

Assessment Cycle 2023-24

Athletic Department

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

Prepared by: Dustin Eubanks

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Approved by: Kevin Bostian

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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:

- (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

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(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 59% has been established.

Finding: Target was not met.

Analysis: During the 2022-23 assessment cycle, the target was not met. Four life skill events/workshops were held from August 2022 through April 2023. A total of 319 student-athletes attended these events out of a possible 650 attendees. This led to a 49% participation rate, short of the 58% target. Special Olympics recorded the highest participation, with 115 SA's attending the event. Martin Luther King Day festivities had 100 student-athletes participate, while Relay for Life recorded 80 attendees. During home football games during the 2022 season, 24 track and field student-athletes served as parking attendants. During the 2023-24 assessment cycle, the target was not met. Although participation in multiple events occurred, coaches did not track the time and the participants at this event. Some of the events included: Reading to students at elementary schools, Special Olympics, NSU Community Service Day, Chunk the Change for the NSU Food Pantry, and Basketball clinics for low-income children in the community. More events were held than last year, but without proper tracking, the percentage of participation could not be measured.

Action – Decision or Recommendation: In 2023-24, the target was not met. Based on the analysis of 2023-24 results, the Academic Service staff and the Senior Woman's Administrator, are looking to purchase a community service tracking system called "Helper, Helper". This application will allow student-athletes to check-in to community service events on their cell phone. Instead of relying on coaches to track participation, student-athletes will be tracking their own participation. This will allow student-athletes to add attendance information to their resumes for future employment opportunities.

Source: 2023-24 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 4,800 hours has been established.

Finding: Target was not met.

Analysis: During the 2022-23 assessment cycle, the target was not met. Due to turnover in the Academic Service Office, and limited staffing at different points during the academic year, hours were not properly tracked. Student-athletes participated in numerous events, including Relay for Life, Special Olympics, MASH Toy Drive, Martin Luther King Jr. Day, and serving as parking attendants at home football games. However, with no one tracking the hours, there is no data to report. During the 2023-24 assessment cycle, the target was not met. Student-athletes participated in a total of 3,764 community service hours, an increase of 1,419 hours from the 2021-22 assessment cycle (the last time hours were recorded). Although more events were held this year than in 2022-23 cycle, the total was short of the stated target by 1,036 hours. One factor could have been the shortened football season and other issues surrounding the death of Ronnie Caldwell, a football student-athlete, on October 12, 2023.

Action – Decision or Recommendation: In 2023-24, the target was not met. Based on analysis of 2023-24 results, the staff will increase the target to 4,900 hours to drive continuous improvement.

Source: 2023-24 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 3.07 grade point average per semester has been established.

Finding: Target was not met.

Analysis: During the 2022-23 assessment cycle, the target was again partially met. An overall Athletic Department GPA of 3.0579 was recorded for the Fall 2022 semester, falling short of the new target by .0021. However, a 3.1567 GPA was registered for the Spring 2023 semester, exceeding the new target by .0967. This marked the fourth time in four years the assessment target was not met. During the 2023-24 assessment cycle, the target was not met. A fall semester GPA of a 3.025 was measured, short of the target GPA by .045. However, the department reached a 3.105 GPA during the spring 2024 semester, easily surpassing the target by .035. For several consecutive years, the Athletic Department has fallen short of the goal by missing the target GPA in one semester.

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Action – Decision or Recommendation: In 2023-24, the target was not met. Based on analysis of 2023-24 results, the Academic Service staff will increase the target GPA to 3.08 to drive continuous improvement.

Source: 2023-24 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 not met.

Analysis: For the 2022-23 assessment cycle, the target was met. Total revenues for the 2021-22 academic year were \$13,505,438, while expenses were \$13,234,261. This resulted in a credit of \$271,177 for the 2021-22 fiscal year. This marked the fourth consecutive year the target was met. During the 2023-24 assessment cycle, the target was not met. \$13,655,218 of revenues was reported, an increase of \$149,780 for the 2021-22 budget report. However, expenses soared to \$14,993,445, an increase of \$1,759,184 from the previous year's total of \$13,234,261. Increases in expenses from athletic student aid, coaching salaries/benefits, and other operating expenses were noted in the report.

