

Office of the President

TO MEMBERS OF THE COMMITTEE ON EDUCATIONAL POLICY:

DISCUSSION ITEM

For Meeting of January 21, 2015

REPORT OF THE WORKING GROUP ON COACHES/ATHLETIC DIRECTORS COMPENSATION AND STUDENT-ATHLETE ACADEMIC PERFORMANCE

EXECUTIVE SUMMARY

At the September 2014 Board of Regents meeting, President Napolitano announced the establishment of a high-level working group to determine how UC can best align contracts for coaches and athletic directors with measures of student-athlete academic achievement. The President established the working group partly in response to concerns about the academic performance of some University athletic teams. The working group convened in the fall and submitted a report to the President in December with recommendations to: require that coaches' student-athletes meet certain academic performance metrics before the coaches can receive any incentive payment, whether based on athletic or academic performance; require that coaches and athletic directors be annually evaluated on student-athlete academic performance, team athletic performance, student-athlete conduct, and other appropriate topics; provide options for metrics related to academic performance that campuses may incorporate into coaches' contracts to further tailor contracts based on the particular circumstances of the school and athletic program; create an Office of the President-based award program to recognize teams that, under the leadership of their coaches and athletic directors, demonstrate exemplary performance in academics, student conduct, and/or public service; and institute changes in process and reporting lines. These recommendations are aimed at ensuring that the importance of student-athlete academic performance is reflected in the contracts of coaches and athletic directors and the personnel practices applicable to them.

BACKGROUND

At the September 2014 Board of Regents meeting, President Napolitano announced the establishment of a high-level working group to determine how UC can best align contracts for coaches and athletic directors with measures of student-athlete academic achievement. The working group consisted of athletic directors from UCLA and UC Berkeley; faculty, including a representative of the Academic Senate; other representatives from across the UC campuses; and representatives from the offices of Human Resources, General Counsel, and Ethics, Compliance and Audit Services at the UC Office of the President.

The President's Working Group on Coaches/Athletic Director Compensation and Student-Athlete Academic Performance began by conducting a detailed review of all contracts for UC

athletic coaches and athletic directors. This review included all UC campuses with the exclusion of UCSF, which does not have an intercollegiate athletic program. UC Berkeley, UC Davis, UC Irvine, UCLA, UC Riverside, and UC Santa Barbara all have NCAA Division I athletic programs. UC San Diego competes in both Division I and Division II athletics. UC Santa Cruz has a Division III program. UC Merced is not currently a NCAA member, but its athletic program participates in the National Association of Intercollegiate Athletics (NAIA). The academic performance of student-athletes at the University of California, specifically for those student-athletes on Division I teams, was also evaluated. (See Attachment 2.)

School	Division	Conference
UC Berkeley	NCAA Division I	Pac-12 Conference
UC Davis	NCAA Division I	Big West Conference, Big Sky Conference, Mountain Pacific Sports Federation
UC Irvine	NCAA Division I	Big West Conference, Mountain Pacific Sports Federation
UCLA	NCAA Division I	Pac-12 Conference
UC Merced	National Association of Intercollegiate Athletics (NAIA)	California Pacific Conference
UC Riverside	NCAA Division I	Big West Conference
UC San Diego	NCAA Division II, NCAA Division I	Division II: California Collegiate Athletic Association Division I: Mountain Pacific Sports Federation
UC San Francisco	N/A	N/A
UC Santa Barbara	NCAA Division I	Big West Conference
UC Santa Cruz	NCAA Division III	Independent, Golden State Athletic Conference, Southern Collegiate Athletic Conference

The Working Group also reviewed a number of partial contracts for coaches at other Pac-12 schools, as well as publicly available contract information for other NCAA Division I public universities. In an effort to better understand how comparable institutions structure coaching contracts to reflect the importance of academic performance and athletic department culture, the group also spoke with the athletic director's office at another Pac-12 university.

In addition to reviewing contractual language, the Working Group evaluated existing UC policies – including both Presidential Policies and Personnel Policies for Staff Members (PPSM) – to determine which policies should apply to athletic coaches and how that applicability should

be expressed contractually. The working group then examined how best to implement changes to policies and contracts across the UC system.

After surveying current practices within UC and within other NCAA member institutions, the working group crafted several options to enhance current UC policies and contracts. These options included changes to the performance incentives in coaches' contracts, the creation of an awards program, refinement of the performance review process, amendments to the current compensation approval process, and restructuring reporting lines on campuses. Items pertaining to the delegation of approval responsibilities to the President will be discussed and acted upon in a related item "Authorization for the President of the University to Approve Appointment and Compensation Actions for Employees in Coach and Other Athletic Positions" before the Committee on Compensation. In examining these options, the group assessed whether contractual changes should be adopted on a systemwide basis, made available to campuses to be used in different combinations (allowing campuses to tailor contracts and some policies in a manner that best suits their individual circumstances), or a combination of the two.

The Working Group presented its recommendations for the President's consideration in December and received her approval. These recommendations – which are explained in greater detail in the attached full report of the Working Group – will:

- Require that coaches' student-athletes meet certain academic performance metrics before the coach can receive any incentive payment, whether based on athletic or academic performance.
- Require that coaches and athletic directors be annually evaluated on student-athlete academic performance, team athletic performance, student-athlete conduct, and other appropriate topics.
- Provide options for academic performance metrics that campuses may incorporate into coaches' contracts to further tailor contracts based on the particular circumstances of the school and athletic program. (A chart of the recommended academic performance metrics is included in the Working Group's report, which is attached to this item. The report also explains why other metrics that the Working Group considered are not recommended.)
- Create an Office of the President-based award program to recognize teams that, under the leadership of their coaches and athletic directors, demonstrate exemplary performance in academics, student conduct, and/or public service.
- Institute changes in process and reporting lines. These changes including requiring that the Athletic Director report directly to the Chancellor, and that the authority to set the compensation for employees in coach and athletic positions be delegated to the President of the University in consultation with the Chair of the Committee on Compensation, with re-delegation to the Chancellors in certain circumstances, in order to improve the governance and accountability of intercollegiate athletics at the University of California.

A separate item proposing this delegation will be considered by the Committee on Compensation at this meeting.

These recommendations will be implemented on a systemwide basis; however, campuses will have the discretion to tailor contracts and some policies to their specific needs by choosing to combine a variety of different policy options, in addition to the mandatory requirements.

Key to Acronyms

AGB	Association of Governing Boards
APR	Academic Progress Rate
GSR	Graduation Success Rate
ICL	Indexed Compensation Level
NCAA	National Collegiate Athletic Association

Attachments:

1. [Working Group Report to President Napolitano](#)
2. [Academic Performance of Student-Athletes at the University of California](#)