CALIFORNIA STATE UNIVERSITY, EAST BAY
UNIVERSITY INTERCOLLEGIATE ATHLETIC PROGRAM
ADMINISTRATION AND FINANCE

CAPR FIVE-YEAR REVIEW REPORT
Academic Program Review Procedures for Programs with External Accreditation

May 2, 2014

Submitted by:
Sara Judd, Director of Athletics
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Prologue

In response to the request from the Academic Senate, and utilizing the procedures described for Academic Programs Review Procedures for Programs with External Accreditation, The University Intercollegiate Athletic Program (UICAP) is pleased to submit the following CAPR Five-Year Report. As a member of the National Collegiate Athletic Association (NCAA) Division II, competing in the California Collegiate Athletic Association (CCAA), the UICAP has recently gone through a series of external reviews as the program transitioned from Division III membership to application to Division II. This process involved application to the membership process (2008), two years of Candidacy (2008-2010) and a Provisional Membership year (2010-11). Full membership to NCAA Division II was granted in July 2011. Within each of these stages of the membership process, UICAP was externally reviewed by the NCAA for compliance with Division II rules and regulations and standards (accreditation).

Introduction

Since the most recent CAPR Five-Year Review of Kinesiology and Physical Education in 2007-2008 (at which time the University Intercollegiate Athletic Program was housed within the Department of Kinesiology and Physical Education), UICAP was moved from the Department of KPE, within the College of Education and Allied Studies and Academic Affairs, to its present reporting line within the Division of Administration and Finance, reporting directly to the Vice President and CFO.

Understanding the University Intercollegiate Athletic Program is not an academic degree program, certificate, or credential program, nor a curricular program similar to General Education and Liberal Studies, the CAPR Five-Year Academic Program Review document is incongruent with the reporting requirements for the NCAA, CCAA, and CSU regarding the organization and conduct of the program. In a meeting on March 3, the Chair of CAPR, Dr. Chris Chamberlin, met with the Director of Athletics, Sara Judd, and following discussion agreed to the following procedures and documentation for the University Intercollegiate Athletic Program in meeting the CAPR Five-Year Program Review requirements:

- Confirmation letters from the NCAA regarding the programs compliance with the NCAA policy and regulations, including five-year Institutional Self-Study Guide II, 2012-2013, including the results and response to the findings of the ISSG.
- Submission Summary. A report of 3-5 pages providing background of the UICA program and summarizing the ISSG report and findings, and institutional response.
The NCAA Institutional Self Study Guide II 2012-2013, will serve as the program’s Plan, which is divided into two parts: Section one covers compliance related matters, and Section two covers strategic initiative related matters.

UICAP Plan for the next five years.

Academic Senate documents are appended to this review that relates to the University Intercollegiate Athletic Program since its most recent CAPR review:

- 07-08 BEC 12, Senate Endorsement of CSUEB Conversion to Division II from III

**Background and Program Overview**

The University Intercollegiate Athletic (UICA) Program’s core values and principles are founded upon sportsmanship, fair play, following the rules, respect for our opponent, ethical conduct and academic success. These values and principles provide the foundation for which the UICA program has become known at CSUEB. All of the student-athletes are integrated and embedded into the “fabric” of University life, and are enriched by a total University experience which includes programming that actively involves them academically, athletically, and socially. Today, the UICA program continues the rich traditions of a high-quality athletic competitive experience for student-athletes, and especially the expectation that SA’s academic success and graduation accompany athletic participation.

The University Intercollegiate Athletic Program is a member in good standing in the NCAA Division II, competing in one of the premiere conferences in the country as a member of the California Collegiate Athletic Association (CCAA), which includes 11 CSU institutions, and one UC institution. The UICA program sponsors fifteen sports, six for men (Baseball, Basketball, Cross Country, Golf, Soccer and Track and Field) and nine for women (Basketball, Cross Country, Golf, Soccer, Softball, Swimming, Volleyball, Water Polo, and Track and Field).

The total numbers of student-athletes participating in 2013-14 are 274 (114 male, 42%; 160 female, 58%). The self-identified race-ethnicity of the student-athletes for the 2013-14 year include: White/Non-Hispanic 36%, Hispanic/Latino 17%, African-American 8%, Asian 4%, International 5%, Hawaiian/Pacific Islander 3%, American Indian/Alaskan 1%, Decline to State 27%.

The academic success for the program participants include the following: Six-year graduation rate reported to NCAA for 2012 was 79%, and for 2013 was 65%. Further, nearly 60% percent of the student-athletes have a grade point average of 3.0 or higher. Last year 48% of the total SA’s entered as freshman, 42% transferred from 2-year community colleges, and 10% transferred from other four-year institutions. Fifty-four percent of SA’s come from Northern
California, 25% from Southern California, 5% are international students and the remaining 16% represent 12 other states. The most common majors in order of rank for the 274 student athletes this year are: Kinesiology (23%), Business (12%), Human Development (8%), Communications (7%), Criminal Justice (7%), Psychology (5%), Biological Sciences (4%) and Health Science (4%). Grade point averages for teams during Winter 2014 ranged from a high of 3.34 (Women’s Soccer) to 2.71 (Women’s Golf).

Program Philosophy

As members of NCAA Division II and the CCAA and consistent with both organizational missions, the CSUEB Intercollegiate Athletic Program embraces the position that a well-conducted intercollegiate athletics program is based on sound educational principles and practices, is a proper part of the educational mission of the University and that the educational welfare of participating student-athletes is of primary concern. The UCIA program is intrinsically linked to the University Mission Statement, the Eight Strategic Shared Commitments, and the University Institutional Learning Outcomes for students (See Appendix F). As a member in good standing of the NCAA and CCAA, the University Intercollegiate Athletic Program supports and works to enhance the following values and principles:

- Promotes academic success of its student-athletes, measured in part by student-athletes graduating at a higher or at least at the same rate as the institution’s student body;
- Participation in intercollegiate athletics benefits the educational experience of its student-athletes and the entire campus community;
- Offering opportunities for intercollegiate athletics participation is consistent with the University’s mission, Strategic Shared Commitments and student first philosophy;
- Contributes to student-athletes becoming good citizens, leaders and contributors in their communities;
- Fosters equitable participation and competitive excellence, encouraging sportsmanship and ethical conduct, enhancing diversity and developing positive societal attitudes in all of its athletics endeavors;
- Believes in scheduling the majority of its athletics competition with other members of Division II, insofar as regional qualification, geographical location and traditional or conference scheduling patterns permit;
- Recognizes the need to “balance” the role of the athletics program to serve both the campus (participants, student body, faculty-staff) and the general public (community, area, state);
- Provides opportunity for participation in intercollegiate athletics by awarding athletically related financial aid to its student-athletes;
- Believes that institutional control is a fundamental principle that supports the educational mission of a Division II institution and assumes presidential involvement and commitment;
• All funds supporting athletics is controlled by the institution, operates within an institutionally approved budget, and compliance with and self-enforcement of NCAA regulations is an expectation of membership.

**Student Athlete Outcomes**

The fundamental service the UICA program provides student-athletes is the opportunity to develop and express sport skill in a highly competitive environment. Participation with the UICA program provides unique learning opportunities as a result of student-athletes’ participation (practice and competition) in a highly competitive athletic experience requiring athletic prowess and advanced sport skills as a result of training and extensive practice. This program, much like other performing arts within the University, theatre, music, art, and dance provides students with unique programming that engages them in experiential learning that make important contributions to their physical, intellectual and social development, and through this intense engagement, interaction and development – graduation and retention rates are enhanced. Fundamental and foundational to the UICA program is the notion that athletic participation must move in tandem with academic progress and graduation. Student athletes are expected to graduate at a rate higher than the general population of students. The UICA program at CSUEB, as with all other CSU institutions, is viewed as an integral part of the college experience for the participating student-athletes, their family, friends, students, faculty and staff, and community members through game day experiences and special events. As part of a customer satisfaction survey for services in the Planning for Distinction Process, the quality and effectiveness of service provided by the UICA program found that both the students, and faculty/staff viewed the quality of the program as high (4.0 out of 5) and perceived the importance of the program also very high (4.4 out of 5). In addition, the UICA program provides a point of pride and tradition for the University which spans its 57-year history in service to students and the citizens of California.

**Organizational Structure for UICA Program**

The organizational structure of the UICA program is consistent with meeting the operational, compliance, monitoring and regulatory requirements for membership in NCAA Division II and the CCAA conference. The management structure and resource allocations are similar to other CSU institutions competing in the CCAA in this regard. The organizational structure of the UICA program at CSUEB includes the Director of Athletics, one MPP responsible for Internal Operations (supervising six staff members; and Head Trainer and three Assistant Trainers), one staff leading External Operations (supervising 4 staff members), and one staff member leading Compliance and Student Services (supervising 2 staff members), 11 Head Coaches and 19 paid part-time assistance coaches. The Faculty Athletics Representative, who reports directly to the university president, works with but is not an official part of Intercollegiate Athletics.
Role of the Faculty Athletic Representative (FAR)

The FAR provides oversight in both academics and athletics to ensure integrity and institutional control of the athletics program. The FAR also serves as an advocate for the student-athletes to assist in ensuring the student athletes’ well-being and a quality experience in an environment of tolerance, respect, and inclusion. Further, the FAR plays an active role in communicating the vision and values of Division II intercollegiate athletics at the campus, conference and national levels, and with the community at-large.

FAR Comment Regarding UICA Program

The FAR’s Perspective (Dr. David Larson, Professor and Chair, Department of Anthropology, Geography & Environmental Studies)

Since becoming a stand-alone administrative unit in fall 2008, reporting directly to the Vice President of Administration & Finance, Intercollegiate Athletics has evolved into a program most noteworthy for its unrelenting pursuit of student-athlete academic success. A strong academic culture, fostered by the Director of Athletics and other administrative staff, is palpable throughout the department.

From the outset it was established that high levels of academic achievement would be expected of each of the sponsored sports teams. And that the head coaches would be held accountable, to a large degree, for the academic performance of their student-athletes. This accountability is formalized in the university’s annual multi-level evaluation of coaches as members of Unit 3: Faculty. The FAR contributes one of those evaluations, centering on the academic performance of the coach’s student-athletes and in areas directly pertaining to compliance of NCAA and conference rules and regulations.

Relevant metrics for evaluating academic achievement are team grade point average for each sports team and graduation success rate for student-athletes as a group. Team GPAs are calculated at the conclusion of each quarter, the results shared openly within Intercollegiate Athletics so that every coach is aware of not only their own team’s academic performance but every other team’s as well. This level of transparency inspires cooperation and mutual support. Over the past three years, an average of 8 (of 13) sports teams each quarter achieved a team GPA of at least 3.0—with two others always close to that mark. Over the same period nearly 27% of student-athletes earned a GPA of 3.5 or higher. These academic achievements suggest why the graduation success rate of student-athletes at Cal State East Bay has been tracking at least 20-25% higher than the student body average, the most recent six-year cohort at 65%. The department is fully committed to lifting that rate to 80% by 2020, a figure that, while aspirational, remains achievable.

With an ambitious mission clearly articulated and enlightened leadership firmly in place, Intercollegiate Athletics has positioned itself to become one of the model Division II programs in the nation over the next five years.
Role of the University Intercollegiate Management Personnel, Coaches and Staff

Director of Athletics

The Director of Athletics (DOA) is responsible for the operations of the UICA program, which includes supervision, compliance, monitoring and reporting requirements for the program. The Director of Athletics provides strategic and operational guidance for services provided by UICA and the managers of the various sub-groups (internal operations, external operations and compliance and student services) all designed to support the coaches and student-athletes in the conduct of the intercollegiate enterprise at the University. In addition the DOA acts as a liaison between UICA, and the other administrative divisions including the offices of financial aid, housing, General Education, SCAA, AACE and academic departments. The Director of Athletics reports directly to the Vice President for Administration and Finance, and CFO.

Compliance-Student Services

The Compliance/Student Services office coordinates monitors and verifies compliance with NCAA, CCAA, CSU and CSUEB rules, regulations and requirements, state and federal laws as they relate to student-athletes, coaches, management, staff and boosters. This office is also responsible for the allocation of University-approved budget and resources, and compliance with institutional control procedures and NCAA regulations. The Compliance and Student Services Office is responsible for the completion of the NCAA Sport Sponsorship Report, NCAA Academic Tracking System (ATS) submission, NCAA and Federal Graduation Report, NCAA Institutional Self-Study Guide. This office handles all NCAA violations, waivers, and SA eligibility certification is prepared for the review of the Faculty Athletics Representative. In addition this office provides academic advising and tutorial assistance and services to SA’s and coordinates activities with SCAA and AACE in support of student success.

Internal Operations

Internal Operations Office is responsible for facilities, events and the business functions of the UICA program including: budget, accounting, HR, purchasing, equipment and locker room management, athletic training supervision, office management and all aspects of conducting intercollegiate competitions. Much of the functions of this office support coaches directly in the conduct of their sport, including support of practice and game day operations, travel and housing reservations, and arrangements. In addition, this office is responsible for officials, greeting and supporting visiting teams on game day activities. Internal Operations is also responsible for the functionality of all athletic facilities. Internal operations functions include all activities related to hosting and sponsoring a competition, including the preparation and maintenance of the competitive spaces (coordinating with facilities and grounds department, University Police, parking, etc.) as well as hiring and managing event staff. This office works
closely with both external operations, and compliance and student services in the conduct of the UICA. The Internal Operations office is also responsible for submission of the annual EADA and NCAA Financial Reports.

