

Office of the President

TO MEMBERS OF THE SPECIAL COMMITTEE ON ATHLETICS

DISCUSSION ITEM

For Meeting of September 19, 2024

CAMPUS ATHLETICS OVERVIEW: UC BERKELEY AND UC RIVERSIDE

UC BERKELEY

EXECUTIVE SUMMARY

The University of California, Berkeley sponsors a comprehensive Department of Intercollegiate Athletics (IA), with 30 Division I sport programs¹ and about 900 student-athletes, supported by approximately 300 coaches and staff members. Cal Athletics is a source of great pride for the University, excelling on the playing fields, in the classroom, and in the community. Chancellor Lyons has described Cal Athletics as the “principal engagement mechanism” for the University, as Cal Athletics enhances the campus community by providing opportunities for students, faculty, staff, alumni, and friends to come together to celebrate the University’s spirit and identity.

Reflecting the campus’ commitment to excellence in research, teaching, and scholarship, Cal Athletics strives to compete for championships in all 30 sports. Cal has a rich history of excellence which includes 104 team national championships, 331 individual/boat/relay national titles, participation in 25 football bowl games along with 19 men’s basketball and 14 women’s basketball National Collegiate Athletics Association (NCAA) tournament appearances. Cal student-athletes perform at the highest level on the international stage, consistently representing their home countries at the Olympics and other world championship events. At the 2024 Paris Olympics, former, current, and future Cal student-athletes earned 23 medals for six different countries.

Cal Athletics is dedicated to delivering an exceptional student-athlete experience. Its mission is to “educate, compete, serve and excel...developing leaders of tomorrow.” Through its seven strategic priorities (student-athlete experience; academic success; competitive success; financial resources; department culture; diversity, equity, inclusion, and belonging; and campus

¹ Cal sponsors the following sports: Men’s and Women’s Basketball, Baseball, Beach Volleyball, Men’s and Women’s Cross Country, Football, Field Hockey, Men’s and Women’s Golf, Men’s and Women’s Gymnastics, Lacrosse, Men’s and Women’s Rowing, Rugby, Men’s and Women’s Soccer, Softball, Men’s and Women’s Swimming and Diving, Men’s and Women’s Tennis, Men’s and Women’s Track & Field (Indoor and Outdoor), Women’s Volleyball, and Men’s and Women’s Water Polo.

integration), Cal Athletics commits to providing a once-in-a-lifetime opportunity for student-athletes of all backgrounds to learn from the best coaches in the nation, develop life skills, and build lasting relationships while competing for championships and Olympic medals and earning a Cal degree. It is this experience that guides Cal Athletics toward its vision of being “the model of comprehensive excellence in intercollegiate athletics.”

BACKGROUND

After competing in the PAC-12 Conference for more than 100 years, on August 2, 2024, Cal became a member of the Atlantic Coast Conference (ACC). Cal was joined by Bay Area rival Stanford in the move to the new conference. Cal will compete in 24 of the 28 sports that the ACC sponsors.² For the sports that are not in the ACC, Cal student-athletes will compete in the Mountain Pacific Sports Federation and D1A Rugby/PAC. The chart below shows the breakdown of the sports in their respective conferences:

Conference	Sports
Atlantic Coast Conference (ACC)	Men’s and Women’s Basketball, Baseball, Men’s and Women’s Cross Country, Football, Field Hockey, Men’s and Women’s Golf, Women’s Gymnastics, Women’s Lacrosse, Women’s Rowing, Men’s and Women’s Soccer, Softball, Men’s and Women’s Swimming and Diving, Men’s and Women’s Tennis, Men’s and Women’s Track & Field (Indoor and Outdoor), Women’s Indoor Volleyball
Mountain Pacific Sports Federation (MPSF)	Beach Volleyball, Men’s Gymnastics, Men’s Rowing, Men’s and Women’s Water Polo
D1A Rugby/PAC	Rugby

In the 2023-24 academic year, the Cal student-athlete population included 912 student-athletes comprising 529 men and 383 women. The University provides about 600 student-athletes with either a full or partial athletic scholarship. In 2023-24, Cal student-athletes received a total of \$22.5 million in athletic financial aid, including 321 full scholarship equivalencies. A full scholarship for a California resident includes the following items, as determined by the Office of Financial Aid and Scholarships (OFAS) for all undergraduate students for 2024-25: Tuition, Fees and Books (\$17,407), Room and Board (\$18,422), Student Health Insurance Plan (\$4,028), and Miscellaneous/Personal Expenses (\$4,132), for a full Cost of Attendance of \$43,989. Out-of-state scholarships include an additional \$34,200 for non-resident fees, for a total Cost of Attendance of \$78,189. Student-athletes may receive up to \$5,980 in Alston Academic Performance Grants in addition to a full athletic scholarship.

² See appendix for full listing of each ACC sports and the ACC institutions that sponsor each sport.

A total of 35 percent of Cal student-athletes and 38 percent of Cal Athletics staff identify as racial or ethnic minorities. The student-athlete population includes the following demographics: 65 percent White, 19 percent African American/Black, 10 percent Asian, 4 percent Chicano/Latino, 1 percent Pacific Islander, and 1 percent Native American/Alaskan Native. There are 116 international student-athletes from 30 countries competing for Cal Athletics. By comparison, the Fall 2023 enrollment at UC Berkeley includes the following demographics: 50.5 percent Asian, 28.4 percent White, 22.9 percent Chicano/Latino, 5.4 percent Southwest Asian/North African, 3.8 percent African American/Black, 1.4 percent Native American/Alaskan Native, and 1.1 percent Pacific Islander.

ACADEMIC PERFORMANCE

Cal student-athletes achieve great success in the classroom, a significant turnaround over the past decade. The Graduation Success Rate (GSR) for Cal student-athletes has risen from 78 percent a decade ago to an all-time high of 91 percent in 2023, including an increase from 44 percent to 84 percent for the football program and from 38 percent to 91 percent for the men's basketball program. Cal's Academic Progress Rates (APR) have also hit record highs in recent years (including a 989 score out of 1000 in 2022-23). Following the Spring 2024 term, male student-athletes had a cumulative GPA of 3.171 (with 12 of 14 men's teams above 3.0) and female student-athletes had a cumulative GPA of 3.409 (with all 16 women's teams above 3.0).

Cal's Athletic Study Center (ASC) has 17 full-time staff members who provide academic support and advising services to the entire student-athlete population at UC Berkeley. The ASC provides individual tutoring through graduate and undergraduate tutors, one-on-one academic planning and advising toward degree progress, career and major exploration, and personal development opportunities. In addition, the ASC provides support through courses and workshops such as New Student-Athlete Orientation and the Scholar-Athlete First-Year Transition, Exploration, and Discovery Seminar.

Cal student-athletes have declared majors in 53 different degree programs. The chart below displays the breakdown of top majors for student-athletes as compared to the general student body.

