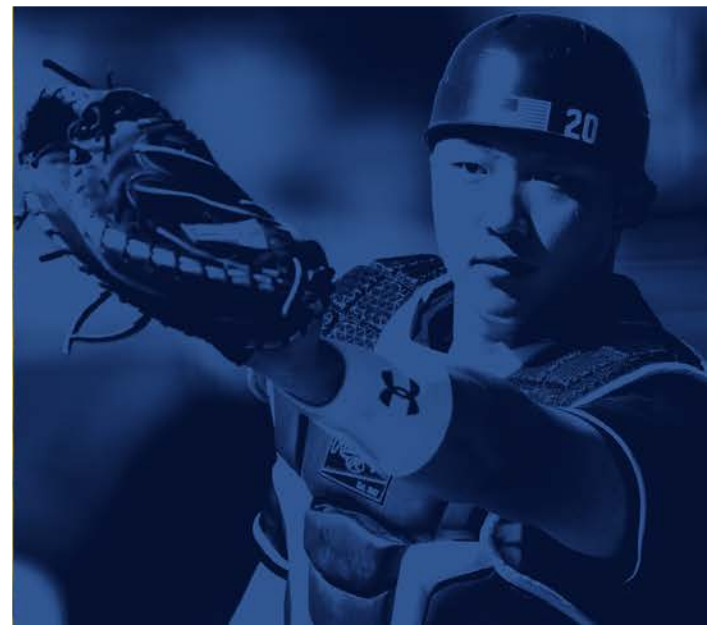


# **UC San Diego**

Strategic Plan for Athletics || through 2024



# UC San Diego

ARENA ENTRY

A PROUD TRADITION OF  
ACADEMIC AND ATHLETIC  
**EXCELLENCE**  
ALL FOR ONE.



“

This is a **transformational** moment for our campus and San Diego. The journey that began for us years ago has brought us to this **destination**. By every metric we are prepared, not just to **compete**, but to **excel**.

- UC San Diego Chancellor Dr. Pradeep Khosla

”

# TRITONS ON THE MOVE

**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.





# PAVING THE WAY

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.



# BY 2024, WE WILL...

## **RECRUIT AND RETAIN**

scholar-athletes, coaches and staff who boldly pursue greatness.

## **DEVELOP**

comprehensive programming and support that promote the holistic development of each scholar-athlete.

## **ENHANCE**

our partnerships and collaborative efforts within campus and the San Diego community for increased synergy.

## **CREATE**

tangible campus unity that translates to closely tied alumni and a common spirit across generations as Tritons.

## **AMPLIFY**

broad recognition of the UC San Diego brand.

## **SET AND MEET**

aggressive goals for expanded philanthropic support and revenue generation.

## **CULTIVATE**

a spirit of inclusivity and belonging among all students that celebrates the unique qualities of each member of the UC San Diego community.

## **COMPREHENSIVELY INTEGRATE**

equity and diversity in our athletics department culture and strategic decision making.

## **CONTINUE TO LOOK FORWARD,**

adapt to the rapid pace of change, identify opportunities and align resources to meet our highest priorities.

## **CREATE GAME-DAY EXPERIENCES**

for students and community that engage and connect Triton fans.



# WHICH WILL POSITION US TO...

## **LEAD THE NATION**

in scholar-athlete graduation rate.

## **WIN THE BIG WEST COMMISSIONER'S CUP,**

which is awarded to the institution with the highest average point total following the 18 Conference sport seasons.

## **RANK AS #1 NCAA DIVISION I**

(non-football) athletic program as measured by Directors' Cup standings.

## **PROVIDE FACILITIES**

that allow our scholar-athletes to fully realize their potential and ensure a best-in-class game experience for fans.



# VISION

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



# 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.



# COMMITMENT

As one of UC San Diego's largest and most visible units, UC San Diego Athletics recognizes its **responsibility** to create an environment that contributes positively to the University's principles of **equity, diversity** and **inclusion**.



# CORE VALUES

## UC SAN DIEGO IS GUIDED BY:

### **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.

### **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.

# STRATEGIC GOALS

## 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.

## 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.

## 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.

## BRANDING, MARKETING AND ENGAGEMENT

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

## 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.

## 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.



A group of UC San Diego scholar-athletes in white and red uniforms are celebrating on a field, with their arms raised and mouths open in excitement. The image is semi-transparent, allowing the text to be overlaid.

# 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.**



# ACADEMIC EXCELLENCE

## STRATEGY 1

Enhance collaboration with University partners to improve the infrastructure in place to support the academic requirements and achievement of prospective and current scholar-athletes.

## STRATEGY 2

Enhance academic recruitment strategies to attract and yield NCAA Division I caliber scholar-athletes.

