

# Athletics Action Plan

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FAMU Board of Trustees  
Special Committee on Athletics  
October 5, 2022



# Athletics Action Plan

I. Academic Support

II. Financial Aid, Scholarship, and Student Support

III. Admissions

IV. Compliance

V. Accountability and Operational Effectiveness

VI. Audit Services

## ACADEMIC SUPPORT

Strategy	Actions/Steps to Operationalize Strategy	Responsible Person/Unit(s)	Timetable/Key Milestones	Status Update
<p>A. Provide high-quality academic advisement for student-athletes</p>	<ol style="list-style-type: none"> <li>1. Adopt a centralized athletic academic support model in athletics (athletic academic advisors serve as primary point of contact)</li> <li>2. Increase the number of full-time advisors from three to five</li> <li>3. Provide enhanced training for advisors on NCAA guidelines and academic degree requirements</li> </ol>	<ol style="list-style-type: none"> <li>1. Associate Vice President for Enrollment Management &amp; Associate Provost for Student Success</li> <li>2. Vice President for Student Affairs &amp; Provost and Vice President for Academic Affairs</li> <li>3. Chief Compliance and Ethics Officer &amp; Associate Vice President for Enrollment Management</li> </ol>	<ol style="list-style-type: none"> <li>1. September 30</li> <li>2. October 4</li> <li>3. First session with NCAA: October 7</li> </ol>	<ol style="list-style-type: none"> <li>1. Adopted model</li> <li>2. Completed; Temporarily reassigned two academic coaches to the original team of three full-time advisors. A formal search process is underway to identify permanent hires to replace the academic coaches reassigned to the unit (anticipate issuing offers by: October 31)</li> <li>3. Ongoing</li> </ol>

## ACADEMIC SUPPORT

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	<p>4. Conduct ongoing evaluations and assessments of the Academic Advisement Program using well-defined effectiveness metrics</p> <p>5. Incorporate performance metrics into annual performance evaluations of advisors</p>	<p>4. Associate Vice President for Enrollment Management &amp; Associate Provost for Student Success</p> <p>5. Associate Vice President for Enrollment Management &amp; Associate Provost for Student Success</p>	<p>4. First assessment begins November 14</p> <p>5. June 30, 2023</p>	<p>4. Identify a set of metrics that will be used to conduct evaluations</p> <p>5. Conduct evaluations at the end of the current academic year</p>
B. Increase monitoring and support for at-risk student-athletes	<p>1. Use analytics to monitor student success metrics and flag potentially at-risk students for additional follow-up each semester</p> <p style="padding-left: 20px;">a. GradesFirst system used for progress monitoring and communication</p> <p>2. Require a reduction in weekly Countable Athletically Related Activities (CARA) to be replaced with academic activities for all student-athletes who deemed "at-risk"</p>	<p>1. Associate Athletic Director for Student-Athlete Success and Competitive Excellence &amp; AD/Sport Administrators &amp; Associate Provost for Student Success</p> <p>2. Associate Athletic Director for Student-Athlete Success and Competitive Excellence &amp; Coaches &amp; AD/Sport Administrators</p>	<p>1. Ongoing</p> <p>2. November 1 start (ongoing)</p>	<p>1. Continue weekly meetings, which are held between the Associate Athletic Director for Student-Athlete Success and Competitive Excellence &amp; coaches &amp; student-athletes. Academic Affairs will begin additional monitoring and progress reporting on November 1</p> <p>2. Pending</p>

## ACADEMIC SUPPORT

Strategy	Actions/Steps to Operationalize Strategy	Responsible Person/Unit(s)	Timetable/Key Milestones	Status Update
<p>C. Expand tutorial and study hall services</p>	<ol style="list-style-type: none"> <li>1. Increase staffing levels and hours of operation for tutorial labs</li>   <li>2. Enhance monitoring of participation in required study hall activities and elevate non-compliance to Athletic Director and Sports Administrators</li> </ol>	<ol style="list-style-type: none"> <li>1. Associate Athletic Director for Student-Athlete Success and Competitive Excellence &amp; Coaches &amp; AD</li>   <li>2. Associate Athletic Director for Student-Athlete Success and Competitive Excellence &amp; Coaches &amp; AD</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li>   <li>2. October 14 (ongoing)</li> </ol>	<ol style="list-style-type: none"> <li>1. Expanded hours and days of operation over the original schedule of M-Th 8 am-9 pm and Friday 8 am- 5pm, to include Saturdays (11 am-4pm) and Sundays (12 pm-3 pm). Additional tutors have been employed to handle the expanded weekend hours</li>   <li>2. Expanding functionality of Tutor Ocean for all stakeholders to access information regarding student use and monitor attendance across all tutoring labs</li> </ol>