Top 16 Majors

S/A Rank	Student Athletes	S/A Pcnt%	U/G Pcnt%	U/G Rank	U/G Rank	Non S/A Undergraduates	U/G Pcnt%	S/A Pcnt%	S/A Rank
1	Psychology	9.0%	3.3%	6	1	Electrical Eng & Comp Sci	6.8%	1.9%	16
2	Economics	8.8%	6.1%	2	2	Economics	6.1%	8.8%	2
3	American Studies	6.7%	0.2%	64	3	Molecular & Cell Biology	5.8%	2.9%	13
4	Legal Studies	6.5%	2.3%	15	4	Political Science	4.3%	3.6%	12
5	Business Administration	6.1%	4.3%	5	5	Business Administration	4.3%	6.1%	5
5	Sociology	6.1%	2.8%	9	6	Psychology	3.3%	9.0%	1
5	Political Economy	6.1%	1.5%	24	7	Mechanical Engineering	3.2%	3.8%	11
8	Interdisciplinary Studies	5.2%	0.6%	42	8	Cognitive Science	3.0%	1.5%	18
9	Data Science	4.6%	2.3%	14	9	Sociology	2.8%	6.1%	5
9	Media Studies	4.6%	2.6%	11	10	Applied Mathematics	2.7%	0.0%	0
11	Mechanical Engineering	3.8%	3.2%	7	11	Media Studies	2.6%	4.6%	9
12	Political Science	3.6%	4.3%	4	12	Computer Science	2.6%	1.5%	18
13	Molecular & Cell Biology	2.9%	5.8%	3	13	English	2.4%	0.8%	24
14	Environ Econ & Policy	2.3%	1.5%	23	14	Data Science	2.35%	4.6%	9
15	Integrative Biology	2.1%	1.4%	25	15	Legal Studies	2.26%	6.5%	4
16	Public Health	1.9%	1.8%	18	16	Molecular Environ Biology	1.8%	0.6%	25
36	= Lowest S/A Rank				102	=Lowest U/G Rank			

ATHLETIC SUCCESS

Cal Athletics has a long history of success on the playing fields, with 104 team national championships and 331 individual and relay national titles. In 18 of the past 20 years, Cal Athletics has finished in the Top 25 of the national Learfield Directors' Cup standings, which measures athletic success across all sports. Cal finished 20th in the country during 2023-24 and was one of just eight universities to finish in the Top 25 of both the Learfield Directors' Cup and the U.S. News and World Report university rankings. Over the past 25 years, the Cal football program has participated in 12 bowl games and were Pac-12 Co-Champions in 2006; the men's basketball program has qualified for nine NCAA tournaments and won a Pac-12 Championship in 2010; the women's basketball program has made 11 NCAA tournament appearances, including in the Final Four in 2013; and the volleyball program has made 12 NCAA appearances, including an NCAA Runner-Up finish and as Pac-12 Co-Champions in 2010.

During the 2023-24 year, Cal continued its run of producing national champions, with the men's swimming and diving team capturing three individual national crowns and one relay championship, and the men's track and field program earning an individual national champion in the hammer throw. In the Fall of 2023, the Golden Bear men's water polo team won its third consecutive NCAA championship and 17th all-time, which is the most in Division I history for the sport. The men's swimming and diving and men's rowing programs each won back-to-back national titles during the 2021-22 and 2022-23 academic years, and the men's swimming and diving program has finished either Number 1 or Number 2 in the country for a staggering 14 consecutive years.

Cal also has an impressive history of Olympic success, producing 246 Olympic medals all-time, which is the fourth-most of any university in the country, including 126 gold medals. At the 2024 Summer Olympics in Paris, Cal affiliates earned 23 medals for six different countries, which tied

the most medals Golden Bear athletes have brought home at a single Olympics. Had Cal been a country, it would have finished 12th in the Olympic medal count.

At the 2024 Paris Olympics and 2021 Tokyo Olympics, Cal Athletics had a total of 116 Olympians (59 in 2024 and 57 in 2021). During the last two Olympics, 21 men and 18 women have won medals. In Paris and Tokyo, Cal student-athletes represented their home countries across the globe, winning medals from the United States (23), Canada (5), the Netherlands (2), Australia (2), Great Britain (2) and one medal each for Denmark, Spain, Hungary, Lithuania, and New Zealand.

There is a long list of former Cal student-athletes who have gone on to become household names in the professional ranks. Jason Kidd was an All-American at Cal before becoming a 10-time All-Star during a 19-year career in the National Basketball Association (NBA). Former Cal women's soccer player Alex Morgan went on to become an icon for the U.S. National Team, winning two Olympic medals and two World Cup championships. Cal has produced more Super Bowl starting quarterbacks than any other school in the country: Joe Kapp, Craig Morton, Vince Ferragamo, Jared Goff, and Aaron Rodgers. Other notable Cal student-athlete alumni include Jaylen Brown, current NBA all-star and World Champion with the Boston Celtics and the youngest player ever elected as Vice President of the NBA Players Association; football's Marshawn Lynch and Tony Gonzalez; Major League Baseball's Marcus Semien; Professional Golf Association players Collin Morikawa and Max Homa; swimmers Missy Franklin, Natalie Coughlin, Ryan Murphy, Nathan Adrian; and many, many more. Cal student-athlete alumni are also prominent in professional sports coaching and executive positions, with Jason Kidd serving as head coach of the Dallas Mavericks; fellow Cal basketball alumnus Sean Marks serving as general manager of the Brooklyn Nets; baseball alumnus Bob Melvin serving as manager of the San Francisco Giants; and football alumnus Ron Rivera having a successful career as head coach of the Carolina Panthers and Washington Commanders.

STUDENT-ATHLETE EXPERIENCE

The Athletic Department has built a holistic support system to help Cal student-athletes balance the demands of competing at the highest level of intercollegiate athletics, pursuing a degree at an elite academic institution and preparing themselves for their professional careers after Cal.

The Cameron Institute

In 2019, the Athletic Department created the Cameron Institute for Student-Athlete Development, a new unit within the Athletic Department, with the support of a \$12.5 million seed gift from Bryan Cameron. The gift has grown to a current \$19.1 million endowment with the goal of being fully endowed by its 10th anniversary in 2029. Led by Associate Athletics Director Marissa Nichols and a team of 12 full-time staff members, the Cameron Institute is devoted to helping Cal student-athletes experience *The California Way*, a framework for performing to their full potential and thriving at Cal and beyond, with four aspirational outcomes for a student-athlete to be:

- An impactful leader who inspires others toward a collective purpose
- Committed to excellence with a high-performance mindset
- Inspired and equipped to make critical contributions in the community, and
- Positioned to land a golden opportunity upon graduation and flourish in a chosen career.

The Cameron Institute focuses on three main pillars: Career Development, Community Engagement, and Mental Performance.

- The Career Development pillar provides services to ensure that Cal student-athletes are well-connected to a strong and robust network of alumni and professionals, positioning them to land internships and get off to a great start with their careers. Services are designed to help student-athletes learn more about themselves and the world of work to make informed decisions about their careers.
- The Cameron Institute recognizes sport as a bridge for community building and a platform for social justice. The Department recognizes community engagement as foundational to the positive development of the whole student-athlete and person. The program aims to build a culture of engaged service within Cal Athletics rooted in authentic and sustained community and campus-based partnerships leading to mutual learning, positive impact, and enhanced connection within and between Cal Student-Athletes, UC Berkeley, and the East Bay community.
- In the Mental Performance Pillar, comprehensive sport and performance psychology services are provided to student-athletes, coaches, and teams. The services aim to optimize mindset, performance, sport well-being, team culture, and leadership.