Action – Decision or Recommendation: For the 2023-24 report, the target was not met. For the 2023-24 budget and the 2024-25 assessment cycle, the target of a balanced budget will continue.

Source: 2022-23 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: Based on analysis of results from the 2021-22 audit cycle, the target was not met. The previous Business Manager was relieved of her duties, and the Assistant Business Manager also left the university for a new job. Due to these changes, the Athletic Director took a more active role in this area, which led to improvements. However, the following findings, although less than the year before, were reported as follows:

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1. The university did not include the correct amounts from the Demons Unlimited Fund (DUF) audit report dated November 29, 2022, resulting in an understatement of revenues by \$245,954 and understatement of expenditures by \$802,471. Statement A was corrected.
2. The university included in Direct Institutional Support \$981,885 of lost revenue funds received from the CARES Act. These funds should have been reported under Direct State or Other Governmental support. Statement A was corrected.
3. The university overstated Direct Institutional Support and Athletic Student Aid in the amount of \$142,387. This overstatement was caused by the double-posting of an entry for athletic books. Statement A was corrected.
4. The supporting documentation for Academic Support did not match the amount recorded, resulting in an overstatement of \$1,366 of Indirect Institutional Support revenue and expense. Statement A was corrected.
5. The total institutional debt did not equal the sum of amounts held by both the university and the Demons Unlimited Fund (DUF), resulting in an understatement of Total Institutional Debt by \$402,340. Statement A was corrected.
6. Athletics-dedicated endowments fair market value was understated by \$176,832. Institutional endowments were reported as zero, resulting in an understatement of \$19,004,675. Statement A was corrected.

During the 2022-23 audit cycle, the target was not met. The following exception was reported:

1. It was noted that all athletics-dedicated endowments are held by the Demons Unlimited Foundation and all other endowments are held by the University. Institutional endowments were understated by \$2,210,812.

Action – Decision or Recommendation: According to the 2022-23 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 for the 2023-24 audit cycle.

Source: 2022-23 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 2021-22 audit cycle, the target was not met with the following findings reported:

1. **Bank Reconciliations:** The Demons Unlimited Foundation failed to perform bank reconciliations in a timely manner throughout the year. Outstanding items were not properly investigated or corrected.

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2. Endowments and Investment Account Reconciliations: Donations to endowments were not timely transferred to the investment account during the year. Investment accounts were not reconciled to the monthly brokerage statements, causing improper recording of appreciation/depreciation of the endowment accounts.
3. Expenditures and Credit Cards: The Demons Unlimited Foundation failed to obtain appropriate approval on a significant number of transactions selected for review. Some items selected for review were found to not be paid in a timely manner. Supporting documentation for some expenditures were not able to be located during the testing procedures. Additionally, credit card expenditures were not recorded for two months during the year.
4. Contributed Nonfinancial Assets (Gifts-in-Kind): The Demons Unlimited Foundation failed to properly record donated items and services related to the various auctions and other athletic functions. Documentation of the fair value and method of determining fair value was not maintained for all donated items.

During the 2022-23 audit cycle, the target was met. The annual Demons Unlimited Foundation audit, as performed by the accounting firm of Thomas, Cunningham, Broadway & Todtenbier, found no exceptions during the 2022-23 cycle. It was also noted that the four findings from the previous year were corrected and cleared at the time of the audit (June 30, 2023).

Action – Decision or Recommendation: Based on the analysis of the 2022-23 audit report the target was met. Based on analysis of this report, the Athletic Business Manager will maintain the target of no audit findings for the 2023-24 audit cycle.

Source: 2022-23 Demons Unlimited Foundation Audit Report

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 62% graduation rates among student-athletes has been set.

Finding: Target was not met.

Analysis: During the 2022-23 assessment cycle, the target was met. A 71% Federal Graduation Rate was reported, the highest score ever registered since Federal Graduation Rates for NSU athletics were reported (1996). This exceeds the target by 10% and registers a 21% increase over the last two years. During the 2023-24

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assessment cycle, the target was not met. A 54% Federal Graduation Rate was reported, a 17% drop from the previous year, and lowest recorded total since 2020 (50%). It is believed the proliferation of the NCAA Transfer Portal has led to a sharp decline in Federal Graduation Rates, not just at Northwestern State University, but at all colleges and universities nationwide.

