Northwestern State University  
CYCLE 3 NCAA ATHLETICS CERTIFICATION PROGRAM  
WRITTEN PLAN FOR THE COMPLETION OF THE SELF-STUDY  

I. Objectives related to the Self-Study  

A. Goals

- To affirm the alignment of the Department of Intercollegiate Athletics with the University’s mission and its commitment to uncompromising integrity.
- To affirm that the activities of Department of Intercollegiate Athletics are consistent with NCAA, Conference and University principles, rules and policies.
- To inform the University and broader public communities about the Department of Intercollegiate Athletics, its processes, goals, and purposes.
- To provide a comprehensive, public and transparent dialogue about the role of intercollegiate athletics in the University experience.
- To identify opportunities to improve the operations of the Department of Intercollegiate Athletics, the University where appropriate, and the overall experience of our student-athletes.
- To develop specific action plans to act upon the opportunities identified.
- To identify areas of excellence and best practices for broader adoption.
- To receive an unconditional certification from the NCAA Committee on Athletics.

II. Identification of all institutional plans from Cycle 2 self-study and all Committee on Athletics Certification conditions for certification from Cycle 2.

A. Northwestern State University’s Athletics Certification Comprehensive Plan Report is attached to this report.

B. Second Cycle Institutional Plans for Improvement

- The Committee on Athletics Certification requested that Northwestern State University “revise its current gender-equity plan to ensure that the plan addresses the 13 program areas to be reviewed for gender issues and that the gender-equity plan extends five years into the future.” Initially, NSU’s gender plan for improvement only addressed program areas in which the sub-committee had identified issues. The revised plan was to be inclusive of all 13 areas and to identify measures which would be taken to address issues identified by the sub-committee and also to contain strategies which would be implemented to ensure that areas in which no issues were identified remained in good standing. Subsequently, the Athletic Department, on an annual basis, has developed a written report assessing its progress and status as it relates to each.
program area within its gender equity plan (note: number of areas within program has increased from 13 to 17 since the last certification process).

In addition to the Second Cycle outcomes, the sub-committees will also be asked to assess the progress of recommendations made in other institutionally chartered assessments of the Department of Intercollegiate Athletics (including the Second Cycle NCAA Self-Study Report, Title IX Review, Compliance Reviews, and Athletic Academic Support Evaluations).

III. Major Components of Self-Study

A. The co-chairs for the NCAA Cycle 3 certification process were appointed by the President of Northwestern State University. In addition, the co-chairs of the Steering Committee will have complete access to the President of the University to ensure that the stated goals of the process are achieved. The co-chairs have the responsibility to ensure that sub-committee chairs complete their assignments, that draft documents are edited, and that the final self-study report is properly reviewed.

The Steering Committee under the direction of the Co-Chairs shall be responsible for maintaining the process on schedule, reviewing and approving Sub-Committee information, research, drafts, and development of plans for improvement.

Members of the Sub-Committees shall develop procedures to identify, request, and research documents and materials, items of review, analyze and evaluate information and recommend plans for improvement. The Sub-committee Chairs will be responsible for the completion of the group’s work within the allotted time frame and for the involvement of all Sub-Committee members in the entire process.

Steering Committee and Sub-Committee Membership includes:

**Steering Committee**

- Dr. Steve Horton, Vice Provost and Dean, College of Arts, Letters, Graduate Studies and Research, *Co-Chair*
- Roni Biscoe, Director of University Planning, Assessment, and EEO; Instructor of Educational Psychology, *Co-Chair*
- Dr. Lisa Abney, Provost and Vice President for Academic and Student Affairs
- Lillie Bell, Registrar
- Jody Biscoe, Associate Professor of Psychology; Faculty Athletics Representative
- Dr. William Broussard, Associate Athletic Director for External Relations; Assistant Professor of Language and Communication
- Gregory S. Burke, Director of Athletics and Athletics Certification Liaison (ACL)
- Frances Conine, Executive Director of Student Services and Conduct; Sub-Committee Chair, Commitment to Gender Equity
- Reatha Cox, Executive Director of Student Life & First Year Experience
- Mark Daniels, President of the Student Government Association
- J.P. Davis, Head Baseball Coach
- Dr. John Dollar, Associate Professor of Health and Human Performance; Head, Department of Health and Human Performance
- Yaser Elqutub, Football Student-Athlete; President of the Student-Athlete Advisory Committee
- Dawn Eubanks, Associate Director of Student Financial Aid
- Cole Gentry - Media Development Specialist
- Jennifer Graf, Head Women’s Basketball Coach
- Kelee Grimes, Softball Student-Athlete
- Jodie Heinicka, Senior Woman Administrator; Head Academic Coordinator
- Steve Hicks, Executive Director of Academic & Career Engagement Center; Instructor of Health and Human Performance
- Carl Jones, Vice-President for Business Affairs; Associate Professor of Accounting
- Marcus Jones, Vice-President for University Affairs; Professor of Business; Sub-Committee Chair, Commitment to Diversity
- Jimmy Long, Member, University of Louisiana System Board of Supervisors
- Dr. Jeff Mathews, Associate Professor of Music; Sub-Committee Chair, Student-Athlete Well-Being
- Dr. Ron McBride, Professor of Education; Sub-Committee Chair, Governance and Commitment to Rules Compliance
- Dr. T. Davina McClain, Director of Louisiana Scholars College; Associate Professor of Classics; Sub-Committee Chair, Academic Integrity
- Stephanie McDonald, Associate Commissioner for Compliance, The Southland Conference
- Drake Owens, Executive Director of the NSU Foundation
- Jerry Pierce, Vice-President for External Affairs; Assistant Professor of Language and Communication
- Dr. Mary Edith Stacy, Director of Enrollment Management
- Dr. Randall J. Webb, President; Professor of Mathematics
- David West, Director, News Bureau
- Dr. Darlene Williams, Vice President for University Technology, Research & Economic Development; Assistant Professor of Educational Technology

