



UC SAN DIEGO

NCAA DIVISION I INSTITUTIONAL RECLASSIFICATION PROCESS SELF-STUDY
May 2023

*Submitted on behalf of The IRP Steering Committee
Dr. James Antony, Chair & Dean of Graduate Studies*



INTRODUCTION TO SELF-STUDY REPORT

- Institutional Information
- Athletic Information
- Institutional Reclassification Process Self-Study Information



INTRODUCTION TO SELF-STUDY REPORT

NCAA Reclassification Process Self-Study Information

- 1. Steering committee chair (name and title):** Dr. James Antony, Dean of Graduate Studies
- 2. Report coordinator (name and title):** Darcy Frailey, Projects Director & Robert Neuhard, Executive Director, Operational Strategic Initiatives
- 3. Campus contact (name and title):** Sara Allard, Senior Associate Athletics Director/Senior Woman Administrator
- 4. Reclassification process liaison (name and title):** Sara Allard, Senior Associate Athletics Director/Senior Woman Administrator
- 5. Describe the extent of broad-based participation of campus constituencies in the self-study.**

Specifically, report on the opportunities that were provided to various individuals or groups in the broad-campus community to: (a) offer input into the self-study report before findings and plans for improvement were formulated; and (b) review the self-study report after it was drafted.

In 2020, UC San Diego became a member of Division I and the Big West Conference, marking the beginning of a four-year reclassification process. As part of this transition, the University is required to complete the Division I Self-Study in Year 3. This process involves conducting a thorough assessment of the entire athletic program in three areas identified by the NCAA: governance and rules compliance, academic integrity, and gender equity, diversity issues, and student-athlete well-being.

The self-study process presents an opportunity to increase awareness of the positive impact that intercollegiate athletics can have on the University's goals, such as being student-centered, expanding exposure, and creating a more vibrant and diverse campus environment. The evaluation is designed to ensure that the intercollegiate athletics program aligns with the mission statements of both the University and the Athletics Department. To encourage broad participation, UC San Diego faculty, staff, and students have agreed to serve as committee members and actively engage in the self-study process.

Participation for writing, editing, and reviewing the self-study report

The steering committee and subcommittee members are individuals with significant responsibilities across campus and were chosen due to their unique perspective and expertise. Each individual participating on their respective committees had bi-weekly and monthly opportunities to gather data, as well as write, edit, and review the self-study report. These individuals are listed below.

Steering Committee:

Name	Campus Role
Dr. Pradeep Khosla	Chancellor
Dr. James Antony	Dean of Graduate Education / Steering Committee Chair
Dr. Cliff Kubiak	Faculty Athletics Representative
Earl Edwards	Athletics Director

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Sara Allard	Senior Woman Administrator and Self-Study Liaison
Terri Winbush	Chief Human Resources Officer & Equal Employment Opportunity Officer
Michael Diaz	Title IX Officer
Derek Brajevich	Track and Field Scholar-Athlete, SAAC Executive Board Member
Bobbi Aguirre	Softball Scholar-Athlete, SAAC President
Becky Pettit	Vice Chancellor – Equity, Diversity and Inclusion
Alysson Satterlund	Vice Chancellor – Student Affairs
Judy Bruner	Chief Ethics and Compliance Officer
Anne Buckley	Chief Communications & Marketing Officer
Jim Rawlins	Associate Vice Chancellor – Enrollment Management
Jake Lacy	Dean of Academic Advising – Warren College
Mercedes Munoz	Associate Vice Chancellor – Budget
Dr. Amy Leu	Associate Professor, UC San Diego Sports Medicine, Team Physician
Gary Jacobs	Athletics Board member

Governance & Commitment to Rules Compliance Subcommittee:

Name	Campus Role
Jim Rawlins	Subcommittee Chair (Associate Vice Chancellor – Enrollment Management)
Judy Bruner	Chief Ethics and Compliance Officer
Ted Johnson	Chief Procurement Officer
Greg Loza	Athletics Certifying Officer
Esteban Marquez	Financial Aid & Scholarships
John Hughes	Assistant Vice Chancellor – Student Affairs Resource Management
Danielle Schulte	Employee Relations
Cheryl Harrelson	Associate Vice Chancellor – Alumni/Annual Giving/Pipeline
Lelli Van den Einde	Faculty Member
Adam Burgasser	Faculty Member
Derek Brajevich	Men’s Track and Field Scholar-Athlete, SAAC Publicity Chair
Sindhu Daggupati	Associated Students Representative (AS of Spirit and Athletics)
Katie McGann	(formerly) Exec. Sr. Associate Athletics Director – Ethics, Compliance & Scholar-Athlete Success / (currently) Dean of Academic Advising (ex-officio)
Stephanie Duke	Sr. Associate Athletics Director – Administration (ex-officio)
Sara Allard	Sr. Associate Athletics Director – Sport Administration and Strategic Priorities, SWA (ex-officio)
Heather Ledezma	Director of Athletics Business Operations (ex-officio)
Nate Garcia	Cross Country Head Coach (ex-officio)

Academic Integrity Subcommittee:

Name	Campus Role
Jake Lacy	Subcommittee Chair (Dean of Academic Advising)
Cindy Lyons	Registrar
John Moore	Dean, Undergraduate Education
Tricia Bertram Gallant	Director of Academic Integrity
Christine Hurley	Institutional Research

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Christine Sharp	Teaching & Learning Commons Writing Hub Director
Dontarie Stallings	Faculty Member
Cliff Kubiak	Faculty Athletics Representative
Madison Baxter	Women's Basketball Scholar-Athlete, SAAC VP
William Kessinger	Triton Tide Representative (Triton Tide Co-President, Fall 2022 Grad)
Richard Kilwien	Exec. Sr. Associate Athletics Director - External (ex-officio)
Katie McGann	(formerly) Exec. Sr. Associate Athletics Director – Ethics, Compliance & Scholar-Athlete Success / (currently) Dean of Academic Advising (ex-officio)
Sara Allard	Sr. Associate Athletics Director – Sport Administration and Strategic Priorities, SWA (ex-officio)
Pilar Milam	Athletics Eligibility & Scholar-Athlete Development Advisor (ex-officio)
Matt Ustaszewski	Men's Water Polo Head Coach (ex-officio)

Gender Equity/Diversity Issues/Student-Athlete Well-Being Subcommittee:

Name	Campus Role
Alysson Satterlund	Subcommittee Co-Chair (Vice Chancellor – Student Affairs)
Becky Pettit	Subcommittee Co-Chair (Vice Chancellor – Equity, Diversity, & Inclusion)
Reina Juarez	Counseling & Psychological Services Director
Piya Bose	Assistant Vice Chancellor - Student Affairs
Ivan Evans	Provost – Eleanor Roosevelt College
Amber Vlasnik	Dean of Student Affairs
Shaun Travers	LGBT Resource Center Director
John Rawlins III	Black Resource Center Director
Stacey Brydges	Faculty Member
Bobbi Aguirre	Softball Scholar-Athlete, SAAC President
Aliyah Ellis	Triton Tide Representative (Triton Tide Co-President)
Matt Kritz	Exec. Sr. Associate Athletics Director - Athletic Performance (ex-officio)
Sara Allard	Sr. Associate Athletics Director – Sport Administration and Strategic Priorities, SWA (ex-officio)
Stephanie Duke	Sr. Associate Athletics Director – Administration (ex-officio)
Anju Stringer	Athlete Development & Eligibility Advisor (ex-officio)
Shane Saenz	Director of Sport Psychology
Vanessa Yang	Associate Athletics Director - Sports Medicine (ex-officio)
Kristin Jones	Women's Soccer Head Coach (ex-officio)
	<i>Consult with as needed</i>
Amy Leu	Associate Professor, UC San Diego Sports Medicine, Team Physician
Maruth Figueroa	Assistant Vice Chancellor - Student Retention & Success
Hassan Akmal	Executive Director, Career and Professional Development
Patty Mahaffey	Assistant Vice Chancellor - Student Life
Patty Maysent	Health System CEO
Joanna Boval	Office for Students with Disabilities Director
Steven Swenson	Title IX Office (Investigator)

In addition to those who participated in the steering committee, as well as the subcommittees, UC San Diego utilized outside consultants from [The Pictor Group](#) to review the drafts of the self-study report. This group consisted of Carolyn Femovich and Cary Groth. Dan Butterly, the Commissioner of the Big West Conference, also reviewed the final draft of the self-study report.