Action – Decision or Recommendation: In 2023-24, the target was not met. The 2023 Federal Graduation Rate Report registered a 54% graduation rate among student-athletes. Based on analysis of these results, the annual target rate will be increased to 63% to drive continuous improvement.

Source: 2023 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 20% higher graduation rates by student-athletes has been set.

Finding: Target was not met.

Analysis: During the 2022-23 assessment cycle, the target was met. A 71% Federal Graduation Rates was registered for student-athletes, in comparison to a 44% graduation rate for the student body. The 27% measured difference eclipsed the target by an 8% clip. During the 2023-24 assessment cycle, the target was not met. A 54% graduation rate by student-athletes, as compared to a 46% graduation rate by the student body in general, led to a difference of 8%, missing the stated target by 12%, and recording the lowest measured difference between student-athletes and the general student body since 2020 (5%).

Action – Decision or Recommendation: In 2023-24, the target was not met. Based on analysis of these results, an annual target of 21% greater graduation rate by student-athletes in comparison to the general student body has been set to drive continuous improvement.

Source: 2023 NCAA Federal Graduation Rate Report

Measure 1.3: The Compliance Office completes the annual NCAA Graduation Success Rates report. The annual target of 76% Graduation Success Rate for the Athletic Department has been set.

Finding: Target was met.

Analysis: During the 2022-23 assessment cycle, the target was met. An 88% Graduation Success Rate was recorded, eclipsing the all-time registered the previous year by 1%. This also marked the eighth consecutive year an improvement in the score

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has occurred in comparison to the previous year. During the 2023-24 assessment cycle, the target was met. Although a two-point drop occurred from last year to this year's Graduation Success Rate (86%), the target was still eclipsed by 10%. This marked the fifth consecutive year the Athletic Department recorded a Graduation Success Rate of 80% or better.

Action – Decision or Recommendation: In 2023-24, the target was met. Based on analysis of results, a target of 77% has been established to drive continuous improvement in this area.

Source: 2023 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 .945 Academic Progress Rate for each team has been set.

Finding: Target was not met.

Analysis: During the 2022-23 assessment cycle, the target was not met. Softball (.942), Football (.936), Men's Track & Field (.913) and Women's Cross Country (.882) all fell below the stated target. Men's Track & Field continued to be a concern in this area, marking the third consecutive year the target was not met. During the 2023-24 assessment cycle, the target was not met, with two sports failing to meet the .945 minimum target. Women's Basketball registered a .938 score, well below their 4-year average of .962. Football dropped dramatically, recording a .898. This is easily the lowest score Football has registered during the last four years, and the lowest such total since the 2010-11 APR report (.895).

Action – Decision or Recommendation: In 2023-24, the target was not met. Based on analysis of results, it was determined to increase the minimum Academic Progress Rate for all teams to .946 for future assessments to drive continuous improvement.

Source: 2022-23 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: During the 2022-23 assessment cycle, the target was met. No penalties were recorded per the 2021-22 NCAA Academic Performance Program Penalty Report. During the 2023-24 assessment cycle, the target was met.

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Action – Decision or Recommendation: In 2023-24, the target was met. Based on the analysis of the 2023-24 results, in 2024-25, the goal of no Academic Performance Program penalties will be maintained.