**SUB COMMITTEES**

**Governance and Commitment to Rules Compliance**

- Dr. Ron McBride, Professor of Education Chair
Commitment to Academic Integrity

- Dr. T. Davina McClain, Director of Louisiana Scholars College; Associate Professor of Classics Chair
- Jody Biscoe, Associate Professor of Psychology; Faculty Athletics Representative
- Bill Brent, Director of School of Creative and Performing Arts; Associate Professor of Music
- Carrie Crowell, Assistant Academic Coordinator, Department of Intercollegiate Athletics
- Dr. John Dollar, Associate Professor of Health and Human Performance and Head, Department of Health and Human Performance
- Luke Irvine, Baseball Student-Athlete
- Jodie Heinicka, Senior Woman Administrator; Head Academic Coordinator, Department of Intercollegiate Athletics
- Steve Hicks, Executive Director of Academic & Career Engagement Center; Instructor of Health and Human Performance
- Abbie Landry, Associate Professor and Director of University Libraries
- Michelle Pichon, Instructor of English
- Dr. Mary Edith Stacy, Director of Enrollment Management
- Claudia Triche, Professor of Social Work and Head, Department of Social Work
- Michelle Waskom, alumnus, community member; Loan Officer – First Federal Bank of Louisiana
- Roger Williams, alumnus/community; retired bank president

Commitment to Gender Equity

- Frances Conine, Executive Director of Student Services and Conduct Chair
• Melanie Bedgood, Administrative Assistant of Noncredit Activities, Division of Continuing Education
• Matt Bonnette, Associate Sports Information Director
• Scott Burrell, Coordinator of Theatre and Dance; Professor of Theatre
• Yaser Elqutub, Football Student-Athlete
• Kelee Grimes, Softball Student-Athlete
• Jodie Heinicka, Senior Woman Administrator; Head Academic Coordinator, Department of Intercollegiate Athletics
• Leah Jackson, Assistant Director of Informational Services
• Natalie Laurence, Director of Fraternity and Sorority Life
• Mike Newton, alumnus/community member; President, Exchange Bank
• Judy Rachal, Director of University Printing
• Sara Rachal, alumnus/community member; teacher, Natchitoches Parish School Board

Commitment to Diversity

• Marcus Jones, Vice-President for University Affair and Professor of Business/Chair
• Dr. William Broussard, Associate Athletic Director for External Relations; Assistant Professor of Language and Communication
• Reatha Cox, Executive Director of Student Life & First Year Experience
• Roxanne Freeman, Athletics Business Manager
• Pam Hetherwick, Administrative Assistant to Vice-President for University Affairs
• Doug Ireland, Assistant Athletic Director for Media Relations
• Melissa Kelly, Instructor of Mathematics
• Dominic Knight, Men’s Basketball Student-Athlete
• Jana Lucky, Director of University Recruiting
• Dr. Chris Maggio, Dean of Students and Assistant Provost for Student Life; Associate Professor of Health and Human Performance
• Drake Owens, Executive Director of the NSU Foundation
• Dr. Charles Pellegrin, Assistant Professor of History
• Constance Seible, Track and Field Student-Athlete
• Cathy Sutton, alumnus/community member; Educational Diagnostician, Natchitoches Parish School Board

