1. Support Services Report Template

Report Info
Name of the person completing this report: Sara Judd
Title of the person completing this report: Director of Athletics
Supervisor/dean reviewing report: Brad Wells
Service: Plan, implement and monitor eligibility and NCAA, CSU, and CCAA, state and federal compliance for student-athletes, coaches and staff
Division/College: Administration and Finance

3. Mandated Service

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Federal Law: Educational Amendments Act, 1972, Title IX
Executive Order: CSU, 967, California Student Athlete Fair Opportunity Act; CSU Policy Number 1201, Intercollegiate Athletics Administration
Any other: Consent Decree between CSU and CAL-NOW regarding Equal Opportunity in Intercollegiate Athletics for Women Students. NCAA and CCAA conference rules and regulations are prescriptive and mandatory as part of the institutions commitments as a participating member to both self-governing bodies

Provide a brief explanation, if necessary, in < 60 words.

4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

NCAA eligibility and compliance is highly regulated. Thorough monitoring and education is required. The Compliance/Student services office coordinates, monitors, and verifies compliance with all NCAA, CCAA, CSU and CSUEB rules, regulations and requirements, state and federal laws, as they relate to student-athletes, coaches, staff members, and boosters. This office acts as liaison between ICA and admissions, financial aid, Housing, General Education, SCAA, AACE and academic departments. Compliance/Student services office is responsible for completion of the NCAA Sport Sponsorship report, NCAA ATS submission, NCAA and Federal graduation rate reports, NCAA Self-Study guide. This office handles all NCAA violations, waivers, and SA eligibility certification is prepared for review by the FAR. Responsibility for all rules education falls within this service as well.

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 40%
Faculty: 40%
Administrators/staff: 10%
Alumni: 5%
Community outside University: 5%
Total: 100%
2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>✓</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✓</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>✓</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
</tr>
<tr>
<td>Coaches directly recruit students to attend the university. The service of compliance within NCAA, CSU and CSUEB rules and regulations is indirect to the service provided by coaches. This service helps to determine admissibility and eligibility for prospective SA(PSA). Compliance/Student Services also has direct contact with PSAs in the navigation of admissions, eligibility, housing and financial aid.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
</tr>
<tr>
<td>Compliance/Student Services provides direct service to the coaches and SA. The service of compliance provides wrap around services for the SA in regard admissions, eligibility, academic advising and normal progress, financial aid, housing, eligibility, tutoring as needed in support of SA success (retention and graduation).</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
</tr>
<tr>
<td>Student service is direct; it provides resources and supervision to the work of coaches, and staff. The compliance and student services office maintains contact with SA after graduation, and provide networking and contacts with other alumni and university sponsored programs (such as career development office) in support of student success post-graduation. Lack of formal alumni organization may diminish effectiveness.</td>
</tr>
</tbody>
</table>

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
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Provide a brief narrative (<60 words each) explaining your choice.

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</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
</tr>
<tr>
<td>Student-athletes select an institution based upon athletic opportunity and degree programs. Student-athletes likely would not attend CSUEB without an intercollegiate program, and would struggle to navigate the admission, financial aid, housing, and NCAA eligibility processes without this particular</td>
</tr>
</tbody>
</table>
During college (helping students succeed while they are at Cal State East Bay)

The compliance and student services office provides direct support to SA to enhance academic success. This service also performs mandated services to certify practice and competition eligibility. Without the compliance portion of this service IC Athletics would cease to exist.

After college (helping students establish meaningful lifework and be socially responsible contributors to society)

The compliance and student services office maintains contact with SA after graduation, and provide networking and contacts with other alumni and university sponsored programs (such as career development office) in support of student success post-graduation. Lack of formal alumni organization may diminish effectiveness.

**Link to Scoring Rubric**

**2.4 Alignment with Shared Strategic Commitments**

How does this service contribute to or align with any of the eight Shared Strategic Commitments (SSC) listed below?

| Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship | Compliance/Student services leads the department-wide commitment to academic excellence. This office provides face-to-face team and one-on-one meetings with all student-athletes in order to ensure academic progress toward degree. |
| Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development | Coaches promote Cal State East Bay through their recruiting efforts locally, nationally and globally. Compliance/Student Services partners closely with coaches and prospective SA in the recruiting process as they evaluate transcripts for admission and NCAA eligibility. This service then supports this diverse cohort to succeed and remain at the university after matriculation. |
| Serve students first, by expanding access and enhancing each student's educational experience and prospects for success as a graduate and life-long learner | ICA is a high-touch program for SA. Coaches, and personnel in Compliance/Student Services have regularized contact with student-athletes in both formal and informal settings. Enhanced retention and graduation rates of student-athletes over their peers can be related to the level of engagement and contact with athletic personnel in this area and the wide nature of support and services provided. |
| Foster a vibrant community through enriched student services and student life that support student engagement and learning | Compliance/Student services office works collaboratively to enhance a vibrant university community that is inclusive and provides a positive experience for SA, their family and friends, students-faculty and staff, and community members. This office provides a member of the Orientation planning committee and then actively participates in all orientation activities. |
| Contribute to a sustainable planet through our academic programs, university operations, and individual behavior | Compliance/Student Services is charged with significant monitoring requirements. Over the past two years, this office has moved away from paper logs and paper files wherever possible and has successfully implemented a web-based compliance and recruiting software. |
| Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University | It is vital that Pioneer Athletics demonstrates integrity in all operations, especially in the areas of finance and NCAA compliance. Compliance/Student Services holds the profound responsibility of fostering a culture of compliance and institutional control. Compliance/Student Services is exemplary in its ability to work collaboratively and transparently with all university constituencies to maintain a culture of accountability and mutual respect. |
| Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility | Compliance/Student Services ensures and documents that ICA supports the Division II philosophy in regards to Community Engagement and that these activities are within the bounds of recruiting legislation. Last year SA contributed 1000+ service hours engaged in off-campus activities in a variety of settings, and in support to multiple public, private and community based agencies addressing social justice issues. |
| Demonstrate our continuing record of leadership and innovation in | Compliance and Student Services office delivers on the notion that if we aspire, nurture,
higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM) and inspire SA to become champions and leaders for life, we must invest the support and resources for them to thrive and succeed. Forty percent of our SA are in science based majors, and are retained and graduate at a rate significantly higher than their peers.

**Link to Scoring Rubric**

2.5 How might the demand for this service change over the next five years? (Please choose one category below).

- Likely to increase

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

With a clearly stated vision to achieve more academic and competitive success, SAs will need additional academic support services that coaches are currently providing. While coaches will always be the first line counselors and advisors for SAs, they do not have the expertise to help SAs navigate the intricacies of NCAA Progress Toward Degree legislation combined with CSUEB graduation requirements.

**5. Quality of Service**

**Link to Scoring Rubric**

3.1 Do you assess the quality of the service you provide?

Yes

If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

In the last five years, as mandated by the NCAA transition to Division II membership, we have participated in the NCAA Compliance Blueprint program, a compliance audit and have submitted two Institutional Self-Study Guides and three extensive Annual Reports. Every aspect of of our compliance program has been evaluated for meeting best practice guidelines.

**Link to Scoring Rubric**

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

The addition of web-based compliance software for more accurate monitoring of recruiting activities and playing/practice season hours has significantly improved this service. Compliance Coordinator position was created and subsequently elevated from a .75 to a 1.0 position. Prospective Student-Athlete (PSA) checklist document was developed to assist coaches and PSAs to navigate admission and NCAA eligibility procedures. Detailed Compliance Manual and Student-Athlete handbook were developed.

**Link to Scoring Rubric**

3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

Development of quarterly Compliance Newsletter, increased social media presence, and compliance videos are all in the early development stages. Will continue to seek feedback from coaches at weekly compliance meetings for ideas on how to improve quality of service.

**Link to Scoring Rubric**

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe
your idea(s) in <120 words.

Academic Advisor for student-athletes to ensure NCAA and CSUEB progress-toward-degree are being met. Increase training opportunities such as legal writing course through continuing education.

Link to Scoring Rubric

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes

If yes, describe the process and most recent results in <120 words. If no, please explain.

Opportunity for feedback at weekly coaches meetings has helped this service to improve forms to make them more user-friendly, alter monitoring procedures to make them more efficient, and develop the PSA checklist. Senior SA exit interviews have revealed need for additional academic support services for SAs.

Link to Scoring Rubric

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

The quality and effectiveness of service provided by the ICA program is in part a function of the Compliance Office. Without this service, IC Athletics would not be allowed to exist. Comments related to the customer satisfaction survey for athletics found students, faculty and staff viewed the quality and the perceived importance of the program high.

Link to Scoring Rubric

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain.

Formal guidelines are provided during annual evaluations and informal guidelines are provided during one-on-one meetings, staff meetings, and all hands meetings. An extensive array of documents articulate guiding principles and values for the program. Further, NCAA, CCAA, and CSU rules and guidelines are very prescriptive regarding conduct with SA. While striving for excellence we demand ethical behavior, and hold all athletics personnel and SA to the highest standards of personal conduct and integrity. Exemplary behavior demonstrating respect for the dignity of others and the community at large is imperative. In all cases, civility, professionalism, integrity, and respect and support for others are required of all program personnel.

Link to Scoring Rubric

3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

Provide prompt responses (24-48 hours) to coaches requests for rules interpretations. Official Visits approved within one week of submission. National Letters of Intent and Athletic Aid Agreements issued within one week of submission and returned to CCAA office within 2 weeks of signing. Provide thorough NCAA waiver research and analysis to provide the best possible outcome for the SA. Provide thorough PSA NCAA eligibility and CSUEB admission eligibility analysis.
Provide face to face continuing eligibility advising for current student-athletes.

Link to Scoring Rubric

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

Yes

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in < 120 words. If no, please explain.