The Cameron Institute for Student-Athlete Development has become a national model for student-athlete development and differentiates Cal Athletics.

Mental and Physical Health Support of Student-Athletes

The holistic development of Cal student-athletes is also supported with the university's mental and physical health resources. A joint venture between University Health Services (UHS) and the Athletic Department, Cal Sports Medicine provides healthcare that is overseen by licensed healthcare professionals. The physical and mental resources dedicated to student-athletes access to four UHS team physicians, 25 board-certified athletic trainers, three registered dietitians, and access to a host of community providers. In addition, there are six UHS mental health providers that have dedicated time for student-athletes.

DIVERSITY, EQUITY, INCLUSION, BELONGING AND JUSTICE (DEIBJ)

Cal Athletics has an unwavering commitment to Diversity, Equity, Inclusion, Belonging and Justice (DEIBJ), from recruiting student-athletes, to hiring and retention practices, to the culture of respect that is fostered throughout the department. The Cal Athletics DEIBJ office, led by Associate Athletics Director Ty-Ron Douglas, offers support to student-athletes, coaches and staff. Cal DEIBJ highlights three main pillars – Educate, Celebrate, and Accelerate. Ongoing

projects that support these pillars include Belong Blogs, Heritage Month Celebrations, DEIBJ Playbooks and Listening and Lifting Sessions.

DEIBJ Playbooks are monthly sessions that deepen the knowledge of Cal Athletics staff, coaches, and student-athletes about a variety of topics, including Indigenous, Latinx, Asian American Pacific Islander, Black, and Women’s heritage months. As an example, during the 2024 Black History Month DEIBJ Playbook experience, the department partnered with and hosted Professor Harry Edwards, John Carlos, and Tommie Smith as featured panelists and honorees for their Contributions to Humanity. In this conversation, attendees learned about the 1968 Olympic Project for Human Rights and honored these three giants of justice for their contributions to sport and society, including the creation of the most iconic sports image of the 20th century.

Toward the continued development and growth of a sense of belonging within Cal Athletics, the DEIBJ Office has led the development of Accelerate DEIBJ Engagement Groups, which are Cal Athletics’ version of Employee Engagement Groups. Grounded in a commitment to internal and external community connections, authentic interactions, and meaningful relationships, these groups meet, strategize, amplify, and simply ‘be’ with an attentiveness to unique cultural nuances and center and celebrate the collective and individual identities of the group.

Similarly, the Cameron Institute for Student-Athlete Development provides leadership to Cal’s Student-Athlete Led Organizations (SALOs). SALOs are student-led and student-driven, putting into practice the skills of The California Way and providing pathways for leadership development, enhanced sense of community and belonging across sports, and meaningful opportunities for service within and beyond Cal Athletics. There currently are seven active Cal Student-Athlete Led Organizations, and they are open to all Cal Student-Athletes.

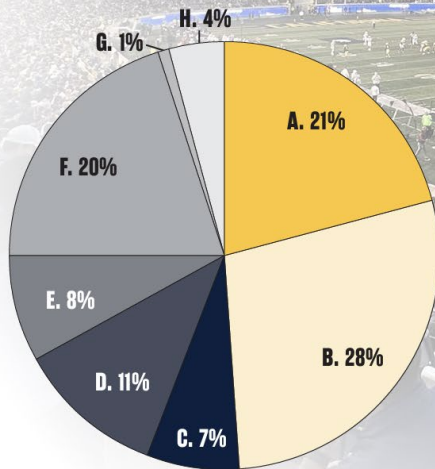
BUDGET – REVENUES AND EXPENSES

The charts below provide a financial overview of revenues and expenses for FY23, the most recent audited figures, in which Cal Athletics had a \$130 million annual budget.³

³ For comparison, here are the FY23 budgets for Athletic Departments across ACC public universities: Clemson--\$174.3 million, Florida St.--\$172.1 million, Louisville--\$140.2 million, North Carolina--\$139.1 million, Virginia--\$138.2 million, Georgia Tech--\$132.3 million, Virginia Tech--\$117.0 million. (Source: Winthrop Intelligence)

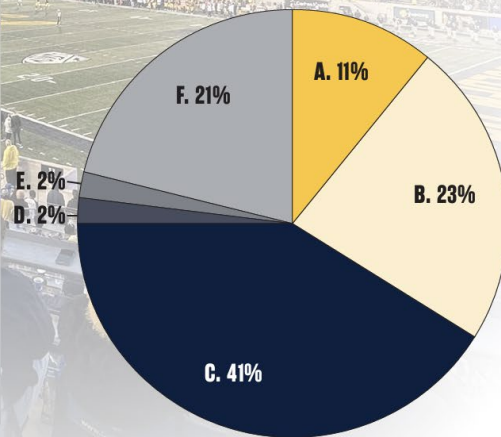
Revenues

- A. Philanthropic Contributions, Endowments and Investment Income, And Gifts-In-Kind – 21%
- B. Transfers from UC Berkeley – 28%
- C. NCAA And Pac-12 Conference Distributions – 7%
- D. Royalties, Licensing, Advertising, And Sponsorships – 11%
- E. Ticket Sales And Game-Day Related Sales – 8%
- F. Media Rights – 20%
- G. Program, Novelty, Parking And Concessions Sales – 1%
- H. Other – 4%



Expenses

- A. Athletic Student Aid – 11%
- B. Sport-Specific Costs – 23%
- C. Coaching, Support Staff, Administrative Compensation, and Severance Payments – 41%
- D. Medical Insurance – 2%
- E. Campus Fees – 2%
- F. Other Athletic Department Expenses – 21%



FY23 Revenues & Expenses:

Revenue		Expense	
Ticket Sales	\$ 10,227,443	Student Aid	\$ 14,746,854
Student Fees	\$ 444,374	Guarantees	\$ 1,777,500
Direct Institutional Support	\$ 36,652,879	Coaches Salary and Benefits	\$ 26,673,514
Guarantees	\$ 1,949,867	Admin Salary and Benefits	\$ 29,464,819
Contributions	\$ 14,521,955	Severance Payments	\$ 415,581
In-Kind	\$ 56,009	Recruiting	\$ 2,922,077
Media Rights	\$ 25,468,833	Team Travel	\$ 9,446,568
NCAA Distributions	\$ 2,738,485	Sports Equipment	\$ 5,475,424
Conference Distributions	\$ 5,951,313	Game Expenses	\$ 6,824,937
Program, Novelty, Concessions	\$ 899,070	Fundraising, marketing, Promotions	\$ 8,105,194
Royalties, Licensing, Advertisement	\$ 14,449,999	Spirit Groups	\$ 68,844
Endowment Income	\$ 13,177,700	Direct Overhead	\$ 7,181,062
Other Revenue	\$ 2,931,346	Medical Expenses, Insurance	\$ 2,965,479
		Membership and Dues	\$ 134,336
		Other Operating Expenses	\$ 4,468,009
		Student Athlete Meals	\$ 2,773,444
		Transfer to Institution	\$ 3,378,948
TOTAL	\$ 129,469,273	TOTAL	\$ 126,822,590
		Debt Service	\$ 8,834,249
		Capital Projects	\$ 2,594,973

