

## APPENDIX L: Recommendations and Timeline

<b>Chancellor</b>	
1. Recommend that the Athletic Director will report to the Chancellor.	Fall 2014
2. Recommend a consideration and assessment of the functionality of the University Athletics Board.	Fall 2014
3. Recommend Formation of an Accountability/Follow Up team for 2014-15;(develop a 5-year benchmarks plan)	Fall 2014
4. Recommend that the Task Force encourages the development, by the Chancellor, with the Executive Vice Chancellor & Provost, and in consultation with the Athletic Director, of a clear message to the community that articulates “what constitutes success, here at Berkeley, both academically and athletically”.	Fall 2014
5. Recommend, for recruiting of coaches, a more inclusive process, a formal program of orientation, including academic expectations in the contracts of coaches.	Ongoing
6. Recommend engagement with the full support of the academic priorities for student athletes in reference to the NCAA and Pac-12. 1. Possibility of a reduced study list 2. Concern over mid-week competitions	FY 2014-15
<b>Vice Chancellor for Undergraduate Education</b>	
1. Recommend establishment of process to review Athletic Study Center. Specific suggestions are part of Report Appendix.	FY 2014-15
2. Recommend appointment of a member of the Task Force on Academics & Athletics to the Chancellor’s Undergraduate Initiative Steering Committee.	Fall 2014
3. Recommend consideration of the role, location and potentially expanded future of Summer Bridge to be available to all students. This might include the concept of “Summer Bridge 2”, (between freshman and sophomore years)	FY 2014-15
4. Recommend a complete a holistic review of the scheduling of classes (and schedules of student-athletes): Analyze scheduling data collected by Structure & Governance working group in Appendix G-1 and G-2.	FY 2014-15
5. Recommend a review and analysis of “blockers” to majors.	FY 2014-15
6. Recommend a review of possible new academic majors.	FY 2014-15
7. Recommend a review of clustering in majors (especially by	FY 2014-

some student-athletes: what does this mean? Why do some see it as a problem?)	15
8. Recommend more developmental courses for student-athletes and the general student population at-large.	FY 2014-15
9. Recommend a review of campus resources for students and service delivery approaches available to students. Make recommendations to the Chancellor for enhanced service delivery options.	FY 2014-15
10. Recommend the development of a survey/inquiry into and a greater understanding of which faculty members are applying inclusive teaching methods on the Berkeley campus.	FY 2014-15
11. <b>Athletic Study Center:</b> Recommend formalizing explicit lines of (and develop the structure for) communication between advisors from the College of Letters and Science, and advisors associated with the Athletic Study Center.	FY 2014-15
12. <b>Athletic Study Center:</b> Recommend integration of student-athletes into reformed Letters and Science advising plan	FY 2014-15
13. <b>Athletic Study Center:</b> Recommend review of campus probation procedures in reference to student athletes.	FY 2014-15
14. <b>Athletic Study Center:</b> Recommend the reinforcement and communication that Quantitative Reasoning and Reading Comprehension courses MUST be taken by the time students complete 60 academic units.	FY 2014-15
15. <b>Athletic Study Center:</b> Recommend prep for and undergo external review (recommendations for the Charge are in Appendix E of report).	FY 2014-15
16. <b>Athletic Study Center:</b> In conjunction with Intercollegiate Athletics: recommend development of specific academic plan for each student-athlete with a targeted graduation date. For some teams/sports (especially those with post-college professional opportunities), focus on graduation in 3.5 years.	FY 2014-15
17. <b>Athletic Study Center:</b> Recommend reviewing the plans for the “low eight” sports teams that have had, according to the 2003-2010 data, the lowest Graduation Success Rates (football, men’s and women’s basketball, men’s soccer, softball, baseball, women’s track, and men’s water polo). Document improvements. Be sure to specify what is to be done, who is to do it and under what timeline.	Ongoing
18. <b>Athletic Study Center:</b> Recommend a review of the recent Football Academic Improvement Plan in relation to the tasks assigned. Clarify accountability: who does what and for how long?	FY 2014-15
19. <b>Athletic Study Center with Intercollegiate Athletics and Student Affairs:</b> Recommend development of a full resource inventory for student-athletes –We recommend	FY 2014-15