6. Provide an electronic copy of the institution’s written plan for conducting the self-study.

As charged by the Chancellor, and as a component of the NCAA Division I reclassification process, UC San Diego has established a steering committee to conduct a self-study with the campus community and submit a written report to the NCAA. The UC San Diego NCAA Reclassification Self-Study Steering Committee is chaired by Dean James Antony and includes a balance between the athletics department staff members and other key individuals and groups on campus. In addition to athletics department staff, those on the Steering Committee include representatives of:

- Academic Advising
- Athletics Board
- Budget & Finance
- Communications & Marketing
- Ethics & Compliance
- Equity, Diversity, & Inclusion
- Faculty
- Human Resources
- Student Affairs
- Scholar-Athletes
- Title IX

Our high-level roadmap aims to complete and submit our final draft of the self-study report no later than May 15, 2023. For more details, see below.

High-Level Roadmap:

Key Milestone or Task	Dates
Establish Steering Committee	October – November 2022
Establish Sub-Committees	November – December 2022
Schedule & hold kick-off for Steering Committee	November – December 2022
Schedule & hold kick-offs for Sub-Committees	December 2022 – January 2023
Schedule & hold on-going Steering Committee meetings	January – April 2023
Schedule & hold on-going Sub-Committee meetings	January – April 2023
Complete 1 st Draft of Self-Study Report	March 2023
Complete 2 nd Draft of Self-Study Report	April 15, 2023
Complete Final Draft of Self-Study Report	May 15, 2023

*Additional milestones & tasks are to be identified by the Steering Committee. These will include:

1. Collecting and organizing pertinent data
2. Coordinating the activities of the subcommittees
3. Reviewing the draft reports and data
4. Communicating regularly through meetings and reports
5. Maintaining a written record of meetings, meeting minutes, and individuals responsible for writing subcommittee reports

The self-study report shall be organized into three basic topic areas, shown below. Each topic area shall have a subcommittee, led by members of the Self-Study Steering Committee, that drives the specific tasks related to its respective area.

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High-Level Topic Areas:

Key Topic Area	Topic Overview
Governance & Rules Compliance	Ensure compliance and institutional responsibility, through our governance structure, for the conduct of our athletics programs. Ensure compliance with the NCAA rules and regulations.
Academic Integrity	Ensure our intercollegiate athletics programs are designed and maintained as a vital component of the institution’s educational system, and that student-athletes are treated consistently with the student-body.
Gender Equity, Diversity Issues, & Student Athlete Well-Being	Ensure our athletics programs are: <ul style="list-style-type: none"> • Free from gender bias • Promoting respect for and sensitivity to the dignity of every person and refrain from discrimination • Designed to protect and enhance the physical and educational well-being of student athletes

For a full list of those that participated in the subcommittees, see the response to Question 5 above.

The subcommittees responsibilities included:

- Research and organize relevant data to respond to self-study questions
- Collect input from campus constituents as needed
- Formulate conclusions and recommendations based on the work of the subcommittees and feedback received during review process
- Write the draft report for respective section of the self-study, working closely with the self-study reporter for submission of materials to the steering committee
- Ensure the steering committee members as well as the broader university committee is provided opportunities to review self-study findings
- Ensure written records are maintained of all meetings

As part of the Chancellor’s charge, and to conduct the UC San Diego self-study in a timely manner, key campus individuals have been identified.

Key Campus Individuals:

Self-Study Role	Name	Campus Role
Chair, Steering Committee	James Antony	Dean of Graduate Education
Chair, Governance & Rules Compliance Sub-Committee	Jim Rawlins	Associate Vice Chancellor, Enrollment Management
Chair, Academic Integrity Sub-Committee	Jacob Lacy	Dean of Academic Advising - Warren College
Co-Chairs, Gender, Diversity, Inclusion & Student Athlete Well-Being Sub-Committee	Alysson Satterlund Becky Pettit	Vice Chancellor, Student Affairs Vice Chancellor, Equity, Diversity, & Inclusion

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Campus Contact	Sara Allard	Sr. Associate Athletics Director & Senior Woman Administrator
Report Coordinators	Robert Neuhard Darcy Frailey	Executive Director, Operational Strategic Initiatives (OSI) Projects Director, OSI
Self-Study Process Liaison	Sara Allard	Sr. Associate Athletics Director & Senior Woman Administrator

7. **Please provide the institution’s mission, philosophy and goals statement, and the athletics program’s mission, philosophy and goals statement. Also, indicate the dates of formal approval for the most recent versions.**

UC SAN DIEGO

UC San Diego’s Strategic Plan was created to ensure sustainable excellence and to enable us to further engage our campus and community members, alumni, and supporters. As a living document, it continues to inform the identification and implementation of unprecedented solutions that have a transformative impact on the economic, social, cultural, and imaginative experiences of the communities we serve. The most recent version was formally updated and approved in 2014. Learn more about those solutions [here](#).