The generous donors who support the Berkeley campus care deeply about the comprehensive excellence of the campus as a whole. For many of the campus' alumni, donors, and friends, Cal sporting events play an indispensable role in their continuing relationship with, and support for, the University. Whether their philanthropy is directed toward Athletics or to the campus more broadly, UC Berkeley donors expect and appreciate the impact of a thriving athletics department. Of the top 100 campus donors (individuals, excluding corporations and foundations) 30 have given \$1 million or more to athletics at some point in their philanthropic relationship to campus. Of the top 30 individual donors in Berkeley's history (excluding foundations and corporations), 11 have given heavily to athletics (\$1 million or more). The top 30 donors to athletics (individuals, excluding foundations and corporations) have contributed a total of approximately \$350 million in lifetime giving to the campus and of that \$350 million, approximately \$160 million is for athletics.

The Athletic Department has a 20-member Cal Athletic Fund staff that works diligently to cultivate donor support. In each of the past four years, Cal Athletics has raised over \$38 million, and during the campus' recent Light the Way campaign, athletics donors provided \$350 million in support, with \$335 million in gifts and pledges directly impacting the campaign. Cal Athletics has approximately a \$310 million endowment that generates about \$13 million in annual revenue for the Athletic Department.

From an expense standpoint, the primary drivers are compensation for the 300 coaches and staff members who support our student-athletes; sport-program operating budgets (including travel and recruiting costs); and athletic scholarships. Cal Athletics has worked diligently to be fiscally

responsible, priding itself on being able to achieve excellence on and off the playing fields while operating the Department in a cost-efficient manner.

RECENT INVESTMENTS

Cal has made continuous investments to support its student-athletes as they compete for conference and national championships while earning valuable degrees. Since 2014, there have been a number of reforms at the NCAA, State, and institutional levels that have allowed Cal to enhance the student-athletes' experience through direct support to student-athletes. Student-athletes may now receive full Cost of Attendance scholarships (an additional \$4,000 beyond the previous value of a full scholarship). They also may receive up to \$5,980 annually in Alston Academic Performance Grants and a significantly increased number of meals and other nutritional support. Moreover, investments have been made to enhance the support provided to student-athletes across a number of areas, including medical, mental health, name, image and likeness (NIL) support, career and personal development, and DEIBJ.

From a facilities standpoint, Cal Athletics operates day-to-day primarily out of two facilities: Haas Pavilion and the Simpson High Performance Center while utilizing 16 athletic facilities for training and competition. In 2012 Cal completed a football stadium renovation, including a seismic retrofit, and the creation of the Simpson Center for High Performance, which houses 13 of its 30 sport programs. In 2016, Cal completed an upgrade to modernize Haas Pavilion (home to Cal Men's and Women's Basketball, Volleyball, and Men's and Women's Gymnastics). In 2017, Cal completed the Legends Aquatic Center, housing its swimming and water polo programs. In 2019, Cal Football locker room was renovated and in 2024 a Football Wellness Center was completed. Looking forward, the University intends to break ground on a softball stadium and beach volleyball facility as part of its continued commitment to providing equitable facilities. Many of these facility projects have been funded partially or wholly through the generous support of the Cal donor community.

CHALLENGES AND OPPORTUNITIES

Conference Realignment

One of the most significant challenges facing the University and other institutions across the country is the unpredictable future of college sports. A surge of conference realignment across the country in recent years has resulted in two power conferences (Big Ten and Southeastern Conference or SEC) receiving significant media rights deals while the other conferences face financial pressures.

After over a 100-year history, eight members of the Pac-12 Conference departed for other conferences around August of 2023, effectively resulting in the dissolution of the conference. On September 1, 2023, the University of California, Berkeley, along with Stanford University and Southern Methodist University, accepted membership in the Atlantic Coast Conference (ACC), effective August 2, 2024. With its move to the ACC, the University was able to achieve its three primary goals in seeking a new conference affiliation. First, as a member of the ACC, Cal will

continue to compete for championships at the highest level of college sports, with the ability to continue to recruit the top prospective student-athletes in the world. Second, Cal will compete in a conference against similar institutions that value academic excellence in addition to athletic success. With the addition of Cal and Stanford, the ACC will include nine Association of American Universities (AAU) members including the University of North Carolina, Duke University, the University of Notre Dame, and the University of Virginia. Third, the agreement with the ACC was the best available deal financially, as conference revenue distributions are critical to supporting Cal student-athletes and sport programs.

The move to the ACC, however, will pose some challenges. Although 18 of the University's 30 sport programs will experience no impact or a minimal impact on travel due to the move to the ACC, 12 Cal sports will experience an increase in travel to the East Coast. For those sports, Cal Athletics will incur increased travel costs and will implement various measures to mitigate the impact of travel on student-athletes, including sending academic staff members and mental performance consultants on road trips to provide additional support. From a financial standpoint, as a member of the ACC, the University will annually receive a full share of conference revenue, including media rights and other revenues (e.g., NCAA Basketball and College Football Playoff distributions). However, for the first seven years of its agreement with the ACC, the University will be required to annually contribute 66 percent of its media rights revenue to an ACC Success Fund, a projected \$18 million for FY25. Therefore, the University is projected to net roughly \$11 million in conference media rights revenue in FY25, with similar figures for the following six years. In Years Eight and Nine of the agreement, the University will contribute 30 percent and 25 percent, respectively, to the Success Fund. By the 10th year of the agreement, Cal will receive a full distribution without having to contribute to the Success Fund.

Legal and Legislative Forces Impacting the Future of College Sports

In 2019, the State of California adopted a bill allowing student-athletes to be compensated for use of their name, image and likeness (NIL), and more than 30 other states followed suit with their own NIL bills. In 2021, the NCAA adopted a policy allowing student-athletes across the country to profit from their NIL. Shortly thereafter, NIL Collectives were formed in which donors pool their funds into an entity that compensates student-athletes for use of their NIL. A recent federal injunction allows NIL Collectives to offer NIL deals to recruits. That, combined with the NCAA Transfer Portal, which allows student-athletes unlimited transfers to other schools, has resulted in a proliferation of student-athletes transferring, often in search of NIL deals, especially in the sports of football and basketball.

In addition, there have been numerous antitrust cases moving through the federal court system in which plaintiffs have challenged NCAA rules that have restricted student-athletes from being compensated by their schools. In the summer of 2024, a settlement was reached that, if approved by the court, would eliminate NCAA scholarship limits for teams and allow universities to provide about \$20 million annually to student-athletes in direct compensation, starting with the 2025-26 year. There are also pending National Labor Relations Board cases and a federal court case in which some student-athletes seek to be classified as employees with a right to wages and the ability to unionize. In light of these developments, the NCAA and Power Conferences are

lobbying members of Congress for support to develop a new, sustainable model for college sports, enabling the organization to create and enforce a framework of regulations.