that a menu of resources both in and outside of IA be developed for student-athletes and disseminated through a variety of different mediums (new student-athlete orientation, student-athlete planner, calbears.com, social media, etc.)	
<b>Vice Chancellor for Student Affairs</b>	
1. Recommend development of a fully integrated student orientation, CALSO, to begin by Summer 2015.	FY 2014-15
2. Recommend that Residential Life in conjunction with Intercollegiate Athletics reconsider the process and outcomes of how student athlete residential assignments are made as an important way to promote integration from their first day on campus.	FY 2014-15
3. Recommend assistance in the development of the full resource inventory for student-athletes (and all students!)	FY 2014-15
4. Recommend consideration and discussion of the need for an ombudsperson as recommended by the Student-Athlete Focus Groups.	FY 2014-15
5. Recommend an Ombudsperson position for a person to independently and legitimately address the concerns of all athletes.	FY 2014-15
<b>Intercollegiate Athletics</b>	
1. Recommend development of a statement on the "pedagogical values of athletics at UCB"- in conjunction with relevant campus faculty and Senate, to be included in forthcoming strategic plan for IA.	FY 2014-15
2. Recommend mobilization, <b>in collaboration with Admissions</b> , the comprehensive recruiting and admissions program. This is a major initiative, to be led by a new full time position of a Recruitment Coordinator.	FY 2014-15
3. Recommend that all new students (and continuing ones) attend Convocation (and any other campus-wide student events). (In place for September 2014)	Ongoing
4. Recommend integration of Coaches and Administrators into Campus Community -- Coaches play an integral role in the experience of the student-athletes on campus. Currently, coaches exist in a somewhat insular capacity within intercollegiate athletics without much formal or informal connection to the greater campus community.	Ongoing
5. Recommend development of a "Coaches in the Campus" program (2014-2015 to be coordinated by M. Conkey and R. Feller) a. With new admissions policy follow up with coach "education" including workshop on how to read a transcript, transcript warning signs and organize a February 2015 "Back to School" week for coaches.	FY 2014-15
6. Recommend bi-annual program evaluations for student	FY 2014-

athletes and continue to use data from “exit” interviews. Recommend data analyst position to handle these data.	15
7. Recommend development of data, history and information on outstanding Cal athletes and accomplishments (2014-2015 URAPs to start).	FY 2014-15
8. Recommend creation of explicit lines of communication between Intercollegiate Athletics’ Sports Supervisors and Athletic Study Center advisors and schedule regular meetings to discuss academic issues.	FY 2014-15
9. Recommend an annual In-Person Cultural Awareness Training for all coaches, Athletic Study Center advisors and Intercollegiate Athletics staff.	FY 2014-15
10. Equity Inclusion & Diversity (EID) Strategic Planning in Intercollegiate Athletics – In Spring 2014, Intercollegiate Athletics began working collaboratively with the campus Division of Equity & Inclusion to begin the EID strategic planning process. a. We recommend that this strategic planning process continue, that it be fully supported by Intercollegiate Athletics and the campus and ultimately recommendations and goals be included in the forthcoming Intercollegiate Athletics department strategic plan. We also recommend that campus partners and/or members of the Athletics Academic Task Force be formally added to the EID strategic planning steering committee.	FY 2014-15
11. <u>Hiring Coaches and Staff</u> in Intercollegiate Athletics –We recommend that Intercollegiate Athletics work closely with the Division of Equity & Inclusion to develop comprehensive and inclusive hiring strategies and protocols.	Ongoing
12. <b>In conjunction with Student Affairs</b> , Residential Integration: Our recommendation is for a small group of coaches, IA, Residential and Student Service representatives, Financial Aid and Scholarships staff, and student-athletes to review the current housing process for student athletes in order to emphasize more choices, more integration, more decision – making on the part of the student-athlete. In addition, as pointed out in the Student-Athlete experience section, we recommend evaluating and potentially reforming the practices that impact off-campus housing costs for student-athletes, especially in team-mate clusters.	FY 2014-15
13. Recommend the establishment of Mentorships and Internships for Student-Athletes: Partner with multiple campus units to create both mentorship and internship opportunities.	FY 2014-15
14. Recommend Athletic Director Engagement with <u>Pac-12</u> and <u>Power Five Conference deliberations</u> especially	Ongoing

regarding Pack-12 network scheduling of competitions; excessive scheduling of some sport competitions; and the possibility of reduced study lists.	
15. Coaches Contracts and Academic Expectations - While we recognize that there are federal regulations regarding the nature and kinds of incentives that can/cannot be in an employee (including coaches) contract, we nonetheless urge the Athletic Director and Chancellor develop a number of ways in which expectations regarding the involvement, attention to and support of the academic success of their team members can be integrated into contracts and other formal agreements, including, but not limited to, annual coach performance evaluations.	Ongoing
<b>UC Berkeley Division of the Academic Senate</b>	
1. The Task Force has recommended that the Chancellor invite the two Co-Chairs (the Chair of the Academic Senate and the Vice Chancellor for Undergraduate Education) of the University Athletic Board to consult regarding the functionality of the UAB.	FY 2014-15
2. Recommend that the Senate consider ways in which better communication to the faculty can be established and perpetuated regarding the activities, accomplishments and issues of inter-collegiate athletics at Berkeley. We have been distressed by the frequent cases of hostility and stereotyping of athletes by faculty that have been reported.	FY 2014-15
3. Recommend that the Academic Senate help in facilitating the proposed comprehensive recruiting and admissions program. We invite the Senate's advice on how to better incorporate faculty into the recruitment process and in the development of the non-cognitive evaluation program.	FY 2014-15
4. We recommend that the Senate be pro-active regarding the dissemination and communication regarding the Senate-revised Accommodation ( for missed classes) policy.	Ongoing
5. We recommend that the Senate consider ways in which more of a partnership be developed between Intercollegiate Athletics and the Senate.	FY 2014-15
<b>Vice Chancellor for Equity &amp; Inclusion</b>	
While many issues of concern for the Division of Equity and Inclusion are listed under the various units who would be responsible and/or in partnership with E and I and other units, we put here several specific issues that we would like to see the E and I Division engage with and act upon.	
1. Recommend explicit attention to climate issues affecting student-athletes and IA staff in the on-going follow-ups to the Campus Climate Survey.	FY 2014-15