MISSION:

UC San Diego will transform California and a diverse global society by educating, generating and disseminating knowledge and creative works, and engaging in public service.

VISION:

We will align our efforts to be a student-centered, research-focused, service-oriented public university.

VALUES:

We will hold ourselves accountable to our mission, vision, values, and goals; they will be the essence of our internal interactions, and form the foundation for our engagements locally, nationally, and globally. Our successes will be measured not only by UC San Diego’s performance but also, and more important, by its impact.

To be successful, UC San Diego must remain distinctive, maximize our comparative advantages, and ensure our culture and environment exemplify our values.

- Collaborative and interdisciplinary activities lead to unsurpassed discoveries, technologies, cures, scholarship, and creative works that advance and enrich society.
- Excellence in teaching, research, patient care, and a people- and service-oriented culture that supports learning, scholarly work, and public service are the norm.
- Our focus on diversity, equity, and inclusion enables faculty, students, and staff to excel and provides an opportunity for all to succeed.
- Our entrepreneurial spirit leads to agility, risk-taking, and innovative approaches to solving problems and seizing opportunities. Public service, sustainability, integrity, and ethics are core principles guiding our activities.

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GOALS:

Our values are supported by five overarching university goals.

1. Delivering an educational and overall experience that develops students who are capable of solving problems, leading, and innovating in a diverse and interconnected world.
2. Cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all.
3. Nurturing and supporting a collaborative and interdisciplinary research culture that advances the frontiers of knowledge, shapes new fields, and disseminates discoveries that transform lives.
4. Supporting and promoting just and sustainable forms of economic development, shared prosperity, and social and cultural enrichment regionally and globally.
5. Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship.

STRATEGIES:

Thirteen initial strategies have been established by the Chancellor's Strategic Planning Council as a framework for initiatives that will be launched in support of the campus goals. The five goals and thirteen strategies will guide UC San Diego's decision-making through the end of this decade.

1. Provide coordinated and comprehensive academic, professional, and career advising across all colleges, departments, and units.
2. Rethink curriculum and pedagogy to improve retention and graduation rates and increase student and faculty engagement.
3. Strengthen the connection between academic and high-impact co-curricular experiences.
4. Evolve our campus culture by requiring actionable initiatives and measurable outcomes that enhance equity, diversity, and inclusion.
5. Expand existing programs and implement new approaches that result in accessible and affordable learning for all.
6. Identify emerging and future trends and strategic thrusts to increase our impact and enrich society.
7. Attract, retain, and grow our top-quality and diverse faculty body.
8. Grow a high-quality, cost-effective, and diverse graduate program.
9. Evolve structures and processes to identify trends for investment, and foster innovation, risk-taking, and collaboration.
10. Strengthen community engagement and public service to increase the greater community's awareness of UC San Diego's impact and role locally, regionally, and globally.
11. Improve access to high-quality patient care.
12. Enhance financial sustainability through new revenue and efficient use of existing revenue.
13. Identify new models for excellent service that prioritize delivery to our stakeholders while addressing regulatory, compliance, and reporting requirements.

UC SAN DIEGO ATHLETICS

At UC San Diego, we boldly pursue excellence in all that we do.

In just 60 years, the University has become an internationally renowned Center of Excellence and recognized as one of the top 20 universities worldwide. To maintain and enhance this elite status, UC San Diego must seek continuous improvement in a demanding, highly-competitive environment. Through an extensive campus-wide strategic plan, initiatives to improve the campus environment, raise the University's profile, create a unified brand, and fulfill an ambitious capital campaign are underway.

UC San Diego Athletics is uniquely positioned to play a major role in helping the University realize these goals. Our vision for a vibrant athletics program elevates the UC San Diego student experience, strengthens alumni connection to the University, amplifies community engagement, and builds the UC San Diego national brand. As we ascend to NCAA Division I status, our program will continue to enhance the University in these ways while developing scholar-athletes of uncompromising character who make a positive impact in a complex and ever-changing world.