Financial Pressures/Headwinds and Opportunities for Revenue Generation

The Athletic Department and Chancellor's Office created a long-term sustainable budget in 2019, and the Athletic Department met its budget targets for the ensuing five years. However, over the past year, the Cal Athletics budget has been significantly impacted by a multitude of factors including a restructuring of its apparel and multi-media rights agreements, resulting in reduced revenue and additional expenses, and the Pac-12 Settlement with Oregon State University and Washington State University, which reduced the FY24 conference distribution for the 10 institutions departing the Pac-12. These factors, along with a decreased conference revenue distribution as a member of the ACC, have resulted in the Chancellor and Athletic Director actively working to develop another long-term budget for FY25 and beyond. This includes a number of potential measures including centralizing athletics scholarships within the Office of Financial Aid and Scholarships; establishing new revenue streams for the Athletic Department, including a plan to better monetize California Memorial Stadium through non-athletic events; increasing annual philanthropy for current use; and creating a \$100 million endowment matching campaign. This support will be critical for Cal to maintain a comprehensive, nationally competitive program that provides exceptional support to its 900 student-athletes and 30 sport programs.

APPENDIX

Sponsorship of ACC Sponsored Sports (2024-25)																								
	M XC	W XC	W Soc	M Soc	VB	FH	W Swim	W Div	M Swim	M Div	W Gym	Wre	M I/O TF	W I/O TF	Fen	W Golf	M Golf	M Ten	W Ten	W Row	W LAX	M LAX	SB	BB
BC	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X		X	X	
Cal	X	X	X	X	X	X	X	X	X	X	X		X	X		X	X	X	X	X	X		X	X
Clem	X	X	X	X	X						X		X	X		X	X	X	X	X	X		X	X
Duke	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X
FSU	X	X	X		X		X	X	X	X			X	X		X	X	X	X		X		X	X
GT	X	X			X		X	X	X	X			X	X			X	X	X				X	X
Lou	X	X	X	X	X	X	X	X	X	X			X	X		X	X	X	X	X	X		X	X
MIA	X	X	X		X		X	X		X			X	X		X		X	X	X				X
NC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
NCST	X	X	X	X	X		X	X	X	X	X	X	X	X		X	X	X	X				X	X
ND	X	X	X	X	X		X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X
Pitt	X	X	X	X	X		X	X	X	X	X	X	X	X						X			X	X
SMU		X	X	X	X		X	X	X	X				X		X	X	X	X	X				
Stan	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X
Syr	X	X	X	X	X	X							X	X					X	X	X	X	X	
UVa	X	X	X	X	X	X	X	X	X	X		X	X	X		X	X	X	X	X	X	X	X	X
VT	X	X	X	X	X		X	X	X	X		X	X	X		X	X	X	X		X		X	X
WF	X	X	X	X	X	X							X	X		X	X	X	X					X

*All ACC institutions sponsor football, men's basketball, women's basketball and volleyball.

UC RIVERSIDE

EXECUTIVE SUMMARY

The University of California, Riverside (UCR) is a proud member of The Big West Conference, having transitioned from Division II to Division I in 2001. As a Division I member of the National Collegiate Athletic Association (NCAA), UCR aligns with 10 other nationally respected institutions in the Big West, including five UC campuses: UC Davis, UC Irvine, UC Riverside, UC San Diego, and UC Santa Barbara. Additionally, UCR Athletics is affiliated with The Mountain Pacific Sports Federation (MPSF) for men's and women's indoor track teams.

UCR Athletics sponsors 17 NCAA Division I sports programs, representing approximately 300 student-athletes who compete both nationally and globally. These programs span nine women's and eight men's teams, including basketball, soccer, cross country, indoor and outdoor track, golf, tennis, volleyball, baseball, and softball.

The mission of UCR Athletics is to develop student-athletes for life beyond sport by fostering an environment of inclusivity, care, and active listening. This commitment ensures that student-athletes not only succeed in their sports but also grow professionally and personally. UCR Athletics promotes excellence in athletic and academic performance, sportsmanship, diversity, gender equity, and inclusion, embodying UCR's values and contributing to the campus community's vibrancy with its "Bold Hearts and Brilliant Minds."

Over the past decade, UCR Athletics has achieved notable success, producing five Olympians, 28 NCAA All-Americans, and over 1,200 student-athletes named to The Big West Commissioner's Honor Roll. UCR has also celebrated multiple Big West Conference championships in Men's Golf, Women's Golf, Women's Basketball, and Men's Soccer, along with numerous individual champions in Women's and Men's Track and Field. Highlighting these achievements is Vesta Bell, an NCAA individual national champion in Track and Field, who won the Indoor Weight Throw title in 2016. Furthermore, more than 50 former UCR student-athletes have gone on to compete professionally across various sports, including golf, basketball, baseball, soccer, track and field, and softball.

Among UCR's distinguished alumni are Olympians Brenda Martinez (Track and Field, 800m) and Aaron Long (U.S. Men's National Team – Soccer), Major League Baseball players Joe Kelly (World Series Champion) and Troy Percival (World Series Champion), NBA player Zyon Pullin (Miami Heat), Major League Soccer players Aaron Long (LAFC, NY/NJ Red Bulls, U.S. Men's National Team Captain) and Daniel Aguirre (LA Galaxy), as well as golf professionals Brendan Steele (Professional Golf Association) and Savannah Vilaubi (Ladies Professional Golf Association). Many UCR alumni also continue to compete internationally in various sports, enhancing the university's global reputation.

The legacy of UCR Athletics is further enriched by its 1977 national championship baseball team, which brought significant recognition to the university during the Division II era.

BACKGROUND AND ACCOMPLISHMENTS

UC Riverside transitioned from NCAA Division II to Division I during the 2001-02 season, joining The Big West Conference. In nearly 25 years at the Division I level, UCR Athletics excelled both athletically and academically. Over the past decade, UCR secured six Big West team championships and over 50 individual titles. The Highlanders also advanced to the postseason 27 times, including back-to-back National Invitational Softball Championship appearances in softball, two NCAA Tournament berths for men's soccer, multiple NCAA Regional appearances for track and field student-athletes, and a historic milestone as the first UCR women's golfer advanced to the NCAA Championships.

As a mid-major Division I athletics program, UC Riverside faces unique challenges, particularly in the absence of a major revenue-driving sport like football. Success for mid-major programs is often measured by the performance of men's and women's basketball teams, and UCR Basketball has been on an impressive upward trajectory in recent years.

The Women's Basketball team achieved the most significant single-season turnaround in both conference and program history, improving from a 6-26 record and an 11th-place finish in 2022-23 to an 18-14 record, securing third place in the Big West, and earning a berth in the Women's National Invitational Tournament postseason tournament in 2023-24.

Similarly, the Men's Basketball team has risen from the bottom of the Big West to become a top-tier contender over the past four years. Under the leadership of head coach Mike Magpayo—who made history as the first Asian-American head coach in NCAA Division I men's basketball, following his hiring by Athletic Director Wesley Mallette—the team has experienced its most successful period in the Division I era. In the 2022-23 season, the Highlanders set a program record with 22 wins in a single season, marking their best performance in the Division I era. Coach Magpayo also became the fastest UCR Men's Basketball coach to reach 25 Big West victories.

