenue sources and lower costs when applicable. These actions will continue to drive improvement in this area.

SO2

Measure 2.1: Based on analysis of this report, the Athletic Business Manager will maintain the target of no audit findings in the 2020-21 audit cycle. All errors were corrected, and it is expected that errors in those specific areas will not occur again due to the corrections made. The audit cycle for 2020-21 will begin in the Fall of 2021.

Measure 2.2: Based on analysis of this report, the Athletic Business Manager will maintain the target of no audit findings in the 2020-21 audit cycle. The audit cycle for 2020-21 will begin in the Fall of 2021.

Division: Compliance

SO1

Measure 1.1: Based on analysis of results, the annual target rate will be increased to 60% to drive continuous improvement.

Measure 1.2: Based on analysis of results, an annual target of 18% higher graduation rates by student-athletes in comparison to the general student body will be set in order to drive continuous improvement.

Measure 1.3: Based on analysis of results, a target of 74% has been established to drive continuous improvement for future assessments in this area.

SO2

Measure 2.1: Based on the analysis of the 2020-21 results, in 2021-22, to drive continuous improvement, it was determined to increase the minimum Academic Progress Rate for all teams to .943.

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Measure 2.2: Based on the analysis of the 2020-21 results, in 2021-22, the goal of a no Academic Performance Program penalties will be maintained.

Division: Marketing/Development

SO1

Measure 1.1: Based on the analysis of the 2020-21 results, in 2021-22, a target of 5% increase from the 2018-19 academic year (pre-Covid) will be set in order to drive continuous improvement.

SO2

Measure 2.1: Based on the analysis of the 2020-21 results, in 2021-22, a target of 10% increase in revenues will be set in order to drive continuous improvement.

SO3

Measure 3.1: Based on the analysis of the 2020-21 results, in 2021-22, the Marketing and Development Staff will once again circulate surveys at multiple sporting events in order to receive data and feed-back from fans. This action drives continuous improvement.

Division: Sports Information

SO1

Measure 1.1: Based on analysis of the 2020-21 results, in 2021-22, the Sports Information Department will drive continuous improvement by setting a target of 5% growth in earned media coverage from the previous year.

Measure 1.2: Based on the analysis of the 2020-21 results in 2021-22, the Sports Information Department will set a target of 6% social media growth from last year in order to drive continuous improvement in this area. Establishing an Instagram baseline in order to measure future growth in this area is also a priority moving forward.

SO2

Measure 2.1: Based on the analysis of the 2020-21 results, in 2021-22, the Sports Information Department will continue its policy of student-athlete interviews on and off camera. The office will attempt to coordinate a more concrete plan in terms of mock interviews.