Source: 2022-23 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: During the 2022-23 assessment cycle, the target was met. Ticket revenue was reported at \$236,257, representing a \$13,622 increase (6%) from the previous year's total of \$222,635. Men's Basketball recorded \$31,596.59 in total ticket sales, the highest such total since the 2015-16 season. Women's Basketball increased to a respectable \$26,216.59 in total ticket sales, the highest total since the 2016-17 season. Soccer, a non-ticketed sport, reported \$3,486 in total ticket sales due to hosting the 2022 Southland Conference Tournament. This is the highest total reported since the Ticket Sales Comparison Chart has been kept. In total, this was the third consecutive year that total tickets sales increased in the NSU Athletic Department. During the 2023-24 assessment cycle, the target was not met. A total of \$189,359 in ticket sales was reported, the lowest recorded total since 2020-21 (Covid), and second lowest total over the last 12 years. Season ticket sales saw a slight decline of \$6,197 or 4.8% from 2022-23. However, gate ticket sales saw a dramatic drop in revenue, from \$107,530.19 to \$66,829, a \$40,701.19 drop (37.8%) from 2022-23 to 2023-24. Football (\$24,167/41.5%), Men's Basketball (\$11,490.09/65.6%) and Women's Basketball (\$6,965.09/57.4%) recorded the largest drops by individual sports, while Baseball (\$2,895/19.5%) and Softball (\$729.99/13.6%) recorded solid increases from the previous year.

Action – Decision or Recommendation: In 2023-24, the target was not met. Based on the analysis of the 2023-24 results, in 2024-25, a target of 5% increase from the previous academic year will be set to drive continuous improvement.

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: During the 2022-23 assessment cycle, the target was not met. Revenue increased to \$3,611,354, an increase of \$7,297 from the previous year, however, this is only a .2% increase, well short of the 10% goal. A drop in investments was recorded, from \$2,360,568 to \$2,039,989 for the 2021-22 fiscal year. This represents a \$320,579 decrease (15.7%) from the previous year. However, \$171,653 in contributions were reported, an increase of \$69,832 (68.6%) from the previous year. Cash advances totaled \$51,316, as opposed to \$0 reported during the previous year. During the 2023-24 assessment cycle, the target was not met. Revenues decreased by \$355,033 from last year, representing a 10.1% decrease. Cash and cash equivalents saw a major drop from \$1,241,078 in 2022 to \$469,996 in 2023, a 62.1% decline. Gains in the areas of investments, contributions and other receivables could not offset the steep drop in cash and cash equivalents.

Action – Decision or Recommendation: In 2023-24, the target was not met. Based on the analysis of the 2023-24 results, in 2024-25, a target of 10% increase in revenues will be set to drive continuous improvement.

Source: 2021-22 & 2022-23 Demons Unlimited Foundation Budget Reports

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 not met.

Analysis: During the 2022-23 assessment cycle, the target was met. In the fourth quarter alone of 2022 and less than three months after airing the first locally produced ESPN+ broadcast, an estimated earned media value of more than \$700 million was reported. Multiple appearances on SportsCenter's Top 10 feature during the football and basketball seasons, along with a myriad of shares on social media, contributed to a massive increase in exposure. NSU also received national exposure from CBS Sports and NY Times features on Hansel Enmanuel and the men's basketball team during the first quarter of 2023. In total, 980 million was reported in earned media coverage from

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April 1, 2022, to March 30, 2023, resulting in a 44.7% increase from last year's total. This is easily the largest increase recorded in earned media coverage since the beginning of this measure. During the 2023-24 assessment cycle, the target was not met. A 1.8 million advertising equivalency was measured for the 2023-24 academic year. This is down significantly from the previous year, 2021-22 as well. Part of the drop can be attributed to the departure of Hansel Enmanuel, but an advertising value equivalency in 2021-22 (prior to Hansel Enmanuel) was measured at \$542.47 million. In 2020-21, \$501.22 million was measured. A new company was used by NSU in 2023-24 to measure advertising values. It is believed this company did not report data properly. At the very least, the value, based on 2020-21 and 2021-22 values, should be about \$500 million.

Action – Decision or Recommendation: In 2023-24, the target was not met. Based on analysis of the 2023-24 results, in 2024-25, the Sports Information Department will drive continuous improvement by setting a target of 5% growth in earned media coverage from the previous year. It is believed that steady growth will continue to occur with ESPN+ broadcasts, so the goal will be maintained. It will also be shared with the NSU Director of Marketing that the value provided has to be incorrect or the company that NSU used is not doing their job properly.