UCR Men's Basketball has also made headlines with victories over Power 4 conference opponents, defeating Cal in 2017 (74-66), Nebraska in 2019 (66-47), Washington in 2021 (57-42), and Arizona State in 2022 (66-65).

STUDENT-ATHLETES BY THE NUMBERS

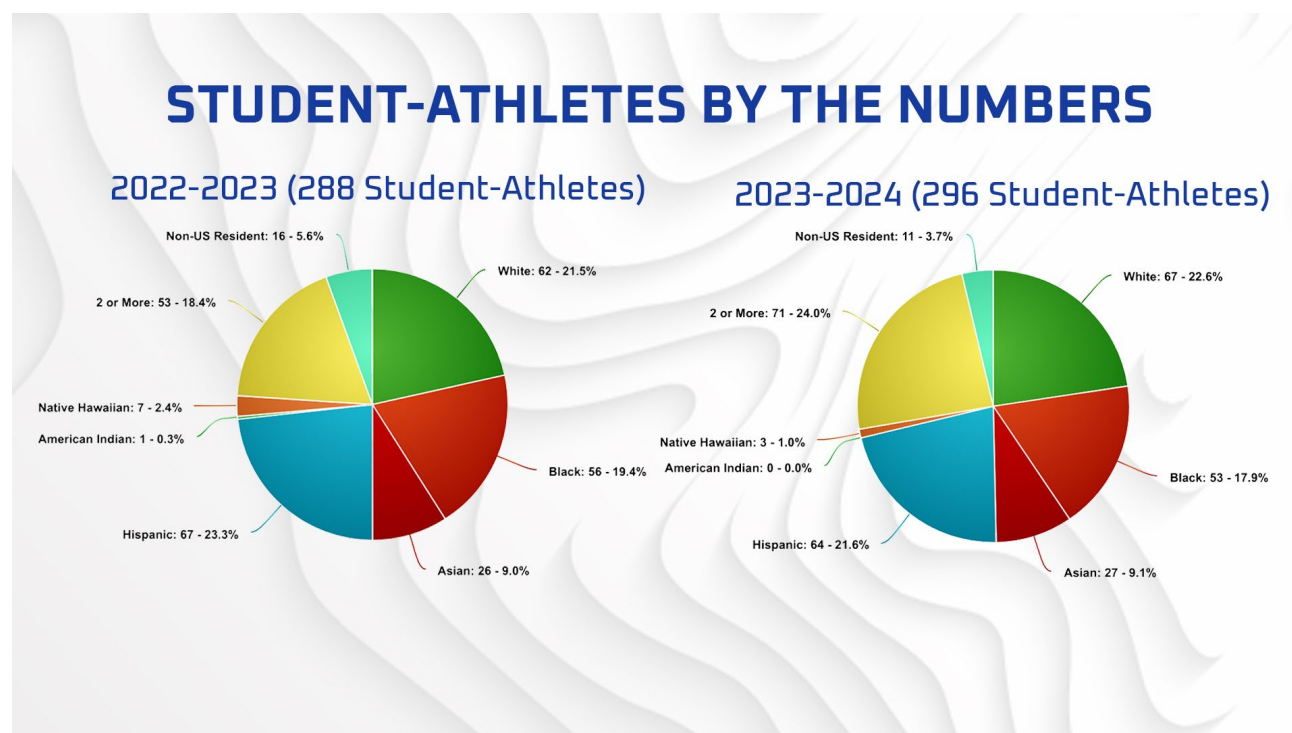
During the 2022–23 academic year, UC Riverside Athletics supported 288 student-athletes, including 152 women and 136 men. While the majority were undergraduates, 19 were graduate scholar-athletes. Of these 288 student-athletes, 206 received some level of athletic scholarship support.

It is important to note that in UCR's 17-sport program, only the men's and women's basketball teams are fully funded, meaning that they receive 100 percent of the maximum scholarship amount allowed by the NCAA. The remaining 15 teams operate at approximately 80 percent of the allowable scholarship maximum, with very few student-athletes outside of men's and

women's basketball and women's volleyball receiving full scholarships. As a result, coaches are often faced with the challenge of distributing limited scholarship funds among their student-athletes to maximize impact on their rosters.

With upcoming changes to NCAA scholarship and roster limits, UC Riverside will face a significant competitive disadvantage if it is unable to fully fund all teams at the current allowable scholarship levels. As scholarship limits are expected to increase substantially to match expanded roster sizes, the gap between fully funded and partially funded programs could widen, impacting UCR's ability to remain competitive.

UC Riverside student-athletes hail from diverse backgrounds and many countries around the world. According to the latest 2022-23 and 2023-24 data, the racial/ethnic composition of UC Riverside student-athletes was as follows:



In addition to the United States, UCR student-athletes represent 13 countries: Argentina, Australia, Canada, China, England, France, Germany, India, Lithuania, Poland, Serbia, Spain, and Sweden.

ACADEMIC SUCCESS AND STUDENT-ATHLETE SERVICES

UC Riverside student-athletes are represented across all six undergraduate colleges: the College of Humanities, Arts and Social Sciences (CHASS), College of Natural and Agricultural Sciences (CNAS), Marlan and Rosemary Bourns College of Engineering (BCOE), School of Education, School of Business, and School of Public Policy (SPP). They pursue nearly all majors offered at

UCR, with the largest cohort enrolled in CHASS. Biological Sciences is the second most popular major, particularly among those preparing for medical careers. Approximately 36 percent of student-athletes are pursuing business-related majors.

Post-graduate participation among student-athletes is at an all-time high, with nearly 7 percent enrolled in graduate programs, primarily in the School of Business, CNAS, and BCOE. Student-athletes are actively engaged in their academic departments and regularly meet with department advisors to ensure academic success.

The academic performance of UC Riverside's student-athletes is comparable to that of the general undergraduate population, as demonstrated by GPA, Academic Progress Rates (APR), and Graduation Success Rates (GSR). For the 2023-24 academic year, the overall undergraduate GPA at UCR was 3.15, while the cumulative GPA for student-athletes was 3.22. Notably, nearly one-third of student-athletes (80) achieved a GPA of 3.5 or higher, and approximately two-thirds (nearly 200) maintained a GPA above 3.0. Additionally, 177 student-athletes were recognized on The Big West Commissioner's Honor Roll.

The Academic Progress Rate is a critical measure of academic success in Division I athletics. UCR Athletics has consistently met or exceeded national benchmarks, with single-year scores of 984, 985, and 991 (out of 1,000) in recent years. Ten of UCR's 14 teams achieved a perfect APR score of 1000.

UCR Athletics' Graduation Success Rate stands at 83 percent for the cohort that enrolled in 2016-2017 and graduated within six years. Data, to be released in December 2024 projects a GSR of 92 percent for the latest cohort.