## FINANCIAL AID, SCHOLARSHIP, AND STUDENT SUPPORT

Strategy	Actions/Steps to Operationalize Strategy	Responsible Person/Unit(s)	Timetable/Key Milestones	Status Update
<p>A. Enhance communication and engagement with student-athletes</p>	<ol style="list-style-type: none"> <li>1. Establish a dedicated compliance officer position to serve as a liaison from University Athletics to the Financial Aid Office</li> <li>2. Increase reporting and outreach to student-athletes regarding financial aid guidelines, requirements, and their status for receipt of aid</li> <li>3. Enhance existing financial literacy education and provide to all student-athletes to assist with NIL and managing financial aid</li> </ol>	<ol style="list-style-type: none"> <li>1. Chief Compliance and Ethics Officer</li> <li>2. Associate AD for Compliance (Financial Aid) &amp; Director of Financial Aid</li> <li>3. Associate AD for Compliance (Financial Aid) &amp; Director of Financial Aid</li> </ol>	<ol style="list-style-type: none"> <li>1. November 30</li> <li>2. Immediate and ongoing</li> <li>3. November 1</li> </ol>	<ol style="list-style-type: none"> <li>1. Pending</li> <li>2. Increased communication has begun regarding student aid and requirements</li> <li>3. Planning mandatory sessions with the Office of Financial Aid and other financial partners (each semester)</li> </ol>
<p>B. Adopt a sustainable model for summer school</p>	<ol style="list-style-type: none"> <li>1. Implement a more timely and comprehensive communications plan to relay guidelines and expectations that govern summer activities for student-athletes in each sport</li> <li>2. Allocate funding for summer support (tuition, room and board) at levels that are consistent with institutional expectations for student-athletes' participation in sanctioned summer activities</li> </ol>	<ol style="list-style-type: none"> <li>1. AD &amp; Coaches</li> <li>2. AD &amp; Vice President of Advancement &amp; Vice President for Student Affairs</li> </ol>	<ol style="list-style-type: none"> <li>1. January 2023</li> <li>2. January 31, 2023</li> </ol>	<ol style="list-style-type: none"> <li>1. Pending</li> <li>2. Pending</li> </ol>

**ADMISSIONS**

<b>Strategy</b>	<b>Actions/Steps to Operationalize Strategy</b>	<b>Responsible Person/Unit(s)</b>	<b>Timetable/Key Milestones</b>	<b>Status Update</b>
A. Management of special talent and transfers to ensure practices align with University goals and APR (Academic Progress Rate) expectations	<ol style="list-style-type: none"><li>1. Establish thresholds for the number of special talent and transfer student-athletes for each sport's roster</li><li>2. Enforce strict adherence to the established University's processes for admitting student-athletes</li><li>3. Evaluate the admissions process routinely to ensure compliance</li></ol>	<ol style="list-style-type: none"><li>1. AD &amp; Vice President for Student Affairs</li><li>2. AD &amp; Vice President for Student Affairs</li><li>3. AD &amp; Vice President for Student Affairs</li></ol>	<ol style="list-style-type: none"><li>1. December 2022</li><li>2. December 2022</li><li>3. December 2022</li></ol>	<ol style="list-style-type: none"><li>1. Pending</li><li>2. Pending</li><li>3. Pending</li></ol>

## COMPLIANCE

Strategy	Actions/Steps to Operationalize Strategy	Responsible Person/Unit(s)	Timetable/Key Milestones	Status Update
A. Enhance the University's Compliance Structure by increasing the number of staff and formalizing connections to the Offices of the Registrar and Financial Aid	<ol style="list-style-type: none"> <li>1. Allocate funding to establish the new positions</li> <li>2. Complete searches to fill the positions:               <ol style="list-style-type: none"> <li>a. Sr. Associate Athletic Director (AD) for Compliance</li> <li>b. Associate AD of Compliance (Financial Aid)</li> <li>c. Coordinator (Financial Aid liaison)</li> <li>d. Associate AD for Compliance (Eligibility)</li> <li>e. Coordinator (Certification Officer)</li> <li>f. Coordinator (general compliance)</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. President</li> <li>2. Chief Compliance and Ethics Officer</li> </ol>	<ol style="list-style-type: none"> <li>1. July 2022</li> <li>2. Hiring deadlines:               <ol style="list-style-type: none"> <li>a. <i>November 30:</i> Sr. Associate Athletic Director (AD) for Compliance</li> <li>b. <i>November 30:</i> Associate AD of Compliance (Financial Aid)</li> <li>c. <i>October 31:</i> Coordinator (Financial Aid liaison)</li> <li>d. <i>November 30:</i> Associate AD for Compliance (Eligibility)</li> <li>e. <i>October 31:</i> Coordinator (Certification Officer)</li> <li>f. <i>October 3:</i> Coordinator (general compliance)</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Complete</li> <li>2. Status:               <ol style="list-style-type: none"> <li>a. <i>Rolling Search:</i> Sr. Associate Athletic Director (AD) for Compliance</li> <li>b. <i>Pending Personnel Action:</i> Associate AD of Compliance (Financial Aid)</li> <li>c. <i>Pending Personnel Action:</i> Coordinator (Financial Aid liaison)</li> <li>d. <i>Position Posted:</i> Associate AD for Compliance (Eligibility)</li> <li>e. <i>Position Posted:</i> Coordinator (Certification Officer)</li> <li>f. <i>Hiring Completed:</i> Coordinator</li> </ol> </li> </ol>