External Operations

The External Operations office is responsible for the “Community Engagement” and “Game Day Environment” initiatives prioritized by NCAA Division II as well as Athletics Communications. The Game Day Environment responsibility speaks to an environment founded on respect for all of the student-athletes and coaches, officials, spectators participating in the competition. Programing for the spectators and fans, the marketing and promotions and advertisement of events fall within external operations. Sports information including maintenance of the athletics website, interaction with media (print, radio, and television), social media, and reporting of competition results and statistics are an important responsibility of external operations. In addition, as part of Division II philosophy, athletics is viewed as a gateway to the local community. For many years the athletic program personnel and student-athletes have been active in community engagement activities, providing over 4,000 hours of volunteer service each year in a variety of programs working with youth from Hayward and the surrounding region. These programs have included the following: Read with the Pioneers (elementary school reading program in Hayward with over 450 students) Pioneers Play, Hayward Promise Neighborhood Project, Pioneer “Youth Days”, local school and park cleanups, Youth Mini-Camps, as well as donating over $12,000 to Make-a-Wish Foundation.

Role of the Coaches

The primary role of the coaching faculty is to recruit and supervise qualified-student athletes. Coaches must follow NCAA, CCAA, and CSU rules and regulations relative to the recruitment, eligibility and conduct of practice and competition. Coaches and management staff are also responsible for academic advising and guidance to support SA academic and athletic success. Coaches, different from most faculty, are responsible for recruiting their “team” of players. Each coach has a minimum and maximum target number of SA's to comprise their respective sport team. These numbers are closely aligned (within 5%) with the gender proportionality of the University enrollment as a requirement of the consent decree between CSU and CAL-NOW regarding equal opportunity in intercollegiate athletics for women students. Coaches are evaluated on the proportion of student-athletes who are retained and graduate. Further, coaches are evaluated on the competitiveness of their season (won/loss record), and the educational quality of the experience provided the students, and the participation rate and the quality and quantity of community engagement by their student-athletes. Coaches follow a much regulated and monitored calendar of activities for both in-season and out-of-season contact with SA's. During their championship season, student-athletes are limited to 20 hours
of Countable Athletic Related Activity each week, with season lengths ranging from 12 to 20 weeks. Out-of-season activities take place throughout the academic year and range from eight to 20 hours each week depending on sport-specific regulations.

Institutional Self-Study Guide II, 2012-2013

Self-Study

The Institutional Self Study Guide (ISSG) is a condition and obligation of membership within the NCAA Division II, requiring each member to conduct a comprehensive self-study every five years. The ISSG is comprised of two sections, compliance and strategic initiatives which serves three basic goals: 1) Sensitize institutional administrators and staff to potential problems in intercollegiate athletic programs; 2) identify potential problems; and 3) guide institution actions to help prevent or minimize the severity of those problems. The guide provides both positive and negative indicators and the higher the more positive indicators within an institution over negative indicators, the lower the potential for ethical and procedural violations. In addition, each of the indicators within the guide has been provided a relative importance rating to any NO response in the survey. Further, any NO response requires attention, and in some instances may require concerted action to convert the response to a YES. Much like a response to an audit, any NO response to any item which is determined a “deficiency,” “significant-deficiency,” or “material weakness,” requires a written plan for improvement. All responses that required a written plan for improvement have been completed and are on file and attached to the appended documents of the review. In addition, within each section and subheading a list of required information is also included in the Institutions Self-Study report which is appended in Binders I and II for review. The ISSG review is organized into the following two sections: Compliance, which has eight subsections; and Strategic Initiative, which has seven subsections. Within each section, the number of questions are indicated, and the number of NO responses within each subsection. For each of the NO responses, the question is restated, and the institutional response is listed in bold.

Section 1-Compliance-I. Institutional Oversight, 7 questions. (1 No response)

Is the Senior Women’s Administrator (SWA) the highest ranking female involved in the management of the institutions intercollegiate program? The Director of Athletics is a woman therefore the SWA is the senior associate director, the highest ranking female other than the director. (Less than 10% of NCAA institutional athletic programs are led by women).
Section 1, Compliance – II. Budget Control, 6 questions. (0 No Responses)

Section 1, Compliance III. Ethical Conduct, 6 questions. (0 No Responses)

Section 1, Compliance IV. Recruiting, 10 questions. (0 No Responses)

Section 1, Compliance V. Eligibility, 9 questions. (0 No Responses)

Section 1, Compliance VI. Financial Aid, 9 questions. (0 No Responses)

Section 1, Compliance VII. Rules Compliance, 7 questions. (1 No Response)

Do employment agreements for all athletics program personnel stipulate that the violation of NCAA (and Conference, if applicable) rules is prohibited and may result in disciplinary action up to and including termination of employment? Evaluation goals for coaches make this stipulation but the CSUEB employment agreement is standard for all faculty and not specific to coaches. The personnel within the UICA program are represented and have in place CBA agreements between coaches represented by Unit 3, CFA-CSU, and staff CSUEU-CSU, and MPPs by the CSU Management Personnel Plan for articles related to both disciplinary action procedures and grievance procedures.

Section 1, Compliance- VIII. Health and Safety, 6 questions. (0 No Responses)

Section 2, Strategic Initiative- I. Philosophy Statement, 18 questions. (2 No Responses)

Within the last two years has the institution’s written statement of philosophy for the athletics program been reviewed by the President or Chancellor and appropriate personnel to ensure that it is in harmony with Division II Philosophy Statement in Bylaw 2010? The FAR will review with President Morishita a revised philosophy statement before June 1, 2014.

Is the strategic plan for the athletics program made available to its constituents? The Strategic Plan will be posted on the Athletics Website before August 1, 2013.

Section 2, Strategic Initiative- II. Institutional Control and Responsibility, 15 questions. (2 No Response)

Does the Director of Athletics report directly to the President or chancellor of the institution? The Director of Athletics reports to the Vice President for Administration and Finance.
Does the Chancellor or President meet regularly with the director of athletics or with the senior woman administrator to discuss matters pertaining to the operation of the intercollegiate athletics program? The Vice President for Administration and Finance meets weekly with the Director of Athletics.

Section 2, Strategic Initiative- III. Athletics Operations, 42 questions, (2 No Responses).

During the last year, have all institutional personnel with formal compliance responsibilities received a notification of their specific oversight responsibilities? Before August 15, 2013, all institutional personnel with formal compliance responsibilities will receive written notification of their specific oversight responsibilities. Written notification will be provided by the Assistant Athletic Director for Compliance and Student Services.

At least annually, are the following groups informed of the institution's commitment to the principles for conduct of intercollegiate athletics as stated in Constitution 2: The institutions governing board? The University does not have a board of regents or trustees for the campus. The CSU system has a board of trustees for the 23 campus system.

Section 2, Strategic Initiative IV. Student Athlete Well-Being, 19 questions, (2 No Responses)

Does the institution have written policies and procedures in place to assess that the well-being of student-athletes are monitored, evaluated and addressed on a continuing basis? The SWA and SAAC advisor will draft policies and procedures to assess that the well-being of student athletes is monitored, evaluated and addressed in a continuing basis. These policies and procedures will be reviewed at the June 2014 meeting.

Does the institution participate in a Life Skills program? A formalized Life Skills Program will be implemented for 2014-15.

Section 2, Strategic Initiative V. Health and Safety, 6 questions. (0 No Responses)

Section 2, Strategic Initiative – VI. Life in the Balance/ Overall Educational Experience, 7 questions, (1 No response).

Do authorities outside of the athletics staff regularly monitor the extent to which the time devoted by student-athletes to athletic pursuits intrudes on the time required for their academic progress or limits their opportunity to participate in the life of the campus community? Before July 15, 2014 the FAR and Assistant AD for Student Services will create a survey to assess the extent to which the time devoted by
student-athletes to athletic pursuits intrudes on the time required for their academic progress or limits their opportunity to participate in the life of the campus community.

Section 2, Strategic Initiative – VII. Cultural Diversity and Gender Equity, 18 Questions, (7-No Responses).

Does the institution have a gender equity or Title IX Committee? The University Athletic Council (UAC) will continue to serve as our gender equity committee. UAC will review the EADA report annually. The UAC will also review annually the Sports Sponsorship and Demographic Report.

Does the gender equity plan for athletics specifically review the status of the program in the following areas?

Accommodation of interests and abilities? Gender equity plan will be revised and reviewed at Fall 2014 UAC meeting.

Provision of gender equitable: 1) equipment and supplies, 2) scheduling of games and practice time, 3) travel and per diem allowance, 4) tutors, 5) coaches, 6) locker rooms, practice and competitive facilities, 7) medical and training facilities and services, 8) housing and dining services, 9) publicity, 10) support services, 11) recruitment of student athletes. These items will be specifically addressed in the revised gender-equity plan which will be reviewed during the Fall 2014 UAC meeting.

Has the gender-equity plan for athletics been reviewed, changed or updated in the past year by the President or Chancellor? The athletics gender-equity plan will be reviewed by President Morishita during winter/spring 2015.

Athletics oversight committee? The plan will be reviewed at the Fall 2014 UAC meeting.

Does the gender-equity plan have the following elements? a) Is it a stand-alone and in writing, b) It was developed through broad-based campus participation, c) All the issues have been identified, d) There are measurable goals to address the issues, e) Steps are outlined to achieve the goals, f) There is a specific time-table for completing the work, g) The parties responsible for seeing the work completed are identified, h) it has been approved by the president or chancellor. The revised gender equity report will address items a-h.

Does the institution have a diversity-issues plan for athletics? CSUEB has a University Diversity Plan (attached). Athletic specific diversity-issues plan will be drafted for review at the Spring 2015 UAC meeting.
During the last year, has the director of athletics personally attended at least one event of intercollegiate competition in each sport supported by the institution? The director of athletics attended competition for all sports except golf during the 2012-13 academic year. Director of Athletics will attend at least one competition for each sport during the 2013-14 year.

Plan
UICA Program Plan for the Next Five Years

Following the ISSG Self Study, the most compelling activity to complete is the requirement for Athletic specific gender equity and diversity plans. The scope of this project and the various constituent groups essential in meeting this objective has extended the project out into the summer of 2014, with the expectation that a draft UCIA specific diversity plan will be reviewed by management personnel, FAR, SACC, Director of Athletics, Vice President for Administration and Finance, and the President by Fall 2014 (gender equity) and Spring 2015 (diversity). An initial meeting earlier in the year with the University Diversity Officer provided some suggestions for consideration for the diversity project plan, assigned to the Director of Athletics, which is in progress. Formalizing Life Skills programming will also be an important project for summer 2014.

An important part of the continuing work of the UICA program is advancing on the program's strategic plan, which is aligned with the University Mission, Eight Shared Strategic Commitments and the Institutional Learning outcomes. The structure of the strategic plan relates to goals and objectives for each of the following areas: Academic Quality, Inclusive Campus, Educational Experience, Vibrant Community, Sustainable Planet, Accountability and Collaboration, Regional Partnerships, and Leadership and Innovation.

As part of the continuous improvement of the program, the UICA will review the current strategic plan, and redefine goals and objectives, metrics and benchmarks to measure service levels within the program. One of the next steps for the program is the development of dashboard indicators that will help assess SA academic performance and to more quickly identify SA's who are at risk. These dashboard indicators will also assist in identifying service-level participation rates for compliance and student advising activities, community engagement activities, game day participation levels, coaches recruiting and outreach. Based upon these metrics and dashboard indicators the program will be able to respond more quickly to implement corrective actions that will enhance service levels and most importantly, student-athlete outcomes. The UICA program will be reviewing the program’s strategic plan with
emphasis on reaffirming or reformulating the following commitments and objectives (metrics and benchmarks) for each of the following areas:

Pioneer Athletics is committed to academic progress and success of all student-athletes and embraces the standards set forth by the NCAA and the CCAA. We prioritize academic excellence, graduation and preparation for future learning and career opportunities. Under the heading Academic Quality the program has three goals:

- Outperform the student body in GPA and graduation rates.
- Implement programs and awards to appropriately recognize SA’s for their academic success.
- Create and nourish the relationships with faculty, advisors and academic entities on campus.

The coaching staff at CSUEB will promote Pioneer Athletics through their recruiting efforts locally, nationally and globally. Pioneer Athletics will attract SA’s from diverse backgrounds and will promote their academic, athletic, professional and personal development. Additionally, Cal State East Bay is committed to gender equity, creating fair and equal opportunities for our male and female student-athletes. Under the heading of Inclusive Campus the program has identified three goals:

- Utilize existing resources to recruit a diverse student-athlete population.
- Create an environment that welcomes and responds to the backgrounds, interests, and concerns of our diverse student athlete population.
- Foster a culture of gender equity in Athletics at CSUEB.

Pioneer Athletics is devoted to the physical, emotional, and social welfare of our student-athletes and will provide off-campus experiential learning opportunities, as well as, work to promote the on campus experiences that Cal State East Bay has to offer outside of athletics and academics. The program has identified three goals in the domain of Educational Experience:

- Increase student-athlete awareness of campus resources and activities.
- Ensure the growth and success of our student-athletes outside of athletics and academics.
- Provide travel and experiential learning opportunities that foster growth in our students’ abilities to function in the world beyond the university campus.

Pioneer Athletics works to foster a positive and exciting environment for our student-athletes, coaches, faculty, staff, visiting teams and spectators. We strive to attract a diverse population of individuals to the CSUEB campus and with the spirit of sportsmanship and fair play, requiring our administrators, coaches, student athletes demonstrate hospitality and civil and respectful behavior and are recognized and identified as gracious hosts in victory and defeat. The program has five goals in the area of Vibrant Community:

- Increase attendance at athletic events.
• Hold a marquee event each quarter that brings people together to celebrate athletics.
• Provide a safe and positive game environment for the student-athletes, officials, coaches and spectators.
• Strive to make CSUEB a destination for hosting athletic events.
• Create an environment that encourages former student athletes to stay involved with the program.

In the area of sustainability, the Pioneer Athletic program will strive to act responsibly in fostering a socially just and sustainable planet, locally, nationally and globally. The program has identified three goals in this area of Sustainability:

• Investigate ways to share resources in order to decrease waste.
• Utilize electronic files and communication in order to reduce consumption of paper.
• Implement recycling wherever possible.