Academic Support Services for Student-Athletes

The Academic Services and Student-Athlete Affairs unit at UCR is dedicated to providing comprehensive academic support and promoting independent learning among student-athletes. UCR student-athletes are also encouraged to engage in campus-wide activities that enhance academic achievement and student engagement. Key academic support services include:

- **Academic Advising and Graduation Planning**
- **Monitoring Academic Eligibility** according to NCAA and Big West Conference standards
- **Individual Assistance** for academic, career, and personal challenges
- **Leadership Development** in collaboration with the Academic Resource Center
- **Life Skills and Career Development** programs, including:
 - Career Development and Athlete Networking Nights
 - Workshops on Name, Image, Likeness (NIL), finance, resume writing, networking, transferable skills, time management, and goal setting
- **Tutorial Assistance and Study Hall**, with remote options during travel
- **Exam Proctoring Services**
- **Collaboration with Campus Resources**

- **Peer Advising and Mentoring Programs**
- **Academic Internships**
- **Paid Internships** for former student-athletes pursuing careers in student-athlete development
- **Student-Athlete Advisory Council and Student-Athlete Leadership Development**

DIVERSITY, EQUITY, AND INCLUSION

UCR Athletics Statement on Diversity, Equity, and Inclusion

As one of UC Riverside's most visible entities, UCR Athletics is dedicated to fostering an environment that reflects the UC Principles of Community, promotes opportunities for all, and cultivates an inclusive culture designed to support the personal and professional growth of every individual. A strong partnership between UCR Athletics and the Office of the Vice Chancellor for Diversity, Equity, and Inclusion underscores commitment to these values.

UCR Athletics is resolute in upholding practices that ensure the dignity, safety, and well-being of all students, fans, staff, and student-athletes. It celebrates the diverse identities within the community, including race, ethnicity, heritage, gender identity and expression, lived names, sex, sexual orientation, age, religion, and other defining characteristics.

UCR Athletics has a zero-tolerance policy for discriminatory or derogatory behavior, including race-based hate speech, symbols, and gestures, in both written and verbal forms.

Highlanders for Humanity

"Highlanders for Humanity" is a student-athlete-driven initiative committed to cultivating a diverse, inclusive, and positive culture within UCR Athletics. Aligned with the department's culture and strategic plan, this group champions open, respectful dialogue and promotes continuous education on issues of race, multiculturalism, social inequity, and restorative justice within the athletics community.

CHALLENGES

UC Riverside Athletics faces several major challenges, with the most significant being the unpredictable future of Division I intercollegiate athletics. The landscape of Division I athletics is evolving rapidly, and the impact will differ by institution, as not all programs operate at the same level.

This period of transition is marked by:

- Conference realignment
- Name, Image, and Likeness
- Collectives
- Revenue sharing

- Rising costs and expectations associated with Division I membership
- NCAA lawsuits and settlements, including financial impacts on institutions not directly named in these cases but still affected by the outcomes
- The transfer portal
- Changes to scholarship and roster limits

For under-resourced programs like UCR, these challenges are exacerbated by the current funding environment. UCR and similar “mid-major” programs operate under an academic model rather than a business model. The unintended consequences of recent legislation and decisions made by a few will impact many, ultimately affecting the student-athlete experience and the quality of programs at UCR.

Business Model vs. Academic Model of Intercollegiate Athletics

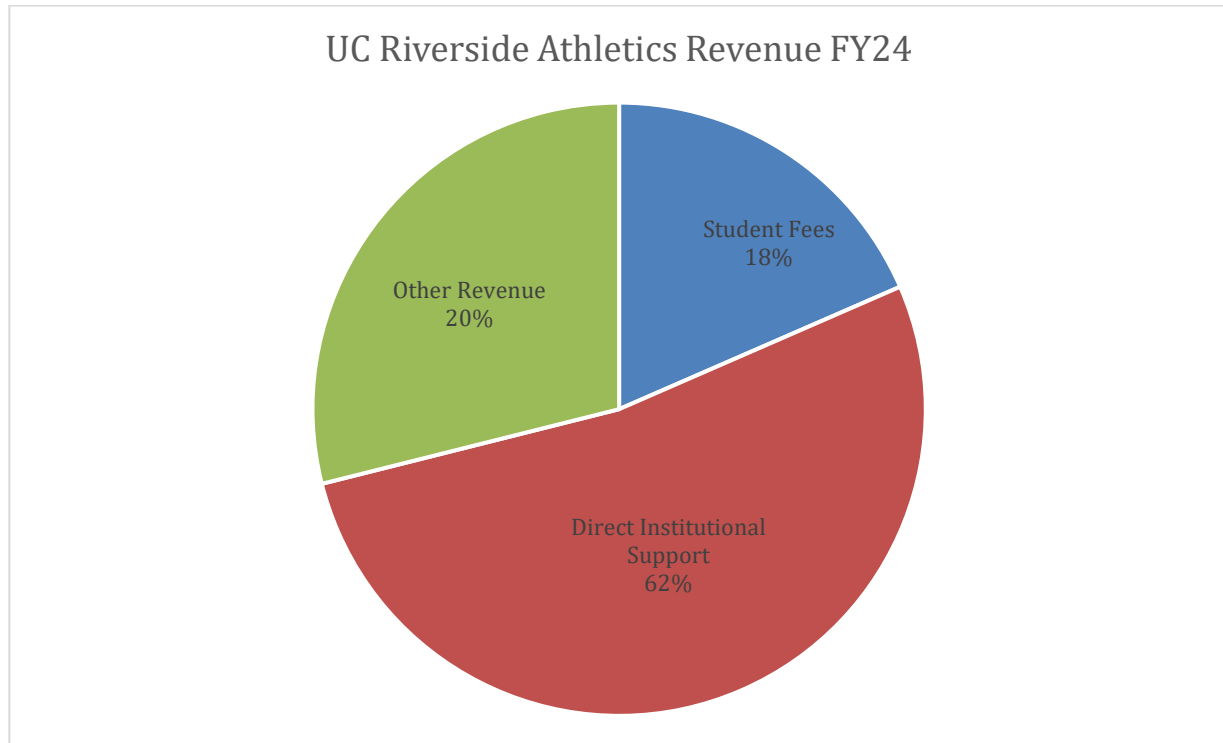
The Business Model: The “business model” describes athletics programs at institutions that invest heavily in their programs and generate significant revenue from sports such as football and men’s and women’s basketball. These programs are typically found in the larger “Power 4” conferences, which often secure multiple bids for the NCAA Men’s and Women’s Basketball Tournaments and participate in the College Football Playoff. Programs in the business model had substantial representation in the NCAA Division I transformation discussions. However, 11 Division I conferences, including The Big West, were excluded from these discussions.

The Academic Model: In contrast, the “academic model” represents programs like UC Riverside and other UCs in The Big West Conference. These programs lack the capacity to generate significant, sustained revenue, particularly without a successful Division I football program. They do not have the same ticket sales, media rights, sponsorship, or external revenue streams as their business model counterparts and operate with a fraction of the budget enjoyed by high-power conference institutions.