Source: 2023-24 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: During 2022-23, the target was partially met. A 7.8% gain from the previous year was recorded on the main Twitter account (@NSUDemons), averaging more than 16,000 impressions per month. The follower total on the main account increased to 11,541, with cumulative followers across 10 sport-specific accounts increasing by 62.5 percent to over 54,000. Facebook registered a 3.1 percent growth with specific impression and engagement values unavailable for content shared on the platform throughout the academic year, falling short of the 6% target. During the 2023-24 assessment cycle, the target was met. A 12.2% increase was measured across all sport-specific accounts. Softball led the way with a 18.7% jump from the year before, while Men's Basketball registered a respectable 15.5% increase. Facebook and Instagram baselines were set for the first time as well. Overall, 568,800 reaches were registered, while 37,800 were measured on Instagram. Softball again led the way with 280,900, while Baseball followed closely behind with 232,700 reaches.

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Action – Decision or Recommendation: In 2023-24, the target was met. Based on the analysis of the 2023-24 results, in 2024-25, the Sports Information Department will set a target of 6% social media growth from last year to drive continuous improvement.

Source: 2023-24 Sports Information Social Media Report

Comprehensive Summary of Key Evidence of Improvements Based on Analysis of Results. The following reflects all the changes implemented to drive the continuous process of seeking improvement in AC 2023-2024. These changes are based on the knowledge gained through the AC 2022-2023 results analysis.

Division: Academics/Life Skills

SO1

Measure 1.1: Based on the analysis of 2022-23 results, the Academic Service staff increased the annual participation rate to 59% to drive continuous improvement. More events were scheduled as well.

Measure 1.2: Based on analysis of 2022-23 results, and with a full staff in the Academic Service area, community service hours were tracked during the 2023-24 assessment cycle, and the staff increased the target to 4,800 hours to drive continuous improvement.

SO2

Measure 2.1: Based on analysis of 2022-23 results, the Academic Service staff increased the target GPA to 3.07 to drive continuous improvement.

Division: Business Management

SO1

Measure 1.1: For the 2022-23 report, the target was met. For the 2022-23 budget and the 2023-24 assessment cycle, the target of a balanced budget continued.

SO2

Measure 2.1: According to the 2021-22 audit report, the target was not met. Based on analysis of this report, the newly hired Athletic Business Manager maintained the target of no audit findings for the 2022-23 audit cycle.

Measure 2.2: Based on the analysis of the 2021-22 audit report the target was not met. Based on analysis of this report, the following corrective actions were taken:

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1. **Bank Reconciliations:** The Demons Unlimited Foundation will train and mandate all budget heads and personnel on mandatory supervision of regulatory business office practices. The Demons Unlimited Foundation will acquire training for all staff on the QuickBooks accounting system. Additional personnel will be hired to fill vacant positions and those individuals will be trained to follow policies and procedures for bank reconciliations.
2. **Endowments and Investment Account Reconciliations:** The Demons Unlimited Foundation will train and mandate all budget heads and personnel on mandatory supervision of business office practices pertaining to monthly deposits and transfers for endowment and investment accounts. Additional personnel will be hired to fill vacant positions and those individuals will be trained to follow policies and procedures for account reconciliations and transfers. These positions will be expected to properly communicate policies, procedures, and timelines to ensure timely deposits and transfers to investment and endowment accounts.
3. **Expenditures and Credit Cards:** The Demons Unlimited Foundation will mandate the budget heads and senior personnel ensure timely supervision of policy and procedures in reporting expenditures, credit card expenses, reconciliation, and payment. Additional personnel will be hired to fill vacant positions and those individuals will be trained to follow policies and procedures for account reconciliations. These positions will properly ensure compliance with existing expenditure internal control procedures.
4. **Contributed Nonfinancial Assets (Gifts-in-Kind):** The Demons Unlimited Foundation will acquire training for all staff and future hires on the Agilon reporting system. Additional personnel will be hired to fill vacant positions and those individuals will be trained to follow policies and procedures related to proper documentation of Gifts-in-Kind, and record revenues and expenditures in accordance with their fair value.

In addition, the newly hired Athletic Business Manager maintained the target of no audit findings for the 2022-23 audit cycle.

Division: Compliance

SO1

Measure 1.1: Based on analysis of results, the annual target rate was increased to 62% to drive continuous improvement.