Critical to the success of the athletic program is the ability to demonstrate integrity in all operations, especially in the areas of finance and NCAA and CCAA compliance. The program holds all staff and student-athletes accountable for their actions, as representatives of CSUEB both on and off campus. Pioneer Athletics works collaboratively and transparently with all University constituents to maintain a culture of accountability and mutual respect. The UCIA program has identified four primary goals in this area of Accountability and Collaboration:

• Develop a balanced annual operating budget for intercollegiate athletics and ensure the future stability of intercollegiate athletics at CSUEB.
• Establish business practices, policies and procedures that will ensure that intercollegiate athletics operates with the upmost integrity.
• Maintain a compliance education program that operates to inform coaches and administration, as well as student-athletes, on all NCAA and CCAA rules and regulations.
• Continue vigilant monitoring of our athletic programs for NCAA compliance.

Pioneer Athletics is committed to serving the University community, as well as the local community. The UICA program is dedicated to creating partnerships with local schools, community organizations, and causes, in an effort to promote education and social responsibility in our student-athletes while supporting civic, cultural and economic life of our surrounding communities. In this area of Regional Partnerships, the program has identified three goals:

• Prioritize Division II Community Engagement within the UICA program.
• Provide quality opportunities for our student-athletes and spectators to engage in philanthropic causes.
• Continue to seek Pioneer Athletics involvement in the broader university community.

In the last area of the UICA program’s strategic plan is the coordinated activities related to become known as one of the best programs for representing Cal State East Bay locally, in the State, and nationally. The program is committed to providing the resources and support necessary for our student-athletes and coaches to consistently compete athletically and academically on the conference, regional and national levels. In this area of **Leadership and Innovation (distinction)** the UICA program has identified three goals:

- Provide academic support services to promote academic excellence.
- Provide opportunities for teams and student-athletes to compete at the highest level in the CCAA conference and nationally.
- Develop strength and conditioning program to aide our coaches in the growth of their athletes’ strength, speed and agility.

**Summary of Program Plans for Next Five Years**

Importantly, as the UICA is finishing the third year in full Division II status, the program is maturing and developing the organizational structure and support to ensure a quality intercollegiate experience for our student-athletes. The level of staffing in service areas, operating costs, and space requirements are at a minimum level required to achieve the required and expected outcomes associated with a Division II intercollegiate athletic program competing in the CCAA. With the recent leadership change in UICA program the organizational structure has been assessed and realigned to provide higher efficiency, quality and timely service to student-athletes and coaches. All position descriptions have been reviewed within the last year, and several positions have been rewritten to more accurately describe service-level expectations and reduce redundancies. Several personnel have been moved to new roles to gain benefit from their skills, interests and competencies. Additionally, resources and support services provided to SA’s and coaches have been realigned and centralized to provide one point of contact in the programs three broad areas of service: Internal Operations, External Operations, and Compliance and Student Services. Continuing to evaluate policy and practices with attention to process mapping critical paths for services will continue to ensure timely response in quality and quality of services provided.

While we do not expect any increase in the number of sports sponsored, we do expect in the next five years increased levels of support by the addition of assistant coaches in several designated sports, as well as additional support services for academic advising for SA’s. This year, as part of the reorganization, a position for an Academic Advisor was developed and implemented in the Compliance and Student Services area. Other areas of need include a
position to assist with in-season and out-of-season strength and conditioning. Needs within the External Operations area include a position for development and advancement activities, marketing, and donor and alumni relations. There is also a need to increase training and practice spaces to reduce pressure on the gymnasium facilities, including the weight room. Several facilities are in much need of renovation and updating, including the competition spaces in the gymnasium (seating, scoreboard and sound systems). Further, the pools are in need of renovation and updating, as well as several field spaces including the softball field (dugouts and fences). The program will be addressing these challenges throughout the next review cycle.

Conclusion

In conclusion, the UICA program has made significant strides over the last five years, building upon past successes, and forging new paths to strengthen the program and its future. The UICA program is proud of the academic and athletic accomplishments of its student-athletes and in the last three years have achieved the status as a valued member of the CCAA competing in NCAA Division II. We look forward to enhancing our growth, recognition, and distinction as a high-quality intercollegiate athletic program in the region, State and nationally through our continued success in graduating student-athletes.
July 20, 2011

President Leroy M. Morishita
California State University, East Bay
25800 Carlos Bee Boulevard
Hayward, California 94542

Dear President Morishita:

On behalf of the NCAA Division II Membership Committee, I am pleased to inform you that your institution has been invited to begin active Division II membership starting September 1.

Beginning September 1, your institution will be eligible to participate in NCAA championships, to vote at the annual NCAA Convention and have access to the NCAA Division II enhancement fund. In order to begin as an active member institution you will need to send a check for $900 for annual dues to the NCAA national office by September 1, 2011.

The committee also determined the NCAA Division II Institutional Self-Study Guide (ISSG) class to which you have been assigned. Your institution has been placed in class three and must have its next ISSG completed prior to June 1, 2013. Thereafter, your institution will be required to complete an ISSG once every five years per NCAA Constitution 6.3.1 (self-study report).

It is our sincere hope that you will continue to demonstrate your ability to maintain integrity in your athletics program that is consistent with the Division II philosophy. The committee appreciates the dedication and commitment shown by your institution during the membership process.

Again, welcome to the Division II family and please contact Dan Calandro, Jess Rigler or Leslie Schuemann at 317/917-6222 if you have any questions.

Sincerely,

Sandra Michael, chair
NCAA Division II Membership Committee

Kim Pate, vice chair
NCAA Division II Membership Committee

cc: Ms. Debbie De Angelis

National Collegiate Athletic Association
An association of over 1,200 members serving the student-athlete
Equal Opportunity/Affirmative Action Employer
President Mohammad Qayoumi  
California State University, East Bay  
25800 Carlos Bee Boulevard  
Hayward, California 94542

July 16, 2010

Dear President Qayoumi:

The purpose of this letter is to inform you that during its July meeting, the NCAA Division II Membership Committee approved your institution to enter the provisional period of the membership process beginning September 1. In order to begin year one of the provisional period, your institution must remit a check for $14,000 for provisional period fees along with a check for annual dues in the amount of $900. Both checks must be received in the NCAA national office by August 31, 2010. During the provisional period, an institution is required to operate in full compliance with all Division II legislation.

As you may recall, the membership process in Division II is designed to allow for an institution to show growth as it progresses from one period to the next. The committee noted two areas for your institution to demonstrate growth based on the annual report you submitted.

1. Continue to implement compliance policies and procedures in your athletics department.

2. Continue to ensure that minimum contest and minimum participant requirements are met in the sports sponsored by your institution.

Please note there will be a meeting for all provisional period institutions at the 2011 NCAA Convention held in San Antonio, Texas. More information will follow in the coming months.

The committee did review your request to waive the provisional period and be made an active institution for the 2010-11 academic year. The committee decided not to approve your request.

Please note NCAA Bylaw 20.3.3.1.1.2 (authority of Management Council) provides institutions with an opportunity to appeal a decision rendered by the committee regarding your institution's standing in the provisional period. If your institution wishes to appeal the decision of the committee, please provide written notification of your desire to appeal and any additional documentation to the NCAA Division II Management Council 30 days from the date of this letter.
Any appeal to the Management Council must be based on one of the following reasons: (1) that the committee improperly applied NCAA legislation or official interpretations, (2) that the committee took an action inconsistent with established precedent, (3) that the committee deviated from its approved procedures; or (4) that the decision of the committee is clearly erroneous.

Please contact Jess Rigler or Leslie Schuemann at 317/917-6222 if you have any questions regarding the membership process.

Sincerely,

Glenn Stokes, chair
NCAA Division II Membership Committee

Roger Thomas, vice chair
NCAA Division II Membership Committee

GS/RT:rlh

cc: Ms. Debby De Angelis
President Mohammad Qayoumi  
California State University, East Bay  
25800 Carlos Bee Boulevard  
Hayward, California 94542

July 29, 2009

Dear President Qayoumi:

The purpose of this letter is to inform you that during its July meeting, the NCAA Division II Membership Committee advanced your institution to the second year of the candidacy period. Your institution will officially begin year two of the candidacy period September 1, 2009.

Please note the purpose of the candidacy period is to assist institutions in developing systems necessary to run a successful Division II athletics program. During this second year of the candidacy period, the committee expects to see overall growth within your athletics program toward meeting NCAA legislation as well as aligning with the NCAA Division II Strategic Positioning Platform. Your institution will continue to receive NCAA mailings and have access to the NCAA staff to receive accurate and timely information. However, during the candidacy period your institution is not considered a provisional member or active member of the NCAA and will not be eligible for any of the benefits associated with NCAA membership.

We also want to inform you that there will be a meeting during the 2010 NCAA Convention taking place in Atlanta, Georgia. This meeting will take place at 9 a.m. January 14, 2010, and more information will follow in the coming months.

Included with this letter are the other NCAA legislated requirements that your institution must complete during its second year of the candidacy period. Please contact Jess Rigler or Leslie Schuemann at 317/917-6222 if you have any questions.

Sincerely,

Glenn Stokes, chair  
NCAA Division II Membership Committee

Roger Thomas, vice chair  
NCAA Division II Membership Committee

Enclosure

cc (letter only): Ms. Debby De Angelis  
Mr. Armando Gonzales  
Ms. Sara Judd

National Collegiate Athletic Association
An association of over 1,200 members serving the student-athlete
Equal Opportunity/Affirmative Action Employer
President Mohammad Qayoumi
California State University, East Bay
25800 Carlos Bee Boulevard
Hayward, California 94542

Dear President Qayoumi:

During the NCAA Division II Membership Committee's July in person meeting, the committee reviewed a waiver request submitted by your institution that asked the committee to allow your institution to move from the first year of candidacy status to the provisional period for the 2009-10 academic year. The reasons cited by your institution in support of the waiver request are your continued active membership in the NCAA since 1957 including time as a Division II active member from 1957 to 1993, acceptance as a member of a Division II conference, substantial progress in meeting Division II requirements and positive financial impact of having an active Division II school in the western United States as soon as possible.

You are by now aware that the committee reviewed your annual report and decided that your institution was making appropriate progress in becoming an active Division II institution. Based on the discussions of the committee, it was decided to move your institution to the second year of the candidacy period for the 2009-10 academic year. The committee then took up the matter of your waiver request to have the second year of the candidacy period waived and to be moved to the provisional period for the 2009-10 academic year. The committee gave careful consideration to your request and after thoroughly discussing your annual report, it was decided that the opportunity to further enhance the growth of your athletics department by going through the second year of candidacy period would be too important to be missed. Therefore, the committee has decided to not accept your waiver request and will move your institution to the second year of candidacy period for the 2009-10 academic year.

The decision by the committee to move your institution to the second year of the candidacy period can be appealed in accordance with NCAA Bylaw 20.3.3.1.1.2 (authority of management council). As was outlined in our earlier correspondence, you have 30 days from the date of this letter to appeal the committee's decision. If you wish to appeal, you may provide a letter outlining the reasons for your appeal along with any other documentation you would like to make available.
The committee certainly hopes that you will continue in the membership process but understands if issues outside of your control may prevent that from happening. Please feel free to contact Jess Rigler or Leslie Schuemann if you have any questions at 317/917-6222.

Sincerely,

Glenn Stokes, chair
NCAA Division II Membership Committee

Roger Thomas, vice chair
NCAA Division II Membership Committee

cc: Ms. Debby De Angelis
    Mr. Armando Gonzales
    Ms. Sara Judd
Ms. Sandra Michael  
c/o Leslie Schuemann  
National Collegiate Athletic Association  
P.O. Box 6222  
Indianapolis, Indiana 46206-6222

Dear Chair Michael:

Attached is a report containing the results of a compliance systems review undertaken by The Compliance Group (TCG) on behalf of the Division II Membership Committee at California State University, East Bay. As you know, the University is in its third year of the Division II membership cycle, and as part of the requirements for the third year, a compliance review is required.

Generally speaking, the institution’s compliance efforts exceed all appropriate expectations of a Division II institution.

By a copy of this letter, I am also forwarding a copy my report to Debby De Angelis, the director of athletics at the institution.

Please contact me if you have any questions.

Sincerely,

Chuck Smrt

Attachment

cc: Ms. Debby De Angelis
NCAA DIVISION II
NEW MEMBER PROGRAM

CALIFORNIA STATE UNIVERSITY
EAST BAY

Third Year Provisional Program

Review of Certain Components of the Athletics Department’s NCAA Compliance Program as Modeled after the Division II Blueprint Compliance Program

November 15, 2010

Prepared By:

The Compliance Group
8889 Bourgade Street
Lenexa, Kansas 66219
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I. OVERVIEW OF PROJECT

A. Objectives of Compliance Review – The Compliance Group (TCG) was retained by the NCAA Division II Membership Committee to conduct a compliance review at California State University, East Bay that is similar to the Division II Blueprint Compliance Program review.

The following areas were reviewed:

- Rules Education
- Initial Eligibility Certification
- Progress Toward Degree Certification
- Transfer Eligibility Certification
- Rules Investigations and Self-Reporting of Rules Violations
- Recruiting
- Extra Benefits
- Financial Aid Administration
- Playing and Practice Seasons
- Camps and Clinics
- Student-Athlete Employment
- Governance and Institutional Control

B. Overview of Compliance Review

1. Purpose – The primary purpose of the review was for TCG to provide an assessment of the current status of the institution’s compliance program. The review was not intended to be an investigation or an audit. The review did not attempt to determine the extent to which existing procedures were being utilized.

To the extent possible, TCG attempted to understand the existing procedures in order to determine whether a revision or modification of those procedures needed to be undertaken.

While reviewing the current status, TCG occasionally observed that an additional process or action could be taken or an existing procedure modified. TCG denoted these modifications or revisions and they are included in this review as a recommendation.
2. **Methodology** – TCG began this process by forwarding requests for certain information to appropriate institutional personnel. This included detailing what procedures currently exist, forms that are being utilized, compliance handbook and manuals, and a “who has what responsibilities” sheet.