Eligibility certification of 250+ SAs every quarter on very tight timelines - achieved
100% submission of NCAA recruiting logs and practice logs - achieved
100% pass rate for coaches on annual NCAA recruiting certification exam - achieved
Complete annual reports accurately and prior to deadlines (Academic Tracking System, Graduation Rate, Sports Sponsorship and Demographics) - Achieved

6. Efficiency of Service (cost effectiveness)

Link to Scoring Rubric

4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

152209

Attach your allocated spreadsheet here.

AF- Athletics 2011-12 Expenses with services 11.4.13.xlsx

Link to Scoring Rubric

4.2 Using the spreadsheet provided, please distribute your department's annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

19160

Link to Scoring Rubric

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

386

Attach your allocated spreadsheet here.

Space AF Athletics 11.4.13.xlsx

Link to Scoring Rubric

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?
Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

Increased use of social media and ACS compliance software for greater reach of compliance messaging without increasing costs. Organizational structure has been assessed and realigned to provide higher efficiency, quality and timely service. All position descriptions have been reviewed, and several positions have been rewritten to describe service level expectations and reduce redundancies.

Link to Scoring Rubric

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

Link ACS compliance software to peoplesoft to significantly decrease data entry time spent by compliance office. The level of staffing in compliance and student service are at minimum level required to achieve expected outcomes. Compliance and student services has been assessed and realigned to provide higher quality and timely service. Continuing to evaluate present policy and practices with attention to assessing and mapping critical path for compliance and student services to ensure efficiency and timely response in quality and quantity of service provided.

Link to Scoring Rubric

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

Addition of an academic advisor for SAs would allow the compliance office to focus its attention on compliance and eligibility. Professional development activities could have a large impact on the quality and quantity of the service provided by compliance and student services. Providing mentoring and professional development activities, such as, clinics, conferences and program visits would increase knowledge, skills and competencies and would have a positive impact on efficiency. Participation in NCAA sponsored conferences are essential to maintaining currency in this complex and highly regulated area. Additional resources for audit functions within CSUEB could assist managers in compliance responsibilities. Finally, the utilization of available specialized software to assist in compliance and assessment of services for SA will also enhance efficiency.

Link to Scoring Rubric

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Eliminate cell phone stipend for coaches in light of recent deregulation of NCAA phone call legislation. Develop a 3-5 year strategic plan, including goals and objectives, metrics and benchmarks to measure service levels within the program. While the office of compliance and student services currently has an array of required reports to NCAA, CCAA and CSU both quarterly and annually, we plan to implement dashboard indicators that will help assess compliance and SA academic performance more quickly to identify SA at risk; identify service levels and participation rates for compliance. Based upon these metrics the program will be able to respond more quickly to implement actions that will enhance service levels and most importantly, SA outcomes.

Link to Scoring Rubric

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.
One-on-one meetings with SAs (100+); emails sent to coaches and SAs regarding eligibility (600); Official visits approved and processed (75-90); National Letters of Intent Processed (90); Athletic Aid contracts authorized (200+); signed athletic aid agreements processed (180); NCAA legislation interpretations issued (100); PSA admissions applications processed and tracked (140); coaches compliance meetings/education sessions (25); meetings with PSAs on campus visits (30); pre-season compliance meetings with teams (15); eligibility confirmation meetings with Faculty Athletics Representative (45); Financial Aid documents processed (250); housing applications processed (50); transcripts submitted and screened for eligibility (400); SA’s assisted with registration holds (100); SA enrollment verifications and notifications (230)

7. Other

Link to Scoring Rubric

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?

No

If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in <60 words.

Link to Scoring Rubric

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

All managers on campus have similar responsibilities related to delivering services within their respective areas. However, while compliance activities may be similar, the regulatory and legal requirements imposed by the NCAA, CCAA and CSU are different and require a knowledge, skill and competencies that are very different and notable from other departments. The service of this office is extremely complex, detailed, with no room for errors. Compliance staff are responsible for managing the indicators that ensure ICA compliance and institutional control to NCAA, CCAA, Federal, State, CSU and CSUEB rules and regulations regarding ICA.

Link to Scoring Rubric

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.

The fundamental service the ICA Program provides SA is the opportunity to develop and express sport skill in a highly competitive environment. Student’s participation within the ICA program provides unique learning opportunities as a result of their experience. The ICA program, much like the other performing arts—theatre, music, dance, and art—provides students unique programming that engages them in experiential learning that makes important contributions to their physical, intellectual, and social development—enhancing retention and graduation rates. The ICA program at CSUEB, as with all other CSU institutions, is viewed as an integral part of the college experience for the participating SA their family and friends, students-faculty and staff, and community members through game day experiences and special events. In addition, the program provides a point of pride and tradition for our University which spans its history. Further, the ICA program is viewed by students and faculty as having high quality, and valuable to the University. The office of compliance and student services work diligently to ensure the ICA program is in compliance with all the rules and regulations, and affirms the program is run with integrity, accountability and transparency.