Measure 1.2: Based on analysis of results, an annual target of 20% greater graduation rate by student-athletes in comparison to the general student body was set to drive continuous improvement.

Measure 1.3: Based on analysis of results, a target of 76% was established to drive continuous improvement in this area.

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SO2

Measure 2.1: Based on analysis of results, the minimum Academic Progress Rate for all teams was increased to .945 for future assessments to drive continuous improvement.

Measure 2.2: Based on the analysis of the 2022-23 results, in 2023-24, the goal of a no Academic Performance Program penalties was maintained.

Division: Marketing/Development

SO1

Measure 1.1: Based on the analysis of the 2022-23 results, in 2023-24, a target of 5% increase from the previous academic year was set to drive continuous improvement.

SO2

Measure 2.1: Based on the analysis of the 2022-23 results, in 2023-24, a target of 10% increase in revenues was set to drive continuous improvement.

Division: Sports Information

SO1

Measure 1.1: Based on analysis of the 2022-23 results, in 2023-24, the Sports Information Department drove 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 2022-23 results in 2023-24, the Sports Information Department set a target of 6% social media growth from last year to drive continuous improvement. An Instagram baseline was established to measure future growth in this area.

Plan of Action Moving Forward

Division: Academics/Life Skills

SO1

Measure 1.1: Based on the analysis of 2023-24 results, the Academic Service staff and the Senior Woman's Administrator are looking to purchase a community service tracking system called "Helper, Helper". This application will allow student-athletes to check-in to community service events on their cell phone. Instead of relying on coaches to track participation, student-athletes will be tracking their own participation. This will

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allow student-athletes to add attendance information to their resumes for future employment opportunities.

Measure 1.2: Based on analysis of 2023-24 results, the staff will increase the target to 4,900 hours to drive continuous improvement.

SO2

Measure 2.1: Based on analysis of 2023-24 results, the Academic Service staff will increase the target GPA to 3.08 to drive continuous improvement.

Division: Business Management

SO1

Measure 1.1: For the 2023-24 budget and the 2024-25 assessment cycle, the target of a balanced budget will continue.

SO2

Measure 2.1: Based on analysis of the 2022-23 audit report, the Athletic Business Manager will maintain the target of no audit findings for the 2023-24 audit cycle.

Measure 2.2: Based on analysis of the 2022-23 Demons Unlimited Foundation audit report, the Athletic Business Manager will maintain the target of no audit findings for the 2023-24 audit cycle.

Division: Compliance

SO1

Measure 1.1: Based on analysis of 2023-24 results, the annual Federal Graduation Rates target will be increased to 63% to drive continuous improvement.

Measure 1.2: Based on analysis of 2023-24 results, an annual target of 21% greater graduation rate by student-athletes in comparison to the general student body has been set to drive continuous improvement.

Measure 1.3: Based on analysis of 2023-24 results, a target of 77% Graduation Success Rate has been established to drive continuous improvement in this area.

SO2

Measure 2.1: Based on analysis of 2023-24 results, it was determined to increase the minimum Academic Progress Rate for all teams to .946 for future assessments to drive continuous improvement.

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Measure 2.2: Based on the analysis of the 2023-24 results, in 2024-25, the goal of no Academic Performance Program penalties will be maintained.

Division: Marketing/Development

SO1

Measure 1.1: Based on the analysis of the 2023-24 results, in 2024-25, a target of 5% increase in ticket sales from the previous academic year will be set to drive continuous improvement.

SO2

Measure 2.1: Based on the analysis of the 2023-24 results, in 2024-25, a target of 10% increase in revenues will be set to drive continuous improvement.

Division: Sports Information

SO1

Measure 1.1: Based on analysis of the 2023-24 results, in 2024-25, the Sports Information Department will drive continuous improvement by setting a target of 5% growth in earned media coverage from the previous year. It is believed that steady growth will continue to occur with ESPN+ broadcasts, so the goal will be maintained. It will also be shared with the NSU Director of Marketing that the value provided has to be incorrect or the company that NSU used is not doing their job properly.

Measure 1.2: Based on the analysis of the 2023-24 results, in 2024-25, the Sports Information Department will set a target of 6% social media growth from last year to drive continuous improvement.