On behalf of TCG, Cindy Johnson conducted on-campus interviews were held at California State University, East Bay on November 2 and 3, 2010. The following individuals were interviewed:

- Shawn Bibb, Vice-President for Administration and Finance, CFO
- Debby De Angelis, Director of Athletics
- Sara Judd, Associate Director of Athletics-Compliance & SWA
- David Larson, Faculty Athletics Representative
- Darrell Bailey, Athletics Business Manager
- Marissa Parry, Associate Director of Athletics-Internal Operations
- David Vasquez, Assistant Director Regulatory Compliance (Admissions)
- Rhonda Johnson, Director of Financial Aid
- Anita Patino, Associate Director of Financial Aid
- Beth Murdock, Compliance & Eligibility Assistant
- Nancy Jimenez, Director, Undergraduate Credit Evaluations
- Linda Beebe, Advisor for Freshmen and Special Populations
- Amy Gerace, Head Women’s Soccer Coach
- Dirk Morrison, Head Baseball Coach
- Andy Cumbo, Head Men’s Soccer Coach
- Lisa Cooper, Head Women’s Water Polo Coach
- Tristan Kennedy, Women’s Water Polo Student-Athlete, SAAC Member
- Will Freedman, Men’s Basketball Student-Athlete, SAAC Member
- Lauren Massa, Volleyball Student-Athlete, SAAC Vice President
- Aaron Brown, Baseball Student-Athlete

Some preliminary thoughts/assessments also were provided to the institution during the visit. This was undertaken to evaluate the factual basis for and general feasibility of some of TCG’s preliminary recommendations. It is unrealistic for TCG to have a detailed and thorough knowledge of all aspects of the institution’s compliance systems based upon a review of documentation and some interviews. Further, while TCG attempts to assess the possible impact of its recommendations prior to inserting them in the report, the institution has a better understanding of the implications of the recommendations.
3. Review of Results – The 12 areas mentioned earlier in this report were reviewed. This report includes a few recommendations to increase the efficiency or effectiveness of the institution’s rules-compliance program within several of these areas. The absence of a recommendation in one area does not mean that the area was not reviewed; rather, it reflects that TCG did not believe the review warranted a recommendation.

C. Executive Summary – The University has a thorough NCAA compliance program. Many of its processes, procedures, documents, and other materials are similar to, if not exceed, many other Division II institutions.

During TCG’s initial visit to campus in January 2009 as part of the institution’s exploratory period, compliance responsibilities recently had been assigned to the associate athletics director for compliance. The faculty athletics representative (FAR) recently had been named. The FAR shares in compliance and eligibility duties and serves as the convener (chair) of the institution’s University Athletic Council. In October of this year, a compliance and eligibility assistant was hired. Having a dedicated compliance staff to develop policies and procedures and answer questions has provided credibility among the coaching and administrative staff.

An institution’s compliance systems can be examined by reviewing the three components of institutional control – rules education, monitoring, and administrative procedures. Below is a general assessment:

1. Rules education – The institution has a thorough rules education program for student-athletes, coaches, athletics department noncoaching staffing members, other University personnel, and boosters. A few minor recommendations are included.

2. Monitoring – The institution’s monitoring efforts include the use of CAi and other recruitment tracking software. The associate athletics director for compliance and the FAR have read capabilities on CAi and receive recruiting logs from those coaches who do not use CAi. Coaches are required to submit their recruiting logs by the tenth of
each month to the associate athletics director for compliance. The FAR conducts regular spot-checks of these logs.

3. **Administrative Procedures** – The institution continues to work to complete their compliance manual. However, they have numerous written statements regarding processes and procedures within athletics. The move to Division II has created a more focused compliance effort throughout campus. The completion of the compliance manual should be a major focus over the next few months.

In addition, the individuals outside of athletics who have NCAA rules-compliance responsibilities (student records, financial aid, admissions and advising) have a clear understanding of their role and are willing to support the athletics department in its efforts. The institution also has a University Athletic Council, which serves as an advisory group to the athletics department in several areas, including compliance.
II. GENERAL RECOMMENDATIONS

A. General Thoughts in Rules Education Area

As mentioned earlier in this report, the institution has a well-rounded rules education program for coaches, athletics department personnel, and student-athletes. The primary vehicle for delivery of rules education information to those University employees outside of the athletics department is verbal as issues arise. The associate athletics director for compliance and the FAR meet with each sport team at the beginning and end of each academic year to review NCAA legislation as it pertains to eligibility; extra benefits; playing and practice seasons; financial aid; gambling; and banned substances. The institution does not have a booster club or any significantly large donors. However, booster rules education information is contained on the athletics website.

TCG recommends the following:

1. Develop means to educate those individuals outside of athletics with rules-compliance responsibilities. This should be at least an annual in-person meeting with each department but more frequent are recommended. These individuals also could occasionally attend monthly athletics department staff meetings depending upon the subjects discussed. These individuals also could serve on the Athletics Compliance Committee, should such a committee be formed. This type of committee normally would review policies and procedures; share other pertinent and campus information; and stay abreast of new and proposed legislation. The benefit to these individuals attending athletics department monthly staff meetings, on at least a periodic basis, is that they can share updates on policies and procedures from their departments that affect coaches and student-athletes. Also, these individuals should be encouraged to attend a NCAA regional rules-compliance seminar at least every other year, as well as attend conference rules-education meetings. It is important to note that rules-education should be a campus-wide commitment on not only NCAA legislation but on university issues as well.

2. Complete the student-athlete handbook. The handbook should be given to each student-athlete at the beginning of each academic year.
3. Include on the institution’s athletics website the compliance manual and student athlete handbook. Also include information for prospective student-athletes with links to the NCAA Eligibility Center and the NCAA Transfer Guide.

4. Develop a booster education brochure to include in mailings to boosters/potential boosters and consider including rules education reminders targeted to boosters in game programs.

7. Develop an orientation program for new athletics department members and those individuals outside of the athletics department who have NCAA rules-compliance responsibilities. New University employees complete a general orientation session as it relates to the institution. A NCAA rules-compliance segment soon after the beginning of employment would provide an opportunity to educate each new employee on the importance of rules-compliance. This is very important for coaching staff members.

B. General Thoughts in Initial, Progress Toward Degree, and Transfer Eligibility Certification Areas

During the 2009 exploratory year campus visit, eligibility certification process was not well-defined. Since that time, the eligibility certification process has become a combined effort. The head coaches identify prospects and enter them into CAi. When the coaches determine that prospects will be attending the institution, they enter them on the institution’s IRL for the NCAA Eligibility Center. They also identify their continuing student-athletes. The associate athletics director for compliance ensures that all student-athletes are entered into the CAi and entered into the NCAA Eligibility Center. They also identify their continuing student-athletes. The associate athletics director for compliance develops an eligibility worksheet and shares this with the director of undergraduate evaluations. The director of undergraduate evaluations then checks each continuing student-athlete for progress-toward-degree requirements. Once student-athletes are finalized as meeting continuing eligibility requirements and the freshmen are cleared through the NCAA Eligibility Center, the worksheets are sent to the FAR for final review and certification. The associate athletics director for compliance monitors those student-athletes who have...
eligibility issues and notifies the coaches of their status. Once transfer student-athletes are identified by coaching staff members, the associate athletics director for compliance is responsible for sending permission-to-contact letters and one-time-transfer-exception letters as necessary.

Regarding full-time enrollment, the institution has a program that is run each night that lists all student-athletes and the number of hours in which they are enrolled. This list is forwarded to both the associate athletics director for compliance and the FAR. There is no block to keep a student-athlete from dropping courses.

TCG recommends the following:

1. Designate a third individual to receive the daily list of enrolled student-athletes in the event that both the associate athletics director for compliance and the FAR are off campus at the same time. The newly-hired compliance and eligibility assistant would be a logical choice.

2. Develop a system that blocks a student-athlete’s effort to drop a course to ensure that the student-athlete does not drop below 12 credit hours.

3. Ensure that the newly-developed eligibility certification process is placed in the compliance manual.

C. General Thoughts in Rules Investigations and Self-Reporting of Rules Violations Area

The institution has a detailed investigative and self-reporting process in which the associate athletics director for compliance and FAR are involved. When a violation is alleged, the athletics director is immediately notified, and she in turn notifies the vice president for administration and finance. If the violation is founded, the vice president for administration and finance notifies the president.

TCG recommends the following:
1. Identify in the institution’s policy the individual or group that is responsible for determining whether a violation has occurred. Currently, this decision is the responsibility of the associate athletics director for compliance. However, the policy does not specifically define that responsibility.

2. Ensure that the policy indicates that the FAR is involved in the violation determination process. It is important that the FAR be involved in this process to ensure some neutrality outside of the athletics department. This illustrates to other constituencies, especially on campus, that decisions concerning violations are being made by a group that includes at least one individual outside of the athletics department.

D. General Thoughts in Recruiting Area

Coaches may either enter their recruits, telephone calls, contacts, and evaluations into the CAi program or another software of their choice. The associate athletics director for compliance monitors these recruiting logs on a regular basis with spot checks by the FAR.

There is an effective system for approving official visits. There are various forms related to the official visit as well as the institution’s guidelines for the recruitment of prospects. Coaches must submit to the associate athletics director for compliance prior to the official visit a prospect’s information, with appropriate academic information. The prospect receives a letter notifying them of their upcoming official visit. The student host is educated on what can and cannot occur during an official visit and completes a Student Host Instructions form. The institution also utilizes a form for unofficial visits as well.

TCG recommends the following:

1. Require all coaches to consistently use the CAi program to track their recruiting activities. Part of the rules-compliance process is to have consistency within compliance documentation and processes, subsequently easing the process of monitoring. While the coaches can continue to utilize their own recruiting softwa
they should enter the contact and evaluation information into CAi. This eases the monitoring process.

2. Ensure that a process exists to test the veracity of the information being submitted by the coaches regarding contact and evaluation and telephone logs.

Concerning contact and evaluation logs, the institution may consider requiring that the coaches submit a travel request form to the compliance office for recruiting trips. The compliance office would compare the monthly contact and evaluation log information against the travel request form, which would indicate the anticipated dates of travel and contacts and evaluations.

An alternative means of testing recruiting records would be to require the coaching staff to submit a contact and evaluation form with the travel reimbursement form for all recruiting trips. The athletics business office would not reimburse the coach unless this form was attached to the reimbursement request. The contact and evaluation form could then be forwarded to the compliance office for that staff to compare against monthly contact and evaluation logs submitted by the coaching staff.

Concerning telephone calls and text messages, several NCAA institutions recently have received significant penalties and a finding of a lack of institutional control or failure to monitor as a result of not monitoring telephone calls and text messages. The University should review a representative sample of the telephone bills for each sport at least annually to compare a certain number of reported calls on the log to calls on the telephone bills. For example, a certain number of calls from a log for one sport per month against calls included in the telephone bills. When reviewing the telephone bills, the institution also should examine the text messages to ensure that none were sent to prospects prior to the day following the signing of a National Letter of Intent.

3. Develop and have the student host complete a Student Host Expense Report form at the conclusion of an official visit. The institution also should develop and have the prospect complete an Affirmation of Prospective Student-Athlete form, which is an affirmation that nothing impermissible occurred during their visit.
E. General Thoughts in Extra Benefits Area

Student-athletes and coaches are reminded of extra benefit legislation at the beginning of the year. The institution has the necessary forms in the area of complimentary admissions. Booster information is listed on the athletics website.

TCG recommends the following:

1. Include in the student-athlete handbook NCAA legislation relative to extra benefits, primarily complimentary admissions and awards.

2. Include in acknowledgement letters from the University to athletics donors informing them that they now are representatives of the University’s athletics interests and that they have an obligation to abide by NCAA legislation. Include a booster brochure (mentioned earlier in this report) in the envelope and/or direct them to the booster information located on the institution’s athletics website.

F. General Thoughts in Financial Aid Administration Area

The associate athletics director for compliance and the associate director of financial aid coordinate the administration of all financial aid awarded to student-athletes. The associate director of financial aid is the liaison to the athletics department. They work cooperatively to determine and monitor countable and non-countable financial aid; financial aid from outside sources; and individual and team limitations. The cost of attendance for the institution is set by the director of financial aid, and the associate director of financial aid determines the cost of a full grant-in-aid. Student-athletes are flagged in the PeopleSoft system, even if they do not receive athletics aid.

Financial aid information is uploaded from the PeopleSoft system into the CAi system. The associate director of financial aid verifies this information, and the associate athletics director for compliance produces the NCAA financial aid squad lists. The squad lists are signed by the director of financial aid (or designee), the associate athletics director for compliance, the
FAR, and the applicable head coach. These forms are kept on file in the athletics office, and the conference office has been granted access to them. Once initially completed, the Financial Aid Office does not routinely review. Grant-in-aid forms are signed by the director of athletics, the coach, and the director of financial aid prior to the student-athlete signing.

Grant-in-aid agreements for student-athletes contain language relating to NCAA Bylaw 15.3, renewal, cancellation, and reduction of athletics aid. Notification of cancellation or reduction of athletics aid is forwarded to student-athletes by the associate director of financial aid by July 1. In these letters, student-athletes are notified that they have 14 days from the date of the notice to appeal the reduction or non-renewal of aid.

The institution has a written appeals process for student-athletes to follow when aid is canceled, reduced, or not renewed. Student-athletes must request in writing an appeals hearing. The committee that hears these appeals is the same for all students on campus.

TCG recommends the following:

1. Document procedures for the process of awarding financial aid to student-athletes and the production and maintenance of the NCAA financial aid squad lists. These procedures should be documented both in the athletics compliance manual and in the financial aid procedures manual. Back-up staff members should be designated for these duties. These processes should be reviewed and approved by an oversight entity such as a university athletic council.

2. Ensure that the associate director of financial aid reviews any ongoing changes to the squad lists. The supplemental squad lists are reviewed by the associate athletics director for compliance, the head coach, and the FAR, but the Financial Aid Office should receive a copy.