## STRATEGY 3

Provide resources, mentoring and academic support services that enhance the retention and foster the academic success of scholar-athletes.

## STRATEGY 4

Celebrate and promote the academic achievements of UC San Diego scholar-athletes.



UC San Diego Athletics is strengthening and expanding the academic support programs and activities for scholar-athletes to enhance the academic performance of Triton scholar-athletes and boldly pursue the top scholar-athlete graduation rate in the nation.





# 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.



# COMPETITIVE ACHIEVEMENT

## STRATEGY 1

Create and implement internal and external policies, procedures, and program expectations that will ensure a successful transition to NCAA Division I competition.

## STRATEGY 2

Recruit, retain and grow talented coaches who thrive in a NCAA Division I athletics program and who align with the core values of Triton Athletics.

## STRATEGY 3

Recruit prospective scholar-athletes who are academically qualified and athletically prepared for Division I competition, and exhibit excellence in character.

## STRATEGY 4

Establish competition schedules to facilitate success at the Division I level and access to post season/championships.



Recruitment strategies are evolving and adapting to the rapid pace of change in NCAA Athletics to attract Division I prospective scholar-athletes.



# 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.



# SCHOLAR-ATHLETE EXPERIENCE

## STRATEGY 1

Create a successful transition process for incoming scholar-athletes.

## STRATEGY 2

Create and sustain an equitable, diverse and inclusive environment for scholar-athletes that promotes a culture of integrity, ethical behavior, and accountability.

## STRATEGY 3

Foster the holistic development of each scholar-athlete to enable them to thrive academically and athletically.

## STRATEGY 4

Provide scholar-athletes with co-curricular experiences that prepare them for life-long successes and foster strong connections to the University.



Senior Networking Night, among other scholar-athlete development programs, has been enhanced to meet the needs of the scholar-athlete population.



# BRANDING, MARKETING AND ENGAGEMENT

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

A PROUD TRADITION OF  
ACADEMIC AND ATHLETIC  
**EXCELLENCE**  
—  
**ALLFORONE.**



# BRANDING, MARKETING AND ENGAGEMENT

## STRATEGY 1

Enhance, maintain and control a dynamic visual athletics brand identity.

## STRATEGY 2

Expand overall visibility and awareness of the UC San Diego athletics program, with an emphasis on men's and women's basketball.

## STRATEGY 3

Enhance the UC San Diego student experience through athletics engagement and participation.

## STRATEGY 4

Create opportunities for engagement and interaction with key individuals and affinity groups.



Chaiken Production Studio includes a best-in-class video production system to produce live events and leverage the Big West Conference partnership with ESPN.

# 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.



# FINANCIAL RESPONSIBILITY AND SUSTAINABILITY

## STRATEGY 1

Develop long-range financial projections that will help to ensure the accurate identification of revenue sources and expenditures.

## STRATEGY 2

Utilize business intelligence to evolve policies and processes that drive better decision-making, ensure accountability and reduce risk.

## STRATEGY 3

Collaborate with University Advancement to engage a broader constituency that leads to greater philanthropic support.

## STRATEGY 4

Increase external revenue through a variety of revenue streams to meet short and long-term programmatic goals and strategic objectives.



UC San Diego alumnus Gary Jacobs with his wife, Jerri-Ann, have been longtime supporters of UC San Diego, including a recent gift of \$1M to fund athletics scholarships.



# 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.

# CHAMPIONSHIP FACILITIES AND VENUES

## STRATEGY 1

Develop a comprehensive Athletics Facilities Master Plan that identifies capital projects for new construction and improvements to existing facilities and venues.

## STRATEGY 2

Develop and implement policies, procedures, and practices to ensure the efficient and effective operation of all Triton Athletics facilities and venues.

## STRATEGY 3

Enhance facilities to promote a stellar fan experience at all Triton Athletics facilities and venues.