2. Recommend establishment of new orientation programs designed to fully integrate student-athletes into the greater campus community.	FY 2014-15
3. Recommend to conduct Annual In-Person Cultural Awareness Training for faculty and other key academic staff.	FY 2014-15
4. Recommend evaluation of support in the Office of African-American Multicultural Student Development. We ask that the Vice Chancellor for Equity and Inclusion confer with the Executive Vice Chancellor and Provost and the Interim Athletic Director to discuss possible ways to better distribute the load of student needs.	FY 2014-15
5. Recommend development of specific action plans for the recruitment and retention of URM applicants.	FY 2014-15
<b>Executive Vice Chancellor &amp; Provost</b>	
1. Recommend that the EVCP work with the Chancellor on developing and communicating an explicit message to the many communities of the Berkeley campus and beyond as to what constitutes academic and athletic success.	FY 2014-15
2. Recommend that the EVCP be a key participant in advising the Chancellor on Athletics.	FY 2014-15
<b>Dean, College of Letters and Science</b>	
1. Recommend development of a structure of formalized relationships between the Letters and Science advisors and those in Athletics Study Center.	FY 2014-15
2. Recommend enforcement of the soon-to-be established requirement for taking the Quantitative Reasoning and Writing requirements by the time the student-athlete has completed 60 units.	FY 2014-15
3. Recommend discussion on how to integrate the student-athletes into the newly reformed Letters and Science advising program.	FY 2014-15
4. Recommend engagement with the Vice Chancellor – Undergraduate Education on issues regarding class scheduling, blockers to majors and possible "missing majors".	FY 2014-15
<b>Recommendations related to Recruiting and Admissions</b>	
1. Task Force recommendations sent to AEPE committee of the Academic Senate for their deliberation.	FY 2014-15
2. Recommend that its pending revision of the athletics admission policy include consideration of how best to use	FY 2014-15

<p>the proposed overarching integrated Recruiting and Admissions Program, which would have several key features:</p> <ul style="list-style-type: none"> <li>a. develop a Recruitment Brief</li> <li>b. develop materials about how best for a high school student to prepare for potential admission to Berkeley.</li> <li>c. Involve more faculty in recruitment, as well as class attendance by recruits.</li> <li>d. Consider setting a carrying capacity for potential at-risk student-athletes</li> <li>e. Require the letter of recommendation from a teacher on “academic engagement” of potential student-athletes.</li> <li>f. Develop a program of systematic evaluation of non-cognitive factors, including seminars for coaches on these factors and how to evaluate.</li> <li>g. Timely data analysis to inform on how our systems of recruiting and admissions are working.</li> </ul>	
3. Recommend that any admissions policy revisions be phased in and be presented immediately and explained to coaches and recruiters.	FY 2014-15
4. Recommend several specific recommendations that were suggested regarding numerical “floors” for SAT (e.g., 450 ) and high school GPAs, urging as close an approximation of “UC eligible” as possible.	FY 2014-15
5. Recommend that the acceptable graduation rate for student-athletes be revised upward to better approximate that of the entire campus (i.e., > 92%).	FY 2014-15
6. Recommend that the composition of the SAAC be evaluated with emphasis towards more faculty trained in applications-analysis and limited/no presence of Intercollegiate Athletics staff.	FY 2014-15
7. Recommend that the Senate advocate for more Staff in Admissions, not just for student-athlete applications; this unit seems woefully understaffed for the key role it plays in forming the campus community.	FY 2014-15
8. Recommend that the Senate consider other recommendations regarding probation policies, expanding Summer Bridge, and a more pro-active “red-shirt” program are elsewhere in the report (see VCUE, ASC recommendations)	FY 2014-15
9. Recommend engagement with Intercollegiate Athletics, the Chancellor and Admissions regarding the implications of an expanded recruiting strategy to more national recruiting especially in the revenue sports.	FY 2014-15