3. Ensure that the appeals process for nonrenewal or reduction of financial aid is contained in the student-athlete handbook, the athletic department’s compliance manual, and within the financial aid department manual.
G. General Thoughts in Playing and Practice Seasons Area

The institution has the necessary forms for the declaration of the playing and practice season and the collection of daily and weekly practice limits. More effort should be undertaken in reviewing the accuracy of the information.

TCG recommends the following:

1. Develop a means to test the veracity of the information contained on the CARA logs. Currently, coaches are required to submit the logs on a weekly basis. Student-athletes do not see or sign the CARA logs. It is difficult for a student-athlete to question the veracity of the information on the logs when presented by his or her coach. Student-athletes can be utilized to check this information, but communication between the student-athletes and the compliance office should be via in person or e-mail and not through the coaches.

H. General Thoughts in Camps and Clinics Area

Currently, only a few sports hold camps and clinics. At this time, the only form used is a camp request form. Camp and clinic fees are given to the athletics business manager and deposited into the coach’s budget through normal on-campus accounting procedures.

TCG recommends the following:

1. Develop more formal written procedures and additional forms. As the institution works to increase its camp and clinic activity, the institution should develop a camps and clinics packet or at least initiate processes for the approval of brochures and the reporting of participants, employees, pay rates, revenues, and expenses (reconciliation form).
I. General Thoughts in Student-Athlete Employment Area

Few student-athletes attend summer school or remain on campus during the summer. The student-athletes obtain their own employment during the academic year. Some student-athletes work camps during the summer for the coaches, which are organized and managed by the institution utilizing its fiscal processes. Some student-athletes are involved in the work-study program, which is administered through the financial aid office and the supervisors within various departments within the institution. As a result, few potential issues exist within this area.

TCG recommends the following:

1. Monitor student-athlete employment that was arranged by the athletics department or representative of the University's athletics interests. In essence, the institution has responsibility and culpability for any violations that occur at worksites in which the employment was arranged by the institution or involved one of its boosters.

J. General Thoughts in Governance and Institutional Control Area

Appropriate institutional control exists. Individuals outside of the athletics department have a clear understanding of the important role that they play. While the director of athletics does not have a direct reporting line to the president, the director reports to the vice president for finance and administration. They communicate on a quarterly basis with an open-door policy that allows for regular interaction. The director of athletics reports to the vice president for finance and administration. The FAR and the president have regularly-scheduled, quarterly meetings. The FAR communicates with the vice president for finance and administration on a regular basis but not at regularly scheduled meetings. The associate athletics director for compliance has a direct reporting line to the director of athletics, with no other reporting lines.

TCG recommends the following:

1. Develop a compliance committee. This committee should be chaired by the FAR. Members should be appointed annually by the president or the vice president for finance and administration based upon the recommendation of the FAR, director of athletics, and associate athletics director for compliance. This committee should meet
monthly and be advisory in nature, with oversight responsibility of NCAA compliance processes and procedures. The composition of the committee should include those individuals who have responsibility for any NCAA compliance area (e.g., registrar, financial aid, advising, etc.). This provides an opportunity to: (i) bring together individuals outside of athletics with rules-compliance responsibilities; and (ii) educate on NCAA legislation. While the University Athletics Council addresses general issues in all areas of the athletics department, the compliance committee would review the specific procedures used by the institution in the various areas of NCAA rules-compliance.

2. Ensure that the procedures utilized by financial aid, records, admissions, and advising are in writing and are contained within those departments’ procedures manuals and the athletics department’s compliance manual. Document by position the liaison to athletics with a designated back-up position.

3. Reinforce the commitment to rules-compliance through written documentation such as job descriptions of individuals inside and outside of athletics with rules-compliance responsibilities. These job descriptions should contain language on the consequences of not adhering to institutional, CCAA, and NCAA legislation. While coaches’ contracts and select administrator’ job descriptions contain such language, it is not consistent among all positions with rules-compliance responsibilities. Additionally, the performance evaluations of these individuals should contain specific criteria by which to evaluate their adherence to certain compliance functions.

4. Complete the compliance manual and distribute to all coaches and athletics personnel that are relevant to them.

5. Designate back-up personnel for each employee who has rules-compliance responsibilities that can fulfill these duties should the primary employee be out of the office.
III. CONCLUSION

The California State University, East Bay, athletics department has benefited greatly from the leadership of Director of Athletics Debby De Angelis and Associate Athletics Director for Compliance/SWA Sara Judd, especially in the area of rules-compliance. A number of the current strategies mentioned in this report have been developed and established under their direction. While there are some issues that are still being discussed and processes that are to be implemented, there is clearly a culture that exhibits a commitment to rules-compliance and institutional control.

This review was focused only on the areas identified by the NCAA Division II Blueprint Compliance Program. When reviewing TCG's recommendations or comments, consideration should be given to the overall nature of the recommendations in a specific area as opposed to the number of recommendations. Also, the number of comments in one specific area versus another should not be given significant weight, as the depth of the area reviewed could affect the number of recommendations. For example, the rules education area is a major responsibility for any compliance staff and more time may be devoted in the review to this area than another.

A short visit to campus and the review of various forms in certain areas does not allow for an in-depth analysis of the compliance culture on a particular campus. However, such a review does provide an opportunity to understand the processes, structure, and environment in which the compliance staff operates.

TCG appreciates the cooperation provided by the institution. It was very forthcoming and provided any documents or other information requested by TCG. The institution was very open, and access was provided to materials and information as requested.
Dear President Morishita:

This is to acknowledge receipt of the Notification of Completion form certifying your institution's compliance with NCAA Constitution 6.3.1. The completed NCAA Division II Institutional Self-Study Guide (ISSG) and supporting documentation shall be on file at your institution and available for examination on request by an authorized representative of the Association. We trust that this self examination proved useful in identifying areas of potential concern and needed improvement while enhancing the overall integrity of the institution's intercollegiate athletics program. Inasmuch as, Constitution 6.3.1 requires a self-study test at least once every five years, it will be necessary for your institution to complete a subsequent self-study prior to 2018.

Please do not hesitate to contact the academic and membership affairs staff at issg@ncaa.org should you have any questions regarding the ISSG.
California State University, East Bay will need to complete its next self-study guide in 2017-18.

Institutional Self-Study Guide

California State University, East Bay will need to complete its next self-study guide in 2017-18.
Report of the
KPE/Intercollegiate Athletics Task Force
(June 30, 2008)

With a goal of upgrading the level and visibility of the competition for its intercollegiate athletics program, CSU East Bay will move to the more prominent Division II classification of the National Collegiate Athletic Association. The university is expected to join eleven other public universities that are members of the California Collegiate Athletic Association, with competition beginning in AY 2009-2010. This advance to a higher level of intercollegiate athletics will bring increased administrative complexity while integrating athletics more fully into the university’s mission and goals, particularly in contributing to the development of a vibrant campus community.

The KPE/Intercollegiate Athletics Task Force*, convened by Provost Mahoney in late April 2008, was charged with examining the resource and other implications of moving Intercollegiate Athletics out of (or leaving it in) the Department of Kinesiology and Physical Education. More specifically, the Task Force was asked to analyze (without offering specific recommendations on) space and facilities and personnel, the latter particularly involving coaches and Intercollegiate Athletics (IC) support staff. Though not an explicit aspect of its charge, the Task Force considered the pluses and minuses of possible future locations for Intercollegiate Athletics (should it be removed from the Department of Kinesiology and Physical Education). These ruminations, which should not be viewed as exhaustive or prescriptive, are included as an Epilogue.

Relevant conclusions of the Athletic Task Force include, but are not limited to, the following:

1. Whereas Kinesiology & Physical Education and Intercollegiate Athletics have enjoyed a long and mutually beneficial association, changes to both the academic discipline of Kinesiology and to IC have significantly altered their once very close relationship.

2. Among the other member institutions of the CCAA, none house their athletic program within Kinesiology or any other academic unit.

3. Regardless of where the Intercollegiate Athletics program resides organizationally within the university, it will be necessary for IC to continue to share space with KPE.

4. The university’s move to Division II athletics will put additional strain on facilities. Because of conflicting demands, a Memorandum of Understanding between KPE and Intercollegiate Athletics should be developed to minimize conflicts.

* Comprised of: Debby DeAngelis (Director of Athletics), Kris Erway (University Budget Officer), Armando Gonzales (Associate VP, Academic Resources and Administration), Stan Hebert (Assistant VP, Student Affairs), Sara Judd (Head Coach, Women’s Basketball), Rita Liberti (Associate Professor and Chair, Kinesiology and Physical Education), Jodi Servatius (Interim Dean, College of Education and Allied Studies); the Task Force was chaired by David Larson (Professor and Chair, Geography & Environmental Studies).
5. If coaches continue to teach in KPE, they would be asked to broaden their skill base to accommodate growing and diverse student interests in physical activities. If coaches do not continue to teach, modifications will be made to the current programmatic offerings.

6. The impending move to Division II and to the CCAA will require additional staffing in administration and athletic trainers and perhaps a realignment of job responsibilities for existing staff both inside and outside the current departmental unit.

7. Academic credit currently is offered for intercollegiate athletics and it is considered an instructionally related activity. Regardless of where IC is housed, this practice should continue.

8. In moving to Division II, CSUEB will incur significant financial responsibilities, some of which remain uncalculated.

Historical Evolution

For nearly a half-century, since the university’s inception, the Department of Kinesiology and Physical Education (nee Physical Education) has housed the institution’s athletic program. In 1966, at the dedication of the Physical Education and Recreation Building (then as now the home of KPE), the Dean of California State College at Hayward, Albert R. Lepore, remarked “Our coaches are selected for their competence in the area of Physical Education. All of our coaches are required to teach classes in physical education as part of their regular assignment.” Tenure-track faculty in the department often coached intercollegiate teams as a result. In many ways, in 1966, the joining of athletics and physical education made sense; the department’s primary emphasis (like that of many others) was to train teachers and coaches. Moreover, early department leaders believed that keeping athletics housed within an academic unit would eradicate, or at least minimize, a growing tendency toward over-commercialization (and other perceived related abuses) in college sport.

Over two decades later, in 1988, Kinesiology and Physical Education Professors Stanley Clark and Al Mathews argued that, despite some changes, “… the basic governance structure [within the department] had not changed significantly.” The authors concluded, “From our perspective, it reaffirms the departmental philosophy that it is possible to create a marriage of intercollegiate athletics and educational objectives within institutions of higher education.”

A jump forward of an added twenty years brings us to the present. Changes to both the academic discipline of Kinesiology and to Intercollegiate Athletics have significantly altered their once

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very close, overlapping relationship. Growth and change over the past quarter century in Kinesiology is shaped by a new understanding of the deep and broad integral connections between health and exercise. These changes are reflected in the growing undergraduate major and its substantial diversification. In 2008, for example, less than a third of the 340 undergraduate majors in Kinesiology have an emphasis in physical education teaching. Better than two-thirds prepare for careers in physical therapy, chiropractic medicine, athletic training, and any number of positions in the fitness, exercise, and sport industry.

The discipline’s changes are mirrored in the tenure-track faculty recruited to Cal State East Bay’s Kinesiology Department over the past decade. Eight of nine current ladder-rank faculty were hired since 1998. The newer faculty bring a different set of skills and priorities to their work, namely appreciation for the place of scholarship and the needs of publication and other scholarly production. For example, the last decade in KPE witnessed a dramatic rise in research-related activities among faculty. The pronounced turn toward research among the post-1998 tenure-track hires is a result of different university expectations, but more important it illustrates the desire of faculty members to contribute to the body of literature in their chosen fields. This departs from how former KPE faculty earlier identified themselves and their contributions to the university; it parallels an equivalent change in the discipline beyond the borders of this campus.

The previous generation of faculty saw teaching and service to the institution as the highest duties that faculty would perform (contributing to the university, it should be noted, in important and meaningful ways). Although newer hires appreciate the importance of faculty governance and are eager to participate, for them research is clearly a more central focus. Thirty (or even twenty) years ago, it would have been common for a PhD or EdD in Physical Education or related field to also coach an intercollegiate squad. Such is clearly not the case today. Recent PhDs in Kinesiology and related fields have little or no connection to intercollegiate sport. KPE faculty and candidates for positions in KPE have a professional kinship— not to athletics, but to their sub-disciplines (sport sociology, exercise physiology, biomechanics, motor learning, motor development, and sport and exercise psychology). The discipline has changed profoundly and so have the faculty whose terminal degrees are in the field.

Among the other California Collegiate Athletic Association (CCCAA) institutions, none house their athletic program within Kinesiology or any other academic unit. Further, the Athletic Task Force could not find a single institution of higher education across the United States in which an NCAA Division II athletic program is embedded within an academic unit.

**For Coaches: Changes and Challenges**

In the 1970s, the CSU system created a coaching-track classification in Unit 3 to mirror the tenure-track ranks and salary, but with annual appointments. Presently, all coaches are hired and classified in the coaching track; the last ladder-rank faculty member who coached stopped doing so several years ago. Meanwhile, an educational divide grew wider in the department. Today, all but one head coach holds a master’s degree and none a PhD, while all ladder-rank faculty hold doctorates. The director of athletics, until 2001, on this campus was without exception a ladder-rank faculty member. In 2001, the university administration at that time determined that, based on the escalating administrative requirements of the position, the newly hired director would be a
Within two years of that change, the KPE faculty voted to remove from coaches all departmental voting rights. Within the past year, two members of the coaching track who are lecturers within the department were granted voting rights by the department. But the prevailing loss of voting rights continues to affect morale: There exists a sense of disenfranchisement between coaches and ladder-rank faculty.

Through the past decade, the face of intercollegiate athletics has significantly changed. The NCAA has enacted legislation that requires ever more administrative responsibilities from staff and coaches. The tracking of graduation rates, degree progress, recruiting contacts, and statutory limits in financial aid and regulation of staffing impacts how intercollegiate athletics are run and monitored. The chief challenge today is to ensure that the educational value of athletics is integrated into the total university, with institutional control of athletics fully maintained.