## COMPLIANCE

Strategy	Actions/Steps to Operationalize Strategy	Responsible Person/Unit(s)	Timetable/Key Milestones	Status Update
	g. Graduate Assistant/Intern		g. <i>October 15:</i> Graduate Assistant/Intern	(general compliance) g. <i>Request Pending:</i> Graduate Assistant/Intern
B. Enhance the Compliance Structure by providing short-term support for day-to-day compliance function and reporting	1. Expand the scope of services with BSK to bring an attorney in residence to campus to support the compliance function, including education, monitoring, reporting, and outreach (Note: BSK has been working with the University since October 27, 2014)	1. Chief Compliance and Ethics Officer	1. October 4 start date	1. On track
C. Enhance compliance tracking and reporting	1. Expand use of athletics reporting software to track compliance and notifications by monitoring and enforcing use by coaches and athletics staff	1. Senior Associate AD for Compliance	1. Ongoing	1. In progress
D. Strengthen connections between Compliance and administrative units across the University	1. Expand campus-wide participation in monthly compliance meetings to include the FAR, representatives from academic, student and fiscal affairs units	1. AD & Senior Associate AD for Compliance	1. October start date (ongoing)	1. In progress
E. Increase staff and student awareness of compliance requirements and outcomes	1. Provide targeted ongoing compliance training for coaches, student-athletes, academic advisors, and athletics administrators, to include compliance specific topics, such as recruiting, NIL, and APR	1. Senior Associate AD for Compliance	1. Each semester	1. In progress

**COMPLIANCE**

<b>Strategy</b>	<b>Actions/Steps to Operationalize Strategy</b>	<b>Responsible Person/Unit(s)</b>	<b>Timetable/Key Milestones</b>	<b>Status Update</b>
F. Continue APR Improvement Plan Monitoring	1. Amend January 2022 APR Improvement Plan. While the amendment is not required by NCAA, amending the existing improvement plan will be reflective of internal progress monitoring	1. Senior Associate AD for Compliance & Chief Compliance and Ethics Officer	1. Improvement plan submitted January 2022; amended plan based on compliance review, recent adjustments, and latest APR reporting will be completed by October 31	1. In progress
G. Continue Annual Probationary Reporting	1. Comply with terms of probation and report appropriately to the NCAA and University leadership	1. Senior Associate AD for Compliance & Chief Compliance and Ethics Officer	1. Year 7 probationary report submitted on September 15, 2022	1. Completed

## ACCOUNTABILITY AND OPERATIONAL EFFECTIVENESS

Strategy	Actions/Steps to Operationalize Strategy	Responsible Person/Unit(s)	Timetable/Key Milestones	Status Update
<p>A. Promote a culture of accountability and compliance within University Athletics</p>	<ol style="list-style-type: none"> <li>1. Identify a comprehensive set of compliance/student success metrics for each head coach and annually report outcomes to the President and BOT Special Committee on Athletics</li> <li>2. Enforce accountability measures for athletics administrators and coaches in accordance with their employment contracts via the annual performance evaluation process</li> </ol>	<ol style="list-style-type: none"> <li>1. Athletic Director &amp; Associate Vice President for Strategic Planning, Analysis, and Institutional Effectiveness</li> <li>2. Athletic Director</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify metrics (November 30) Complete annual report (June 30, 2023)</li> <li>2. End of season evaluations (variable)</li> </ol>	<ol style="list-style-type: none"> <li>1. Pending</li> <li>2. Pending</li> </ol>
<p>B. Incorporate University Athletics into the University's Institutional Effectiveness Framework</p>	<ol style="list-style-type: none"> <li>1. Develop and publish dashboards to facilitate ongoing monitoring and evaluation of key performance indicators (KPIs) for athletics</li> <li>2. Provide monthly updates and reports to senior leadership on KPIs</li> </ol>	<ol style="list-style-type: none"> <li>1. Associate Vice President for Strategic Planning, Analysis and Institutional Effectiveness &amp; Vice President for Audit</li> <li>2. Associate Vice President for Strategic Planning, Analysis and Institutional Effectiveness</li> </ol>	<ol style="list-style-type: none"> <li>1. December 15</li> <li>2. December 2022</li> </ol>	<ol style="list-style-type: none"> <li>1. Pending</li> <li>2. Pending</li> </ol>