Commitment to Student-Athlete Well-Being

• Dr. Jeff Mathews, Associate Professor of Music and Associate Director of Bands, Chair
• Debbie Adair, Human Resources Analyst
• Jody Biscoe, Associate Professor of Psychology; Faculty Athletics Representative
• Cary Bruno, Graduate Assistant for Athletics, Department of Intercollegiate Athletics
• Dusty Dischler, Track and Field Student-Athlete
• Jason Drury, Assistant Athletic Trainer
B. Steering/Sub-Committee Composition

The steering committee membership includes the president, vice-president for external affairs who has oversight for Department of Intercollegiate Athletics, faculty athletics representative, athletic director (athletics certification liaison), and the senior woman administrator.

The steering committee and the individual subcommittees have adequate membership to carry out their assigned responsibilities. Special care was taken in selecting committee members to ensure broad-based participation by the Department of Intercollegiate Athletics, student-athletes, the University (with special emphasis on incorporating individuals with faculty rank into the committee structure), and the community. The committees are all well-balanced to reflect the broad constituencies of the University. Moreso, the composition of student-athletes on the sub-committees is representative of the diversity of the University’s student-athlete participation.

Each of the committees will have available the information necessary to complete their portions of the self-study. Each of the committee members understands the time requirements of serving. Assistance will be provided to the committees to manage the more administrative aspects of their work.

None of the five subcommittee chairs are members of the Athletic Department. All of them are, however, members of the steering committee and have direct access to the President.

C. Responsibilities of Steering and Sub-Committees

The responsibilities of the steering committee and subcommittees have been clearly communicated by the President and appropriate NCAA materials have been provided to each committee member.

1. Self-Study Steering Committee Responsibilities
Monitor the progress of the sub-committees’ completion of the self-study.
Review the results of the previous self-study to assess progress.
Assist in engaging the University and broader community in the self-study discussions.
Review the reports of the sub-committees and resulting conclusions/recommendations.
Prepare and publicize the final self-study report.

2. Steering Committee Chair Responsibilities

- Serve as the primary liaison with the NCAA and represent the steering committee in its communication.
- Coordinate the collection and organization of pertinent data needed for the completion of the self-study.
- Coordinate the activities of the sub-committees, including consultation and communication to the University community and Steering Committee.
- Maintain a written record of the following committee meetings (both steering and sub-committees) including dates and attendance, individuals responsible for writing each section of the self-study report, and invitations to members of the sub-committees and steering committee to comment on draft reports.

3. Sub-Committee Responsibilities

- Research and organize appropriate data to answer the questions in the self-study.
- Review the second cycle self-study report and assess the actions taken to address any issues identified in their area of review.
- Inform relevant campus groups of the self-study.
- Collect input from appropriate campus constituents.
- Maintain written records of all meetings.
- Provide opportunities/facilitate the review of their self-study findings by the steering committee and the broader University community.
- Formulate conclusions and recommendations based on the sub-committee’s work and the feedback received on the self-study findings.
- Write the draft report for their assigned sections of the self-study.
- Communicate regularly with the steering committee on the sub-committee’s progress.

IV. Institution’s Campus Liaison
The institution’s campus liaison will be Kristi Salard, who is an Administrative Coordinator IV for the Office of University Planning, Assessment, & EEO and Institutional Research. Ms. Salard will be responsible for the following:

- Serving as the point person for answering questions from institutional personnel.
- Providing ongoing support and assistance to the steering committee co-chairs.
- Coordinating the arrangements for the NCAA orientation videoconference.
- Overseeing arrangements for the peer review team visit to campus, including scheduling interviews and meetings during the peer review team visit and coordinating preparations for the evaluation visit, including lodging and travel for peer-review team members, scheduling interviews and organizing any work-related needs for peer reviewers (i.e. electronic resources, secretarial access, meeting rooms).

V. Writing of the Self-Study Report

David West, Director of the NSU News Bureau, will write the self-study.

Work-related needs (e.g., computer needs, internet access, secretarial assistance, reproducing copies, scheduling meetings & rooms) for the steering committee and the Report Coordinator will be coordinated by the certification co-chairs in coordination with the Institutional Liaison. Sub-committee chairs are responsible for providing staff support for their sub-committee work. The co-chairs will be responsible for coordinating all sub-committees’ staffers work.