Recruiting has always been part of a coach’s job responsibilities. The move to Division II and the addition of athletic scholarships to the process will impact recruiting — perhaps not on the total time spent recruiting, but on the regulations for tracking and on narrower windows when off-campus recruiting is allowed. Teaching time is adversely impacted.

UAC and FAR

Two other areas that need to be reviewed with the move to Division II would be the University Athletic Council (UAC) and the Faculty Athletics Representative (FAR). Currently the UAC composition mirrors the reporting lines for the athletic program. The California Collegiate Athletic Association (CCAA) recommends that the FAR be a member of the teaching faculty and may not be a faculty member related to athletics. Both the UAC and FAR are presidential concerns. The FAR must be appointed by the president and report directly to him/her or a designee. Within the CCAA, CSU institutions award 9 semester units (12 quarter units) annually of assigned time to the FAR, with several adding one month of summer pay. A decision on the FAR should be made with sufficient time for the faculty representative to attend the September 2008 CCAA meetings. A decision on the structure of the reconstituted UAC would follow the decision on where within the University the athletic program should be placed.

Space

Regardless of where the Intercollegiate Athletics program resides organizationally, it will be necessary for IC to continue to share spaces with the KPE. Division II Athletics will create increased space utilization. This comes at a time when KPE is at an all-time high with 340 majors. The spaces involved are within the KPE building, and include other facilities such as campus pools, the track, soccer fields, softball and baseball fields, as well as Field House and press box structures. The following section separates the discussion about facilities into two areas: a) classroom and office spaces, and b) other facilities.
Classroom and Office Space

Classroom Spaces

Current Use: There are a total of three traditional classrooms (two in KPE and one in the Field House) in addition to one shared use classroom/athletic training room, one seminar and one conference room in the KPE building. These traditional classrooms are used for lecture-style courses such as Biomechanics, Sport History, and Motor Learning. The traditional classroom in the Field House is largely used by athletic teams. Of course, the gymnasium is also a “lab” type space used for activity classes. KPE 201, known as the “mat room” (area above the gym behind the east bleachers), is used as a classroom for activity classes such as yoga, Pilates, and martial arts classes. In the Field House the training room serves double duty as a classroom for pre-athletic training classes and as an athletic training area for sports teams.

Scheduling of Classroom Space: Academic courses have always had first priority for scheduling in traditional classrooms in the KPE building, followed by Intercollegiate Athletics and “activity” courses. The classroom in the Field House is used exclusively by athletic teams. Labs such as the Biomechanics lab that houses computers are staffed so they may be used during the day either by classes or used by students on a walk-in basis. Other lab spaces are used by academic courses. The gymnasium is more of a dual-use space between athletics and academics and many scheduling issues arise because the demand exceeds what the space can accommodate. Demand on the gymnasium, in particular, is expected to increase. The number of majors in KPE continues to grow as will the scheduling imperatives of Division II athletic teams.

An Additional Consideration
KPE 201: Holding meditative activities such as yoga and Pilates above a gymnasium where basketball or other activities are ongoing is far from ideal. At present, it’s nearly impossible to conduct classes simultaneously in both locations.

Increased usage of the gym by Intercollegiate Athletics, no matter where that program is housed, will create a limitation on the availability of KPE 201 for instruction. A wall, similar to the one that now surrounds the fitness center on the opposite side of the gym, would eliminate noise in this teaching space. The University has estimated the cost of construction to build the wall to be approximately $200,000. KPE has offered to raise $100,000 toward the building of this wall. The department’s interest in devoting time and energy toward this capital improvement underscores the need to create soundproofing between the gym and room 201.

Offices

Current Use: Multiple spaces are currently used as offices in the KPE building, Field House and Pool House. While many of these areas were built with the intention of being used as offices, others were not (e.g., mailroom, ticket office, section of a classroom). Offices currently used include:
KPE and Athletics "offices" for 2008–2009

<table>
<thead>
<tr>
<th>Currently used as offices</th>
<th>Occupants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twenty offices</td>
<td>Tenured, tenure-track, FERP, lecturers, Athletic Director, Graduate Coordinator, Department Chair, Head and assistant coaches</td>
</tr>
<tr>
<td>Ticket office</td>
<td>Athletic office staff</td>
</tr>
<tr>
<td>One closet/copier/mail room</td>
<td>Sports Information Director</td>
</tr>
<tr>
<td>One large reception area</td>
<td>Two staff and 5 Work Study students</td>
</tr>
<tr>
<td>Back of one classroom</td>
<td>Two athletic trainers</td>
</tr>
<tr>
<td>Pool House</td>
<td>Two Head coaches</td>
</tr>
<tr>
<td>Field House</td>
<td>One athletic equipment technician</td>
</tr>
<tr>
<td></td>
<td>Two athletic trainers</td>
</tr>
</tbody>
</table>

Faculty, staff and coaches using office space in KPE, 2008-09*

<table>
<thead>
<tr>
<th></th>
<th>MPP</th>
<th>Tenured/Tenure Track</th>
<th>FERP</th>
<th>Lecturers</th>
<th>Coaches</th>
<th>Other staff (e.g. athletic trainers, sports information director)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time – Twelve month</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full time— 1.0 for nine months</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>11</td>
<td>7.6</td>
<td></td>
</tr>
<tr>
<td>Nearly full time .80+</td>
<td>1</td>
<td></td>
<td></td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part time – less than .8</td>
<td>15-20 +</td>
<td>2 from CLASS</td>
<td>21</td>
<td></td>
<td>7.6</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td>1</td>
<td>8</td>
<td>2</td>
<td>18-23 + 2</td>
<td>21</td>
<td>7.6</td>
</tr>
</tbody>
</table>

Note: *Does not include additional staff still to be hired for Division II athletics (e.g., Compliance Officer), but does reflect full-time academic faculty and lecturers for 2008–2009.

Office Assignments: Recent practice is, generally, to identify the offices in the KPE building for use by faculty separate from offices used by coaches. In recent years, the Department Chair of Kinesiology and Physical Education has worked toward housing tenured and tenure-track faculty in individual offices versus shared offices, as per the University Policy on Faculty Office, Laboratory and Studio Space (05-06 FAC7 revised). Three FERPers have been sharing one office for several years. Full-time lecturers will share offices sometimes with one or more persons. Nine part-time lecturers for KPE shared use of an office with two professors from the Dance Department. Other part-time lecturers in KPE have not had office space assigned to them.
Head coaches who are full-time generally share their KPE building offices with one or more assistant coaches who may or may not be full time. At present four (4) head coaches occupy individual offices in the KPE building. Athletic trainers have been sharing an office with a full-time lecturer. One of the PT Trainers has undergraduate advising responsibilities.

Some spaces are less than ideal as offices, including the closet space that is currently being used by the Sports Information Director, or the ticket office, which houses the athletic office staff person.

Some office spaces have access issues, in that student access is limited by other activities that take place in those spaces. For example, one head coach has an office by the swimming pool and plans are to move another head coach to the Pool House space this summer; however, there are times when the pool area is locked. The athletic trainers sometimes use an office space set aside in one part of a classroom.

**Needs:**
Additional office space is needed to house additional KPE lecturers due to increased enrollments, majors, and possibly as a result of reduced teaching by coaches. Because these faculty would likely be teaching in the KPE building or pool area, an office site within the KPE building would be the best scenario. In addition, additional full-time staff (up to 5) and part-time staff (up to 6) likely will be required to fully staff the Division II start up. Spaces that could be considered to meet the need for offices include:

- The Environmental Health modular near the Field House could house several coaches whose teams would be using the soccer or baseball and softball fields.

- The Welcome Center modular, across Loop Road from the KPE building, could be converted into an Athletics Office for persons such as the Director of Athletics, Athletics office staff, facilities and events staff, and public information officers. Another possible use for this modular would be for faculty or coach offices.

- KPE 131: This room is currently used as a workroom/mailroom. It could be converted into a public information office that would house multiple staff. The functions of the workroom/mailroom would need to be relocated.

- KPE 101: The concessions area is not fully used. It could be reconfigured to create one additional office and also to provide a more workable and secure concessions space and ticket office.

- KPE 103: If this continues to be used as an office, it should be renovated to make it a more secure office and one that better meets the intended functions of that office.

**Other Facilities**

Many other spaces on this campus are used by the Department of Kinesiology and Physical Education as well as IC. Spaces beyond traditional classrooms and offices include:
Other Spaces used by KPE and Athletics on the Hayward Campus

<table>
<thead>
<tr>
<th>Space</th>
<th>Uses</th>
</tr>
</thead>
</table>
| Pools (2)                    | Classes: Swim, aerobic lap swimming  
Athletics: Practice and matches for Women’s water polo, men’s and women’s swimming  
Community: lap swimming and open swim 30 hours a week |
| Fitness Center               | Classes: weight training, circuit training  
Athletics: individual and team athlete use |
| Kinesiology Lab (KPE 152)    | Classes: This lab includes technology and equipment for lab classes in exercise physiology, motor learning, and biomechanics, among others  
Athletics: Athletics does not use this lab |
| Gymnasium                    | Classes: various activity classes  
Athletics: Practice and games for women’s and men’s basketball and women’s volleyball  
Campus Community: open gym for approximately 10 hours a week |
| Locker Rooms and Team Rooms  | Classes: As needed for students in activity courses  
Athletics: Practice and games for teams using the gymnasium  
Campus Community: available to campus staff |
| Soccer Fields (2 locations)  | Classes: Soccer  
Athletics: Practice and matches for women’s and men’s soccer  
Community: Rental agreement being worked out for professional league use; open use on weekends and evenings |
| Track                        | Classes: various activity classes  
Athletics: Practice for cross country and track teams  
Campus Community: open use  
Community: open use on weekends and evenings |
| Baseball Field               | Classes: Baseball  
Athletics: Practice and games for baseball team |
| Softball Field               | Classes: Softball  
Athletics: Practice and games for softball team |
| Press Box                    | Athletics: Used to store equipment for baseball and softball |
| Tennis Courts                | Classes: Tennis activity classes  
Campus Community: open use  
Community: open use on weekends and evenings |
| Workroom                     | Common space used for mailroom, fax machine, copier; a small kitchen area with microwave, coffee machine and table with chairs for meetings |

Current Use: As indicated in the table above, most of these other facilities are used by multiple groups, including KPE classes, athletic teams, on-campus groups and community groups. Currently academic courses have first call on these facilities (the gym, mainly) from 8:00 am to 1:10 pm Monday through Friday. Athletic teams have second priority for scheduling these spaces for games, matches or practices. Increased demand by longer seasons or more practice time will
likely cause more scheduling conflicts in the future. Moreover, many of the facilities listed above are in poor repair and in need of renovation. For example:

**Current status of “Other Facilities” on the Hayward Campus**

<table>
<thead>
<tr>
<th>Space</th>
<th>Repairs or Renovations needed to meet increased demands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pools (2)</td>
<td>Neither meets Olympic length requirements.</td>
</tr>
<tr>
<td>Fitness Center</td>
<td>Summer 08 – Asbestos removal project.</td>
</tr>
<tr>
<td>Gymnasium</td>
<td>KPE building: Many dysfunctional lockers; few individual showers; ADA issues? Field House: roof leaks, few individual showers, many baseboards damaged or pulled away (Safety Report, Spring 2008).</td>
</tr>
<tr>
<td>Locker Rooms</td>
<td>Practice field was used as overflow parking in 2007-08: reseeding needed; main stadium soccer field is not regulation size and needs to be enlarged and reseeded.</td>
</tr>
<tr>
<td>Soccer Fields (2 locations)</td>
<td>Track is in ill repair with many holes and bumps in the surface. Field House restrooms accessible from the track likely need renovation and enlarging.</td>
</tr>
<tr>
<td>Track</td>
<td>Note: there are no permanent bathrooms or water faucets in the baseball/softball area. There are no changing facilities, lockers or showers in this area.</td>
</tr>
<tr>
<td>Baseball and Softball Fields</td>
<td>Backboard is in need of paint.</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>Carpet is pulling up in some areas may need to be replaces or cleaned. If this continues to be used as a storage area, appropriate shelving and/or cabinets should be installed. Press Box is not secure if computers or other technology were to be installed.</td>
</tr>
</tbody>
</table>

**Related issues**

**Resources:**

- The Fitness Center currently operates at a budget deficit, which is covered by CEAS and KPE at this time. The Fitness Center is staffed by Work Study student attendants whenever possible to keep down costs. The maintenance agreement, approximately $4,000 a year, is currently covered by the Dean’s office. The cost of equipment repair is covered by KPE. Increased demand on the fitness facility will likely come with additional costs for dedicated staffing and equipment service. At present there is NO long-term plan or budget for equipment replacement costs.

- With regard to the pool - KPE received a $5,000 augmentation to the OE budget to pay for lifeguards. In addition, the department generates approximately $12,000 to $14,000 annually in pool pass revenue. Unfortunately, the cost of lifeguards exceeds revenue. The pool runs a deficit of $3000 - $7000 each year. In the past KPE used the facilities account to offset the pool losses; however, the university no longer gives KPE the share of outside rental income that KPE would need to operate in the black.

Generally the KPE office staff is called upon to help Facilities Reservations schedule both on-campus and off-campus use of the athletic/KPE facilities. While KPE wants to be a good univer-
sity citizen, the department justifiably wonders how the increasing demands for space from Division II athletics, a growing KPE department, and the university’s desire to rent out KPE facilities can do anything but coalesce to create an even more complex situation for KPE.

Conclusions Related to Space

Clearly the university’s move to Division II athletics will put additional strain on facilities. Additional staff for Athletics and faculty for a growing KPE academic program will require offices as well as space for support services such as workrooms, mailrooms, and classrooms. Moreover, many of the other facilities currently used in activity courses and by Athletics, as well as the facilities that support those activities (e.g., locker rooms, press boxes, fitness center, etc.) are currently in high demand and ill repair. Repairs and renovations would make spaces more usable, although even expansion in current spaces will likely not allow all the needs to be met.

