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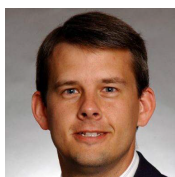### Joe Luckey

University of Cincinnati
Senior Associate AD/ Student-Athlete Support Services

This year has been filled with growth and opportunity for N4A! During the past several months the Board of Directors and two dedicated working groups have been developing a new organizational structure and strategic plan that reflect the growth and diversity of our membership and resources.

Among the many initiatives that have been further developed this year include the Academic Integrity Assessment (AIA) and Program Review (PR).

In September 2017 N4A launched the Academic Integrity Assessment tool to its membership. The assessment is an online survey instrument intended to ensure an institution is aligned with NCAA standards regarding academic integrity, and to help our colleagues proactively identify opportunities for improvement by ensuring the appropriate written policies, procedures, education and monitoring systems are in place. Please be assured, this assessment is NOT intended to identify violations in academic support functions or compliance related areas, but rather to stimulate broad based discussions among key institutional stakeholders regarding topics that may impact academic integrity.

The assessment survey process will engage two groups of constituents: individuals that are most familiar with and have direct responsibility for institutional policies and procedures (i.e. director of academic support, athletics compliance director, FAR, provost, etc.); and those involved with or who interact with institutional academic support functions (i.e. coaches, student-athletes, advisors, tutors, mentors, etc.). These individuals will provide anonymous feedback for a series of questions, which will then be reviewed and summarized by trained N4A consultants into an Institutional Effectiveness Profile to identify both strengths and areas where potential opportunities for improvement may exist. Coordination and administration of the assessment requires a minimal time commitment on the part of the institution as significant processes have already been established and will be facilitated by the assigned N4A support liaisons in the NACDA office.

After completing the AIA process, institutions will also have the opportunity to request a Program Review, an on-campus qualitative analysis of academic support programs conducted by two trained N4A consultants who are seasoned, well-respected professionals in the field. Consultants meet with a broad spectrum of campus faculty and staff, athletics department personnel, coaches and student-athletes during their three-day visit. Following the Program Review, institutions will receive a report that provides an assessment of established policies, procedures and programs and recommendations for enhancement.

As our profession continues to face growing scrutiny and criticism surrounding this topic, the N4A leadership is confident that these tools will help departments across the country, regardless of institutional size and scope, maintain a proactive stance in mitigating any potential risks before they become larger issues. We look forward to assisting our colleagues in this manner.

If you have any questions or concerns about the AIA or PR, please do not hesitate to contact Adrien Harraway at the N4A/NACDA National Office, or myself. Additional information is located on the N4A website under "Educational Programs and Resources."

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Elliott Charles

Clemson University

Associate AD for Compliance

Measuring Compliance: Counting Wins and Losses

Defining Wins and Losses: What's The Objective?

We are committed to a vocation of service through the betterment of student-athletes. While attempting to give each day your best efforts have you asked yourself, "How is success measured in a service-based department?" The most prominent measures of success can be as subjective as the situational and contextual elements of the interpretations and processes that fill our daily schedules. In other words, we "process, communicate, and file," but do we measure?

As you manage your institution's compliance operations, or your portion thereof, try and take a moment to note your institution's strategic goals and core values. Your departmental objectives and tasks should be in keen alignment with what your organization values.

Measuring Performance

Create your "big buckets." Simplify potential result categories into the fewest possible number. As an example, you may decide to have a system that tracks on waivers, interpretations and proactive/preventative educational training, violation mitigation, and violation trends. Develop the team culture to ensure that active discussions occur surrounding "big bucket" issues as you keep track of task-level performance and issues that occur.

Determine how often it is necessary to do a manager-level review of tasks and issues that filter into the "big buckets" and determine how frequently team check-ins are needed to sort out the situational details of each task that is being recorded in each tracking category. You may observe that the exercise of engaging your team to help record noteworthy tasks and occurrences within strategic categories gives you a baseline by which you can gain an understanding of how your team prioritizes their roles within your organization. Secondly, each staff member's productivity will be measured within the context of the outcomes that can be provided through engagement in the task tracking process. At the very minimum, the process of getting your team on-board in tracking the "big buckets" may provide another way to structure your compliance staff or compliance-related meetings.

Determine your communications plan once you feel that you have your team actively engaged in the process of telling a data-driven story about your compliance wins and losses. Define your constituency and ask yourself the following:

• How do you currently handle and communicate issues that are related to risk?

• What are your expectations for communication? Horizontally? Laterally? Externally?

• What is/will be the most effective communication methods?

"Low-Hanging Fruit" and "Looking-Forward"

Tracking tasks, analyzing the significance of data, and identifying risk can be equally time consuming and onerous, but the value of the process remains paramount. You may determine that tasks and associated policies that carry significant compliance risk may not require a complete overhaul to reduce institutional-level exposure. You may find a more direct route to imparting organizational change in areas that will yield both short-term positive results and long-term positive effects. Ultimately, a careful measure of your team's operations will be a tally in the win column.