VI. Outline and schedule for completion of Self-Study

The following timeline has been established for Northwestern State University’s Cycle 3 NCAA Certification process:

- June 21, 2010: Introductory phone conference with NCAA
- June 30: Organizational meeting with Athletic Director, SWA, and Steering Committee Chair
- July: Formation of Steering Committee, including commitment of Sub-Committee Chairs
- August 11: Charge letters sent to Steering Committee
- August 23: Charge letters sent to Sub-Committee members
- September 1: Submission of written plan for completion of the NCAA Self-Study
- September 16: NCAA Orientation Videoconference
- September 20-30: Initial meetings of Sub-Committee Chairs and Sub-Committees
- September 27: Communication of the self-study process to the University community
October 2010  Sub-committees begin meeting on a weekly or bi-weekly basis through December 10 to complete self-study, evaluate findings, and prepare draft recommendations for institutional plan for improvement
October 2010  Steering committee meetings held on a monthly basis to review and monitor the progress of the sub-committees
December 5, 2010  Chairs of sub-committees give progress report to steering committee
January 10, 2011  Sub-Committees continue meetings held on weekly or bi-weekly basis to complete self-study, evaluate findings, and prepare draft recommendations for institutional plan for improvement.

January 31  First draft of sub-committee reports reviewed by steering committee
February 21  Steering committee provides feedback
March 7  Report Coordinator produces first comprehensive draft and delivers to steering committee and sub-committees
March 21  Second draft of sub-committee reports reviewed by steering committee
March 30  Report Coordinator produces second comprehensive draft and delivers to steering committee and sub-committees
April 4  Steering committee begins meeting with numerous faculty, staff, and student consultative groups to discuss report
April 4  Steering committee, in consultations with sub-committees, incorporates comments and suggestions from the University community into report
April 11  Report Coordinator produces third comprehensive draft for a final review by the steering committee and sub-committees
April 23  Final Self-Study report completed
April 30  Submit final report to NCAA
      Issue media release announcing completion of report and recommendations
May- October  Prepare for Peer Review Team visit
September/November (TBA)  Peer Review Team visit
Spring 2012  NCAA Committee on Athletic Certification meets

**VII. Plans for involving the conference office or other individuals or agencies outside the institution.**

The Southland Conference office will serve in an advisory capacity throughout the certification process should clarification and/or consultation be necessary. The conference office has already provided assistance as it relates to reviews (i.e.
compliance, academic, Title IX) that have been completed in anticipation of the pending certification process.

Also, Northwestern plans to utilize the services of Associate Commissioner for Institutional Services Stephanie McDonald as a reader for the self study.

VIII. Institutional guidelines for writing and editing the Self-Study Report

The appointed sub-committees will be responsible for initial drafts in their area. Each chair should turn in the drafts to David West, who will be responsible for rewriting and editing final draft copies of the report. The chairs will also be responsible for assisting in gathering any needed graphs or charts. The Director of Athletics or Vice-President for External Affairs will make available any resources needed by self-study participants. Drafts should be submitted electronically. The final report, likewise, will be submitted electronically.

IX. Process for developing the final Self-Study Report

Sub-committee draft reports, responses, and recommendations – and, in particular how that information will be evaluated as it relates to operating principles and the institution’s plans for improvement - will be reviewed and approved by the Steering Committee and, in particular, by the Steering Committee’s Co-Chairs and the Sub-Committee Chairs.

The aforementioned operating principles include:

- Institutional Control, Presidential Authority, and Shared Responsibilities
- Rules Compliance
- Academic Standards
- Academic Support
- Gender Issues
- Diversity issues
- Student-Athlete Well-Being

X. Communicating the work of the Steering Committee to the Institutional Community

The goal of the self-study communications plan is that all University stakeholders are well informed about the process and outcome, and are provided the opportunity to participate and provide feedback in the process. Specific plans and strategies outlined for communicating work of the Steering Committee to the Institutional Community include:

A. Objectives
Clearly identify key spokespeople and key messages throughout process
Provide timely, accurate information about the NCAA self-study process to the University community
Provide timely information about the outcome of the NCAA self-study process to the University community
Provide factual information, perspective, and opportunities for input from University stakeholders
Ensure that communications about this process are coordinated and aligned.

B. Key Audiences

- Faculty
- Staff
- Students
- University of Louisiana System Board of Supervisors
- Intercollegiate Athletics Department
- Student Athlete Advisory Committee (SAAC)
- Faculty Athletic Council
- Student Government Association
- Faculty Senate
- Alumni Association
- University Foundation

C. University Key Communications Vehicles

- University home page (internal and external audiences)
- Dedicated Web page for study (internal and external audiences)
- Student newspaper
- Deans, Directors and Department Heads list
- Campus Faculty/Staff Email Messenger

D. Key External Communications Vehicles

- Local Media Outlets
- Appropriate Websites
- Intercollegiate Athletics publications
- NSU Athletic Association Board of Directors