Guided and inspired by the University's Mission and Vision, the UC San Diego Strategic Plan for Athletics is a result of a comprehensive and collaborative undertaking, actively engaging strategic campus partners and select community members. All told, more than 160 committee participants from campus and the community, across 30 distinct UC San Diego campus entities, were involved in the development of the strategic plan. To facilitate the process, UC San Diego commissioned the services of The PICTOR Group, a consulting firm specializing in intercollegiate athletics, with experience in strategic visioning and planning and over 120 years of collegiate athletics leadership among the four senior partners.

Following an extensive strategic review in 2018-19, a clear path was set for the future of UC San Diego Athletics through its reclassification to full NCAA Division I membership in 2024. UC San Diego Athletics will aggressively pursue new and innovative ways to achieve conference-leading excellence, establishing bold goals for competitive success while sustaining high academic and ethical standards. We are committed to telling the story of UC San Diego through regional, national and global exposure while fostering the holistic development of each scholar-athlete to enable them to thrive within our community and the world.

The most recent version was formally updated and approved in 2020 and can be found [here](#).

MISSION:

The mission of UC San Diego Athletics is to ensure that our educational and athletic excellence develops inclusive leaders for life while enriching and engaging the University and San Diego as a whole.

VISION:

UC San Diego Athletics boldly pursues greatness as a transformational Division I program.

VALUES:

- **Excellence:** We strive for greatness in all that we do.
- **Integrity:** We always act in an honest and ethical manner.
- **Inclusion:** We value a diverse and equitable environment, creating a culture of belonging that honors all backgrounds, perspectives and life experiences.

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- **Innovation:** We inspire creativity and distinction by challenging the process.
- **Resilience:** We have a spirit of determination and the ability to thrive in the face of adversity.

GOALS:

1. *Academic Excellence*

Foster academic excellence within a culture of integrity where the academic performance of UC San Diego scholar - athletes is comparable to or above that of the University's nationally ranked undergraduate student population.

2. *Competitive Achievement*

Establish and sustain an environment of athletic excellence to ensure competitive success as a Division I institution while maximizing individual and team potential and striving for conference and national distinction.

3. *Scholar-Athlete Experience*

Provide UC San Diego scholar-athletes with resources, programming and experiences that enable them to thrive at UC San Diego while developing a lifelong connection to the University.

4. *Branding, Marketing and Engagement*

Create advocates by enhancing the perception of the athletics program through distinctive visual imaging, impactful messaging and meaningful experiences.

5. *Financial Responsibility and Sustainability*

Operate with the highest degree of fiscal integrity and promote a transparent process of budgeting and accountability while identifying and securing new revenue opportunities and philanthropic support.

6. *Championship Facilities and Venues*

Invest in outstanding athletics facilities and venues to enhance the recruitment and retention of exceptional scholar-athletes, coaches and staff who will build winning teams and provide a quality experience for all.

STRATEGIES:

By 2024, UC San Diego Athletics will:

1. Recruit and retain scholar-athletes, coaches and staff who boldly pursue greatness.
2. Develop comprehensive programming and support that promote the holistic development of each scholar-athlete.
3. Enhance our partnerships and collaborative efforts within campus and the San Diego community for increased synergy.
4. Create tangible campus unity that translates to closely tied alumni and a common spirit across generations as Tritons.

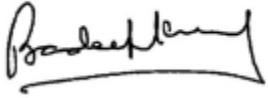
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5. Amplify broad recognition of the UC San Diego brand.
6. Set and meet aggressive goals for expanded philanthropic support and revenue generation.
7. Cultivate a spirit of inclusivity and belonging among all students that celebrates the unique qualities of each member of the UC San Diego community.
8. Comprehensively integrate equity and diversity in our athletics department culture and strategic decision making.
9. Continue to look forward, adapt to the rapid pace of change, identify opportunities and align resources to meet our highest priorities.
10. Create game-day experiences for students and community that engage and connect Triton fans.

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UC San Diego NCAA Division I Institutional Reclassification Self-Study Sign-Off

As mentioned above, the steering committee had various opportunities to review the self-study report. These individuals listed above have certified that all statements made in this self-study report are true and correct, to the best of their knowledge, information and belief.

A handwritten signature in black ink, appearing to read "Pradeep Khosla", with a horizontal line underneath.

UC San Diego Chancellor, Pradeep Khosla