Because of conflicting demands a Memorandum of Understanding between Kinesiology and Physical Education and Intercollegiate Athletics should be developed to minimize conflicts. Among the areas that should be addressed in the MOU would be prioritization of shared use spaces; delineation of costs related to shared staffing; as well as costs for shared office and course/athletics related purchases, and maintenance and repair of shared athletic equipment.

Coaches’ Instruction in KPE

Currently the 11 full-time head coaches are on 45 WTU loads. Each coach teaches 19.3 WTUs each year (or 43% of their total load) in KPE, mainly through instruction in the physical activity program (see chart below). The increased demands of coaching a Division II athletic team are widely acknowledged, which prompts the Task Force to wonder whether the current arrangement is appropriate going forward. It should be noted that no other CCAA school assigns head coaches teaching responsibilities – except Cal State LA, which is hoping to discontinue the practice.

Based on conversations with Kinesiology Chairs at member CCAA schools, the reason to not have coaches teach rests largely on the belief that coaching a Division II sport and teaching activity courses have grown increasingly distant and, at times, incongruent.

The Department of Kinesiology and Physical Education offers as broad a physical activity program curriculum as possible, providing students with ample opportunity to fulfill a GE requirement, try and learn a new skill, or simply get some exercise. If coaches continue to teach they would be asked to broaden their skill base to accommodate growing and diverse student interests in physical activities. If coaches do not continue to teach, modifications will be made to the current programmatic offerings. For example, a scaling down of the number of 2- unit “advanced” skill classes, since at present these classes mainly enroll student-athletes and tend to be lower-enrolled than the 1-unit activity courses. Further, KPE may try to offer an even broader range of activities – extending far more into the martial arts, which tend to be increasingly popular with students. KPE could also offer more weekend classes such as hiking and cycling.
<table>
<thead>
<tr>
<th>Quarter</th>
<th>Course Type</th>
<th>WTUs</th>
<th>Coaches</th>
<th>P/T Lecturers</th>
<th>Coaches Total</th>
<th>P/T Lecturer Total</th>
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<tr>
<td>Fall 2007</td>
<td>1 unit activity</td>
<td>35 sections @ 1.3 WTUs = 45.5 WTUs</td>
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<td>Winter 2008</td>
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<td>5 sections @ 2.6 WTUs = 13 WTUs</td>
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<td></td>
<td>3 and 4 unit lecture</td>
<td>17.6 WTUs (FTES generation: 24)</td>
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<td>Fall 2007 Total</td>
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<td>$108,671</td>
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<td></td>
<td>2 unit advanced activity</td>
<td>4 sections @ 2.6 WTUs = 10.4 WTUs</td>
<td>$14,851</td>
<td>$9,391</td>
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<td></td>
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<tr>
<td></td>
<td>3 and 4 unit lecture</td>
<td>8.6 WTUs (FTES generation: 9)</td>
<td>$12,281</td>
<td>$7,766</td>
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<tr>
<td>Winter 2008 Total</td>
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<td>$74,256</td>
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<td>Spring 2008</td>
<td>1 unit activity</td>
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<td></td>
<td>2 unit advanced activity</td>
<td>4 sections @ 2.6 WTUs = 10.4 WTUs</td>
<td>$14,851</td>
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<td></td>
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<td>3 and 4 unit lecture</td>
<td>8.6 WTUs (FTES generation: 21)</td>
<td>$12,281</td>
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<td>Spring 2008 Total</td>
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<td>$84,680</td>
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<td>Grand Total 2007-2008</td>
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<td>$267,607</td>
<td>$159,223</td>
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</table>

NOTES:

Coaches: $1,428 per WTU (based on the average of the 11 coaches’ current salaries).

Part-time lecturers: $903 per WTU (this is the Lecturer A rate and what we (KPE) pay for all non-terminal degree part-time lecturers. It is a competitive salary for degree required and work performed – and thus would be the salary recommendation KPE would make to the Dean for all hires).

If the coaches stopped teaching in KPE and the curriculum remained the same, the department would need a total of $159,223 to fund the vacuum left by their departure.

As can be seen in the chart, the activity courses – and the others listed – generate significant student credit units (SCUs) and FTES for the Department. Please note the above numbers do NOT include the SCU/FTES generated by IC (Intercollegiate) courses – those 4000-level courses in which only student athletes register. In 2007-2008 the FTES from IC classes was 62 or 20 FTES per quarter. So, if IC classes are included, the Department generated 16,226 SCUs or 1,082 FTES in 2007-2008. The coaches’ portion of those totals is 5,047 of 16,226 (or 31%).
Staffing

Current Staff

Current administrative staffing in KPE is shown below. Some of these positions (e.g. Director of Athletics) are devoted entirely to Intercollegiate Athletics, but others support both IC and various functions and activities in KPE.

- Director of Athletics
- Administrative Support Assistant II
- Administrative Support Coordinator I
- Athletic Support Coordinator II
- Sports Information Director
- Athletic Trainer
- Assistant Athletic Trainer
- Athletic Equipment Attendant (2 @ 12 months and 1 @10-12 months)
- Information Technology Support/Lab Technician

In addition, KPE hires a large number of Student Assistants to support its activities.

If Intercollegiate Athletics is separated from KPE, there will be some issues related to disentangling duties, responsibilities, and expenses. Not to be lost sight of is that KPE is riding a growth curve. The department soon will require additional staffing and other resources (space being foremost among them) in addition to the needs of Intercollegiate Athletics.

Proposed Staff

The move to Division II and to the CCAA will require additional staffing in administration and athletic trainers. The CCAA requires minimum staffing consisting of Director of Athletics (AD), Senior Women’s Administrator (SWA), Sports Information Director (SID), Facility and Events manager, Compliance Coordinator, and Faculty Athletic Representative (FAR). However, every CCAA member institution has more athletic administrative positions than the required minimum. The current proposal for CSUEB envisions five (5) additional full-time administrative positions, including three (3) MPP. These are:

- Compliance Coordinator (MPP) – Required by CCAA
- Facilities/Events Coordinator (MPP) – Required by CCAA
- Assistant SID (Public Affairs I)
- Office Manager (ASA II)
- Marketing/Promotions (MPP)

These positions, along with the current positions dedicated to the Intercollegiate Athletics program, would bring staffing in line with what exists at other CCAA member institutions. Several issues/questions need to be addressed.
• What is the timing for bringing the new positions on line? Do we need to start searches for at least some of these positions immediately?
• Is the anticipated revenue stream consistent with the timing (above)? If not, how will they be financed? The estimated annual cost, including benefits, of these positions amounts to $307,800.
• In addition to the estimated salary/benefits costs, operating funds will be required to support the activities of these administrative positions. It is clear that Division II and CCAA require much more in-depth involvement by administrators in conference and NCAA issues/activities than does CSUEB's current Division III/Cal Pac alignment.
• To what extent can these duties be carried out by existing staff short-term/long-term? As, for example, at a number of the CCAA universities the duties of two positions are carried out by a single person. Having the Senior Women's Administrator also serve as the Compliance Officer is a common arrangement.
• Where do we house these new positions? (Space issues are covered in a previous section of this report.)

The Faculty Athletic Representative (FAR), although not a new position at CSUEB, will also have a budgetary impact. Historically, the FAR at this university has been an academic administrator with faculty status. The CCAA requires that the FAR be a faculty member with teaching responsibilities, and also requires much more direct and active involvement in conference activities than does our current conference. For example, the FAR is one of three designated campus representatives on the CCAA Executive Council. The NCAA guidelines for Division II programs include "... the active involvement of the faculty athletics representative as the key institutional liaison to the athletics department and should be supported by the institution to perform these functions." Therefore, we should expect, at a minimum, increased costs in assigned time and in travel costs to conference meetings, mandatory NCAA meetings, and seminars.

Beyond the increase in staff for the IC program, there will clearly be higher demand on staff time in other university offices such as Financial Aid. The possible move of the IC program to another unit may have a significant staffing impact on the receiving unit.

There may be opportunities for a redistribution of resources and realignment of duties. For example, if the coaches are relieved of some/all of their teaching duties, some of their time could be allocated to outreach. All CSUEB coaches are actively and successfully engaged in recruiting student athletes. That expertise and experience could serve the university well in a broader outreach effort. The cost of replacing the coaches' teaching time with lecturers, discussed elsewhere in this report, is considerably less than the costs associated with requiring that coaches teach those sections.
Epilogue

Options for Placement of Intercollegiate Athletics within the University Structure

The Task Force unanimously agreed that should KPE and Athletics separate, IC ideally would report directly to the vice presidential level. The current reporting structure, with four reporting steps from the Director of Athletics to the President (department chair-college dean-Provost-President), is not in keeping with either the NCAA’s thinking on the role of the President in athletics or CCAA practices. Currently in 8 of the 10 CSUs in the CCAA, Intercollegiate Athletics reports to Student Affairs. The other two have reporting lines to University Advancement (San Bernardino) and directly to the President (CSULA). It is by no means clear which would be the best reporting option for CSUEB. The Task Force recognizes that this will be a presidential decision.

Food for Thought:

- **Remain in KPE/College of Education and Allied Studies**
  - **Pluses**
    - No change
    - Little budgetary impact
  - **Minuses**
    - Deep philosophical differences
    - Growth of both KPE program and Athletics program needs individual attention
    - Would require additional departmental administrative staffing
    - Lack of similar structure in the CCAA (or any other institution in U.S.)
    - Could depress pool of candidates for Dean of CEAS

- **Remain in CEAS but not as part of KPE**
  - **Pluses**
    - Maintains academic/educational emphasis for athletics
  - **Minuses**
    - Requires creation of new structure and additional management supervision in Dean’s office
    - Could depress pool of candidates for Dean of CEAS

- **Remain in Academic Affairs reporting to Provost**
  - **Pluses**
    - Maintains academic/educational emphasis for athletics
  - **Minuses**
    - No suggestions of another logical academic placement
Move to another vice presidential area:

- **Administration and Finance** While this model is common in NCAA Division I programs with multiple sources of revenue and sponsorship, it is not clear whether it would be a viable model for East Bay at this time (no other CCAA member institution reports to A&F). Yet the financial oversight function this unit would be able to provide is an obvious point of strength.

- **Planning and Enrollment Management**
  - **Pluses**
    - Coaches are outreach recruiters when recruiting student athletes
    - Direct ties to Admissions and Financial Aid for processing of student-athlete admissions and aid
    - Enrollment ties for eligibility
  - **Minuses**
    - Lack of similar reporting models in the CCAA

- **Student Affairs**
  - **Pluses**
    - Fits with charge to create vibrant student life
    - Model used by 8 of 10 CSUs in the CCAA
  - **Minuses**
    - Athletics may be too complex an enterprise for SA to undertake right now

- **University Advancement**
  - **Pluses**
    - Tie to fundraising for further development and growth of the Athletics program
  - **Minuses**
    - Current focus on capital campaign; will require total focus for next 5-7 years
    - Could be difficult prioritizing Athletics within all campus fundraising efforts
Appendix

Materials Reviewed by the Athletics Task Force

CSU East Bay Fee Proposal Financial Statement (2008)

CSU Kinesiology Chairs Correspondence with CSU East Bay Kinesiology Chair (2007)

Dempsey, Cedric and Leland, Edward, California State University East Bay Intercollegiate Athletics Program (2007)

Department of Kinesiology and Physical Education, CSU East Bay, Philosophic Tenets of the Intercollegiate Athletic Program (undated)


Intercollegiate Athletics and the Discipline of Kinesiology at CSU East Bay [PowerPoint] (2008)


Proposed New Staffing for Division II [working document by Director of Athletics] (2008)


WTUs [within CSU Kinesiology Departments] Taught by Coaches – CCAA Member Institutions (2008)
TO: The Academic Senate

FROM: The Executive Committee of the Academic Senate

SUBJECT: NCAA Division II Athletics

PURPOSE Action by the Senate

ACTION REQUESTED: That the Senate endorse the conversion of the CSUEB intercollegiate athletic program from Division III to Division II.

BACKGROUND INFORMATION: After the campus completed a process of "alternate consultation" with students, CSU Chancellor Charles Reed has authorized Cal State East Bay to increase the instructional related activity fee for its students in order to fund the increased costs associated with competing in the NCAA Division II. This move has previously been endorsed by the University Athletic Council and by faculty in the Department of Kinesiology and Physical Education.

Discussion about a division move for the Cal State East Bay intercollegiate athletics program was initiated in 2007 by members of the 2006-2007 Associated Students board, who asked President Qayoumi to explore the concept. He then invited former NCAA President Cedric Dempsey, a CSU consultant, to prepare a report on the feasibility of the university returning to Division II athletic competition. Pioneer athletic teams had competed at that level until the NCAA made athletic scholarships mandatory for Division II. Dempsey visited CSUEB's Hayward Campus in February 2007, meeting with student groups, members of the academic senate, athletic program personnel, and other faculty and staff in the Department of Kinesiology and Physical Education. He also conducted an open forum for all members of the campus community in the University Library. Dempsey's final report recommended a move to NCAA Division II for Cal State East Bay as part of the university's "changing vision" of itself and to "increase campus pride and visibility."

After Dempsey's visit, a task force of students, staff and administrators began a consultative process that included 49 open forums and presentations to the university community. These meetings produced 850 signed student endorsements through 14 student organizations in support of a fee increase to allow CSUEB to move to Division II. Chancellor Reed's action permits an increase in the CSUEB instructional related activities fee, currently $16, by $35 per quarter. That will be phased in over a three-year period. The fee would first be increased by $20 per quarter in the fall of 2008, by another $10 per quarter in fall 2009, and another $5 per quarter in fall 2010 (to a total of $51 by the fall of 2010).