BUDGET

For FY24, UC Riverside Athletics projects revenues of \$14.2 million, with anticipated operating expenses of \$16.5 million. This budget includes coach and staff salaries (with bonuses and benefits), team travel, student-athlete scholarships, equipment and facility maintenance, Big West Conference membership dues, and other operational expenses. Foundation funds, such as donations from alumni, parents, friends, and fans, are excluded from this budget.

The percentage breakdown of FY24 revenue for UC Riverside Athletics is represented in the graph below:



The FY24 revenue shows that institutional support remains the largest source, contributing approximately 62 percent of the total budget. Additional revenue is generated from student fees, game guarantees, sponsorships, and ticket sales. There is also indirect institutional support amounting to approximately \$3.9 million. UC Riverside Athletics is committed to fiscal responsibility and transparency, regularly reviewing revenues and expenses to ensure compliance with NCAA audit guidelines, while producing sport-specific financial statements to maintain accountability.

As the NCAA Division I landscape continues to evolve, particularly within The Big West Conference, UC Riverside Athletics is actively exploring strategic opportunities to remain competitive. This includes seeking additional funding and revenue generation to continue supporting student-athletes.

UCR Athletics Program Deficit

As of September 4, 2024, the UC Riverside Athletics program reports a deficit of \$6,916,430, pending final ledger reconciliation. This deficit consists of \$3,329,307 in operational costs and \$3,587,123 in financial aid scholarships. The deficit, which began accruing prior to FY20, has been compounded by several factors, including:

- Campus budget reductions
- Rising operational costs driven by inflation and post-COVID-19 travel expenses
- Increased expenses related to meals and staffing needed to maintain baseline operations
- New NCAA and Big West Conference mandates, as well as UCOP Risk Management compliance requirements
- Student-athlete scholarships

Additionally, UC Riverside faces ongoing financial obligations related to pending legal settlements from multiple lawsuits involving NCAA student-athletes. These settlements address key issues such as student-athlete compensation, benefits, name, image, and likeness, concussion-related injuries, and compliance with Title IX. The cumulative settlements are expected to exceed \$2.7 billion over the next decade. For UCR, this translates to an estimated loss in revenue of approximately \$250,000 per year for the next 10 years. This estimate is pending additional lawsuits. This will likely further strain an already limited athletics budget, necessitating more strategic financial management and potential adjustments to operations.

Strategic Responses to the Deficit

In response to the growing deficit, UCR Athletics is exploring a variety of strategies to increase revenue and reduce costs, including:

- Expanding external revenue by increasing facility rentals to clubs, professional teams, Olympic teams, and national teams
- Renegotiating the department's multi-media rights deal with Learfield
- Revisiting the student fee for Athletics through a new referendum within the next two years (the current fee has remained unchanged for over 20 years; a previous referendum fell short by 404 votes)
- Collaborating with University Advancement's Athletics Development unit to increase donor support
- Modestly raising ticket prices, though this is expected to have only a marginal impact
- Continuously seeking ways to reduce operating costs
- Securing additional "guarantee games" for men's and women's basketball, while balancing the potential impact on teams
- Strengthening partnerships with other campus departments to reduce costs and improve resource allocation for student-athletes

These strategic actions are aimed at ensuring that UC Riverside Athletics remains financially viable while continuing to support student-athlete success, both on and off the field. However, the department will need to navigate these challenges carefully in order to meet its long-term goals and obligations.

STRENGTHENING UC RIVERIDE ATHLETICS THROUGH PARTNERSHIPS AND EXPANSION

Over the past five years, UC Riverside Athletics has built and strengthened numerous partnerships across the campus, enhancing its ability to support student-athletes effectively. Key areas of impact include:

- Secured a five-year shoe and apparel deal with BSN SPORTS/Nike (2023–2028).
- Formed strategic alignments with UCR’s Student Affairs Division
- Developed stronger partnerships with all colleges on campus and multiple student support groups.
- Established deeper relationships with the UC Riverside Foundation Board of Trustees
- Maintained stable conference affiliation through membership in The Big West Conference
- Enhanced facilities through a strong partnership with UCR Recreation, including:
 - New lighting, seating, court resurfacing, sound panels, and media upgrades in the Student Recreation Center, where men’s and women’s basketball and women’s volleyball compete.
 - Collaborated on an outdoor multi-use workout facility for students and student-athletes

Expanding Sports Medicine: Improving Care Through Partnerships

Over the past two years, UCR Athletics has significantly increased its capacity in Sports Medicine, a vital area for student-athlete health and well-being. Key developments include:

- **Increased staff:** Expanded from five to eight full-time athletic trainers and added a full-time head team physician.
- **Enhanced care:** Improved presence at practices and events, ensuring that medical professionals are available for all teams, which has led to a noticeable improvement in care and support for student-athletes.
- **Stronger collaboration with UCR Student Health Services:** Increased integration between Sports Medicine and Student Health Services, making healthcare more accessible for student-athletes and providing broader support to the campus community.

Enhancing Student-Athlete Support Through Campus Partnerships

UCR Athletics has partnered with campus leaders to enhance wellness, mental health, education, and medical services for student-athletes. As of Fall 2024, key initiatives include:

- **Hiring a full-time medical director/head team physician** with reporting lines to UCR Student Health Services.
- **Crisis response training:** Annual training for all staff on critical health emergencies (e.g., cardiac, diabetic, heat-related, etc.).

- **Additional athletic trainer positions:** To meet NCAA requirements, improved student-athlete to athletic trainer ratios, and increased capacity to travel with teams.
- **Increased education:** Expanded education on health, safety, mental health, career planning, and other key topics for student-athletes and staff.
- **New policies:** Developed to meet NCAA insurance coverage requirements effective August 2024.

Comprehensive Training and Education Programs

- **Annual Trainings:** Including Title IX, confidentiality, mental health resources, and emergency action plans for both staff and student-athletes.
- **Online Education Programs:** Offered through the Big West Conference partnership, covering mental health, diversity, equity, inclusion, financial literacy, and more.
- **First Aid, CPR, and AED (defibrillator) Certification:** Provided to all coaching staff, strength and conditioning staff, sports medicine staff, and facility operations staff.

Addressing Food Insecurity and Other Essential Needs

- **R’Pantry Program:** Provides free food and pantry staples for any UCR student, with no qualification needed.
- **Nutrition Education:** Regular emails and posts with nutrition information to support student-athletes' health.

Collaborative Campus and Medical Partnerships

- **Campus Partnerships:** Collaborations with UC Police Department, Office of Emergency Management, Environmental Health and Safety, Student Health Services, Counseling and Psychological Services (CAPS), and others to enhance health, safety, and emergency preparedness.
- **Medical Partnerships:** Developed a strong network of specialty providers, including radiology, orthopedics, cardiology, neurology, psychiatry, and more.

Ongoing and Upcoming Initiatives

- **Mental Health Support:** Strengthened partnerships with CAPS, including a dedicated CAPS liaison for athletics and a drug counselor for substance abuse programs.
- **Community Service Partnerships:** Working with Riverside Assistance League, Special Olympics, and others to foster community engagement.

Athletics Resources Website: Developing a comprehensive online resource to connect student-athletes with campus support services and information specific to Athletics.