## AUDIT SERVICES

Strategy	Actions/Steps to Operationalize Strategy	Responsible Person/Unit(s)	Timetable/Key Milestones	Status Update
<p>A. Provide independent and objective assurance to the Board that University processes and practices are in place and operating as intended</p>	<ol style="list-style-type: none"> <li>1. Monitor and advise management in the assessment of Athletics and the development of related action plans</li> <li>2. Evaluate Athletic program metrics periodically, validate information, and report to management and the Board regarding performance and corrective action plan implementation</li> </ol>	<ol style="list-style-type: none"> <li>1. Vice President for Audit</li> <li>2. Vice President for Audit</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing (Quarterly)</li> <li>2. Ongoing (Quarterly)</li> </ol>	<ol style="list-style-type: none"> <li>1. Participating in an advisory capacity in managements' efforts to assess the situation and prepare an action plan</li> <li>2. Metrics and Evaluation:               <ol style="list-style-type: none"> <li>a. Researching metrics and methods to gather dashboard information</li> <li>b. Partnering with the Division of Strategic Planning, Analysis, and Institutional Effectiveness on Athletics dashboard</li> </ol> </li> </ol>
<p>B. Solicit external assurance to the Board that University processes and practices are in place and operating as intended</p>	<ol style="list-style-type: none"> <li>1. Engage a professional services firm to provide the following services:               <ol style="list-style-type: none"> <li>a. Develop a detailed profile of athletics-related issues facing the University by obtaining a robust understanding of the FAMU Athletic Department and University athletic-support functions, including</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Vice President for Audit</li> </ol>	<ol style="list-style-type: none"> <li>1. October 2022-December 2023</li> </ol>	<ol style="list-style-type: none"> <li>1. Progress:               <ol style="list-style-type: none"> <li>a. Firm identified</li> </ol> </li> </ol>

## AUDIT SERVICES

Strategy	Actions/Steps to Operationalize Strategy	Responsible Person/Unit(s)	Timetable/Key Milestones	Status Update
	<p>Department organizational structure; staffing/personnel; student-athlete recruitment management and special talent admissions; student academic support; student success analytics; student aid; and compliance (NCAA compliance related to student-athlete eligibility, Academic Progress Rate, and certification processes)</p> <p>b. Confirm the proper identification of the root causes contributing to athletics-related issues through the assessment and validation of the University's athletics and athletic-support functions</p> <p>c. Evaluate athletics management action plans, and advise on the advisability and likely efficacy of actions planned by management</p> <p>d. Recommend improvements to planned actions and controls that will prevent, detect, and correct any further recurrence of identified athletics-related issues</p>			<p>b. Professional Services Agreement prepared</p> <p>c. Agreement in legal review</p> <p>d. Firm preparing proposal and engagement letter</p>

**AUDIT SERVICES**

<b>Strategy</b>	<b>Actions/Steps to Operationalize Strategy</b>	<b>Responsible Person/Unit(s)</b>	<b>Timetable/Key Milestones</b>	<b>Status Update</b>
	<ul style="list-style-type: none"><li>e. Produce a written report of outcomes containing the profile of issues, root-cause analysis, and evaluation of action plans, including assessments and recommendations</li><li>2. Present the results to both FAMU Senior Management and the FAMU Board of Trustees</li></ul>	<ul style="list-style-type: none"><li>2. Vice President for Audit</li></ul>	<ul style="list-style-type: none"><li>2. Report to the BOT and BOG at their regularly scheduled meetings following the delivery of the services.</li></ul>	<ul style="list-style-type: none"><li>e. Information regarding the status of management actions shared with the firm</li><li>2. Pending</li></ul>

# Questions?



## FLORIDA A&M UNIVERSITY

Founded in 1887 as the State Normal College for Colored Students, Florida Agricultural and Mechanical University (FAMU) is the only historically state supported educational facility for African Americans in Florida. It has always been co-educational. In 1890, the second Morrill Act was passed. This enabled the school to become the Black Land Grant College for the State of Florida. west of its original location