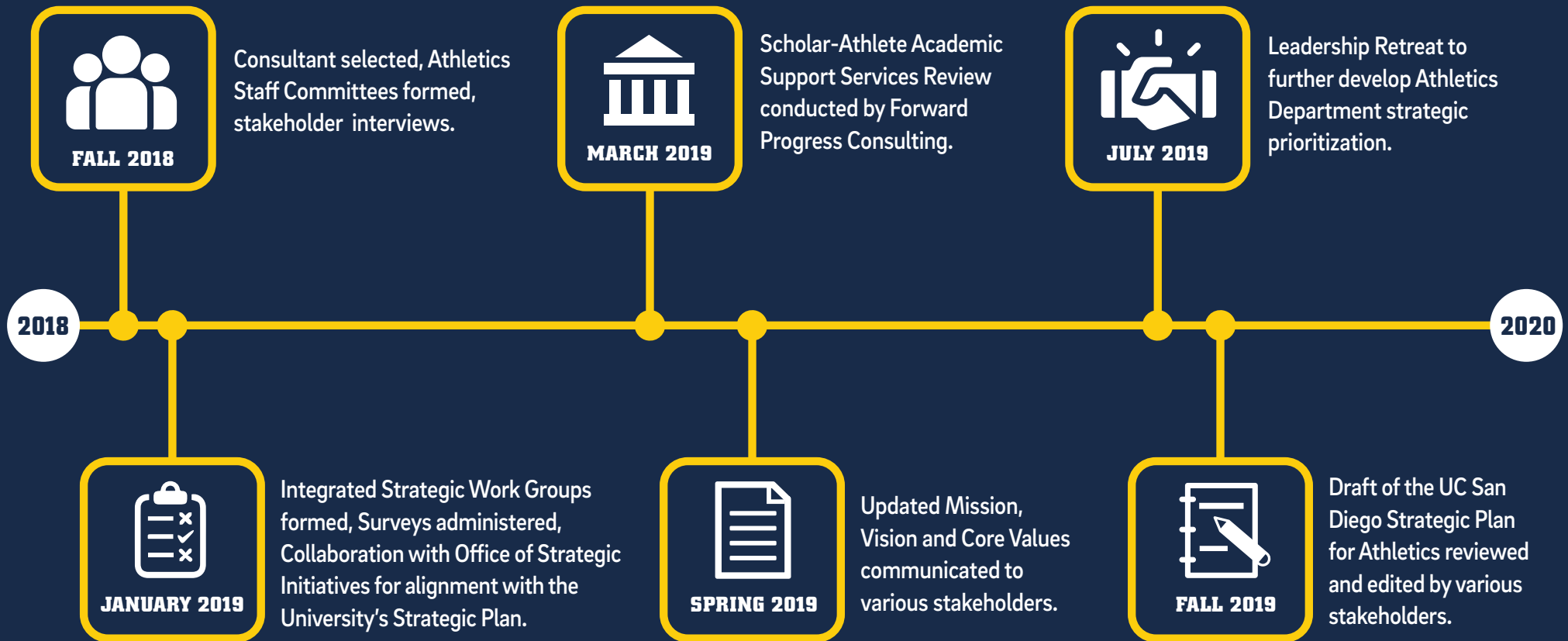
Short and long-term facilities priorities for each intercollegiate sports program have been identified, including the recently renovated Men's and Women's Basketball locker rooms.



# STRATEGIC PLANNING PROCESS



# STRATEGIC PLAN DEVELOPMENT



# BROAD-BASED ENGAGEMENT



**37,500 +**  
SURVEYS SENT  
**WITH**  
**OVER 95%**  
TO STUDENTS

**164** COMMITTEE  
PARTICIPANTS

**30** UC SAN DIEGO  
DEPARTMENTS INVOLVED

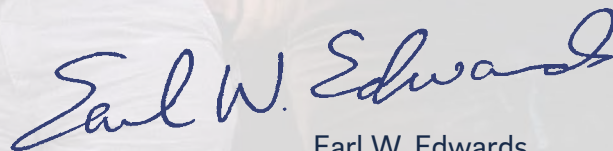


# IN SUMMARY

We want to express our gratitude to all members of the UC San Diego community who, during the NAIA, NCAA Division III and Division II eras, have contributed to our *Proud Tradition of Academic and Athletic Excellence*. With 30 national team championships, nearly 150 individual titles and the top scholar-athlete graduation rate among Division II institutions, UC San Diego Athletics has set the standard for the ideal scholar-athlete experience.

As the program continues to evolve and grow in conjunction with the evolution and growth of the overall University, we recognize that we have undertaken an ambitious path and have an exciting and challenging journey ahead of us. Our efforts to shape the future of UC San Diego Athletics would not be possible without the talents, passion and excellence of our students, faculty, staff, alumni and community. This has been evident throughout every step of the process, from initial discussions of the development and role of Athletics at UC San Diego, through the strategic planning and envisioning of the campus participating at the highest levels in all endeavors.

The exponential growth of UC San Diego in recent decades has positioned the University as a worldwide leader in research and innovation. Concurrently, we are ready to boldly transition into the Big West Conference and Division I as a unifying source of pride for campus and Tritons around the globe. While honoring our tradition of excellence and past success, the UC San Diego Strategic Plan for Athletics ensures we have a thoughtful road map and detailed plan to lead us forward into this exciting new era.



Earl W. Edwards  
Director of Athletics, UC San Diego



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UC San Diego

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