Conversion to Division II is expected to take approximately three years. Cal State East Bay will apply to the NCAA for acceptance into its Division II roster of schools and then to the California Collegiate Athletic Association (CCAA), which features ten other California State University campuses, including San Francisco State, Sonoma State, Stanislaus State, Humboldt State and Chico State as well as CSUs in Los Angeles, San Bernardino, Pomona, Monterey Bay, and Dominguez Hills. The conference, with headquarters in Walnut Creek, also has the University of
California, San Diego as a member school. Under NCAA rules, CSUEB could begin competition in the CCAA as a "scheduling partner" for the 2009-2010 athletic seasons, with "active status" and eligibility for conference championships starting in 2010-2011.

The conversion from Division III to Division II has also raised a number of structural, fiscal, and perhaps curricular issues regarding the relationship of the intercollegiate athletic program to the Department of Kinesiology and Physical Education. After consultation with the Senate Executive Committee, Provost Mahoney has appointed a task force of faculty and administrators to examine these issues and, as appropriate, make recommendations. The task force is chaired by Professor David Larson, Chair of the University Athletic Council and a member of the Senate Executive Committee. Any proposals arising from this process for changes in curriculum or other matters ordinarily under the purview of faculty governance shall be brought to the Academic Senate in accordance with University policy and procedures.
Mission
The California State University East Bay Athletic Department (Pioneer Athletics) strives to fulfill the educational mission of the university while providing unique opportunities for personal growth and success outside of the classroom. Pioneer Athletics has aligned itself with the eight shared strategic commitments set forth by Cal State East Bay, showcasing the partnership that exists between athletics and the university community. Pioneer Athletics maintains its focus on the academic and athletic success of our student-athletes, as well as, preparing this diverse population of students for meaningful lifework and to be socially responsible contributors to society.

Values
Pioneer Athletics values the university’s commitment to the education of its students on a local, regional and global stage. We value the university’s commitment to providing the resources necessary for athletics to consistently compete on the conference, regional and national level, academically and athletically. We value the positive environment and sportsmanship that is expected at Cal State East Bay athletic events, allowing all individuals to have an enjoyable and safe experience. We value the physical, emotional and social welfare of our student-athletes and support them to be successful on and off the field.

Priorities and Goals

CADEMIC QUALITY
Pioneer Athletics is committed to the academic progress of all student-athletes and embraces the standards set forth by the NCAA and the CCAA. We prioritize academic excellence, graduation and preparation for future learning and career opportunities.

Goal #1: Outperform the student body in GPA and graduation rates.
1. Expand Academic Support Staff for student-athletes.
2. Publicize existing campus support services to East Bay student-athletes. Emphasize the importance and role of academics in their student-athlete experience during their individual sport orientation.
3. Invite the FAR to meet with each team at their pre-season compliance meeting.
4. Implement department-wide study hall.

Goal #2: Implement programs and awards to appropriately recognize Student-Athletes for their academic success.
1. Continue to recognize a scholar-athlete for each athletic team at the annual student-athlete banquet.
2. Publicize the academic successes of our student-athletes more prominently after each quarter and throughout the year on the Athletics website.
3. Recognize student-athletes through the Student-Athlete Advisory Council (SAAC) for various benchmarks including but not limited to; 4.0 GPA, 3.5+ GPA and most improved.

Goal #3: Create and nourish the relationships with faculty, advisors and academic entities on campus.
1. Utilize Missed Class Time forms to communicate class conflicts with athletics participation in a timely and professional manner. Include schedule cards with missed class time forms to encourage faculty attendance at contests.
2. Invite faculty and advisors to games, meetings and banquets.
3. Continue to utilize the FAR as a liaison between student-athletes and the faculty.
INCLUSIVE CAMPUS
The coaching staff at Cal State East Bay will promote Cal State East Bay and Pioneer Athletics through their recruiting efforts locally, nationally and globally. Pioneer Athletics will attract student-athletes from diverse backgrounds and will promote their academic, athletic, professional and personal development. Additionally, Cal State East Bay is committed to gender equity, creating fair and equal opportunities for our male and female student-athletes.

Goal #1: Utilize existing resources to recruit a diverse student-athlete population.

Goal #2: Create an environment that welcomes and responds to the backgrounds, interests and concerns of our diverse student-athlete population.
1. Publicize and encourage utilization of existing campus support systems.
2. Utilize NCAA materials and grant monies available for addressing issues of inclusion.
3. Send at least one minority student-athlete to all NCAA activities.

Goal #3: Foster a culture of gender equity in Athletics at Cal State East Bay.
1. Monitor and maintain compliance with all Title IX and CSU mandates in regard to gender equity.
2. Continue to seek future athletic opportunities for both males and females.

EDUCATIONAL EXPERIENCE
Pioneer Athletics is devoted to the physical, emotional and social welfare of our student-athletes and will provide off-campus experiential learning opportunities, as well as, work to promote the on-campus experiences that Cal State East Bay has to offer outside of athletics and academics.

Goal #1: Increase student-athlete awareness of campus resources and activities.
1. Direct student-athletes to the Student-Athlete Handbook as a reference to them throughout their years on campus.
2. Utilize SAAC and weekly coaches meetings to raise awareness of campus programming.
3. Expand the use of social networking to engage our student-athletes in on-campus programming.

Goal #2: Ensure the growth and success of our student-athletes outside of athletics and academics.
1. Require student-athlete attendance at yearly programming on relevant issues such as alcohol and drug education, relationship violence, self-confidence/body image and career planning.
2. Work with AACE to create networking events for current student-athletes to interact with potential future employers.

Goal #3: Provide travel and experiential learning opportunities that foster growth in our students' abilities to function in the world beyond the university campus.
1. Provide resources for teams to travel within and beyond California.
2. Provide opportunities for community engagement and community service.

VIBRANT COMMUNITY
Pioneer Athletics works to foster a positive and exciting environment for our student-athletes, coaches, faculty, staff, visiting teams and spectators. We strive to attract a diverse population of individuals to the Cal State East Bay campus and with the spirit of amateurism and sportsmanship, require our administrators, coaches and student-athletes to demonstrate hospitality and sportsmanship to all so that we will be considered a gracious host in victory and defeat.

Goal #1: Increase attendance at Athletic Events
1. Increase our marketing and publication efforts with the on campus community through The Pioneer, Associated Students, Student Life and Leadership and the Residence Halls.
2. Reach out to the Hayward community through the Chamber of Commerce, City Hall and the Hayward School District.
3. Utilize the coaching staff and student-athletes through community engagement activities to draw new spectators to the university campus.

Goal #2: **Hold a marquis event each quarter that brings people together to celebrate athletics.**
1. Utilize Homecoming week as a series of events to bring back Alumni of the university.
2. Increase the Golf Tournament efforts to involve more individuals from the Hayward community.
3. Seek out opportunities beyond Hall of Fame to recognize former student-athletes for their past and current accomplishments.

Goal #3: **Provide a safe and positive game environment for the student-athletes, officials, coaches and spectators.**
1. Continue to identify safety concerns in all athletic facilities, report them to appropriate university officials and request resources to address safety deficiencies.
2. Ensure that events are appropriately staffed
3. Maintain and update plans for all potential crises that could occur at each athletic facility on campus. Educate the appropriate administration, coaches and event staff yearly on crisis management.

Goal #4: **Strive for Cal State East Bay to be a destination for hosting athletic events.**
1. Upgrade outdated athletic facilities (gym, pool, team rooms, training rooms, locker rooms).
2. Maintain and showcase the stadium.
3. Bid to host CCAA and NCAA Championships.
4. Reach out to and collaborate with the North Coast Section (NCS) to welcome high school soccer, volleyball and basketball championships to our campus.

Goal #5: **Create an environment that encourages former student-athletes to stay involved with the program.**
1. Maintain a database of all former student-athletes that is easily accessible for mailers and information.
2. Hold annual alumni games and/or gatherings for each sport. Ensure that former student-athletes have a reason to return to campus at least once a year.
3. Use the bi-annual Hall of Fame celebration to recognize the accomplishments of former athletes and teams.
4. Use the athletic department website and social networking outlets to mobilize the alumni both near and far.
5. Utilize game day initiatives to recognize former teams and athletes throughout the year for their achievements of the past.

**SUSTAINABLE PLANET:** CSUEB Athletics will strive to act responsibly and sustainably at local, national and global levels.

**Goal #1: Investigate ways to share resources in order to decrease waste.**
1. Maintain use of fuel cell overflow to heat the pool.
2. Share busses for travel when appropriate

**Goal #2: Utilize electronic files and communication in order to reduce consumption of paper**
1. Continue to increase use of electronic compliance forms and files.
2. Share documents electronically whenever possible

**Goal #3: Implement recycling wherever possible.**
1. Implement game day initiatives that focus on sustainability (recycled bags, water bottles)
2. Educate fans, students and staff about the university's onecycle program whereby all office waste and game day trash is recycled.
3. Continue to donate and/or sell old equipment and uniforms rather than disposing of them.

ACCOUNTABILITY AND COLLABORATION
It is vital that Pioneer Athletics demonstrates integrity in all operations, especially in the areas of finance and NCAA compliance. The department holds all staff and student-athletes accountable for their actions, as representatives of Cal State East Bay, both on and off campus. Pioneer Athletics will work collaboratively and transparently with all university constituencies to maintain a culture of accountability and mutual respect.

Goal #1: Develop a balanced annual operating budget for intercollegiate athletics and ensure the future stability of intercollegiate athletics at Cal State East Bay.
   1. Create a five-year budget plan to optimize the health of the intercollegiate program.
   2. Identify cost saving measures on an annual basis and work to educate the coaches and administration on these particular matters.
   3. Create a preferred vendor list for the coaching and administrative staff, that covers most reasonable purchases and travel recommendations.
   4. Through appropriate university channels, seek competitive bids on a regular basis to ensure that we are receiving the best pricing for a particular service or product.
   5. Educate the coaches and administration on their role and responsibility with the budget to emphasize the importance of the budget being a team effort.

Goal #2: Establish business practices, policies and procedures that will ensure that intercollegiate athletics operates with the utmost integrity.
   1. Ensure that policies and procedures are in place and updated for all matters that pertain to finances including but not limited to cash handling, camps, recruiting travel and team travel.
   2. Formalize training for new coaches and administration.
   3. Utilize coaches meetings for education, updates and reminders about business processes.

Goal #3: Maintain a compliance education program that operates to inform the coaches and administration, as well as student-athletes, on all NCAA and CCAA rules and regulations.
   1. Utilize weekly meetings with the coaching staff to ensure ongoing compliance education
   2. Remind coaches and staff to utilize the Compliance Manual on the athletics website.
   3. Develop a plan to better inform student-athletes on NCAA legislation through the Student Athlete Advisory Council and ACS compliance software
   4. Provide NCAA and CCAA education tools through our athletic website, particularly for donors, parents, ticket holders, corporate sponsors and businesses.

Goal #4: Continue vigilant monitoring of our athletic programs for NCAA compliance.
   1. Continue the use of web based compliance software, ACS, to monitor recruiting and practice activities.
   2. Ensure that all compliance policies and procedures are updated on a yearly basis.
   3. Continue to review and comply with all findings as they relate to internal or external audit reports.
   4. Investigate and report all potential NCAA violations.

REGIONAL PARTNERSHIPS
Pioneer Athletics is committed to serving the university community, as well as, the local community. The athletic department is dedicated to creating partnerships with local schools, community organizations and causes, in an effort to promote education and social responsibility in our student-athletes while supporting the civic, cultural and economic life of our surrounding community.
Goal #1: Prioritize Division II Community Engagement within the Athletic Department
1. Continue to grow the “Read with the Pioneers” and BAWSI Pioneer Play programs.
2. Construct an annual plan for Pioneer Athletics involvement with the community.
3. Coordinate with SAAC to carry out the plan for the academic year.
4. Publicize community engagement activities.

Goal #2: Provide opportunities for our student-athletes and spectators to engage in philanthropic causes.
1. Look to current events to find philanthropic to support with game day initiatives (i.e. Hits for Haiti, Support the Troops).
2. With the NCAA Division II as the driving force, continue to focus our fundraising efforts on the Make-A-Wish foundation.
3. Continue to assist the Student-Athlete Advisory Council (SAAC) to find new and engaging ways to raise money for the Make-A-Wish foundation. (i.e. Swim for Wishes).

Goal #3: Continue to seek Pioneer Athletics' involvement in the broader university community.
1. Through SAAC, encourage student-athlete representation on ASI.
2. Encourage student-athletes to support other organizations on campus in the way in which they wish to be supported.
3. Utilize SAAC, ACS and weekly coaches meetings to communicate campus engagement opportunities to student-athletes and coaches.

LEADERSHIP and INNOVATION (Distinction)
Pioneer Athletics strives to be the best in its representation of Cal State East Bay. The department is committed to providing the resources and support necessary for our student-athletes and coaches to consistently compete athletically id academically on the conference, regional and national level.

Goal #1: Provide academic support services to promote academic excellence
1. Provide academic advising for student-athletes from a trained professional who understands both NCAA and CSUEB requirements.

Goal #2: Provide opportunities for teams and student-athletes to compete at the highest level in the California Collegiate Athletic Association (CCAA) and nationally.
1. Provide the necessary financial support to all athletic teams including athletic aid in the top quartile of CCAA in each respective sport.
2. Improve the conditioning and weight training facilities.
3. Update and upgrade outdated athletic facilities in order to attract top-level student-athletes.
4. Maintain the stadium as a state-of-the-art facility. Re-visit outside use policies and procedures to ensure proper care of the facility.
5. Ensure each team is provided adequate and equitable equipment for practice and competition.

Goal #3: Develop a Strength and Conditioning program to aide our coaches in the growth of their athletes' strength, speed and agility.
1. Create a position for a Strength and Conditioning Coach.
2. Update the weight room with equipment necessary for individual sport training needs.
3. Utilize the RAW to enhance weight training and conditioning opportunities.