

The logo for UC Irvine, featuring the letters 'UC' in a large, bold, serif font, followed by 'IRVINE' in a smaller, all-caps, serif font. A vertical line separates the 'UC' from 'IRVINE'.The text 'INTERNAL AUDIT SERVICES' in a serif font, arranged in two lines. A vertical line is positioned to the left of the text.

# Systemwide Audit of Undergraduate Admissions

*Internal Audit Report No. I2019-601*

October 21, 2019

***Prepared By***

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***Approved By***

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INTERNAL AUDIT SERVICES  
IRVINE, CALIFORNIA 92697-3625

October 21, 2019

**PATRICIA MORALES**  
**ASSOCIATE VICE CHANCELLOR**  
**ENROLLMENT MANAGEMENT**

**PAULA SMITH**  
**DIRECTOR**  
**INTERCOLLEGIATE ATHLETICS**

**RE: Systemwide Undergraduate Admissions Audit**  
**Report No. I2019-601**

Internal Audit Services has completed the Systemwide Admissions review and the final report is attached.

We extend our gratitude and appreciation to all personnel with whom we had contact while conducting our review. If you have any questions or require additional assistance, please do not hesitate to contact me.

*Mike Bathke*

Mike Bathke  
Director  
UC Irvine Internal Audit Services

Attachment A

C: Audit Committee  
Enrique Lavernia, Provost and Executive Vice Chancellor  
Dale Leaman, Interim Executive Director, Undergraduate Admissions

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## **I. BACKGROUND**

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In response to the recent Department of Justice's (DOJ) indictment involving several parties accused of misconduct to gain students' unlawful admission to top universities, including the University of California (UC), a systemwide internal audit of admissions was initiated at the request of the UC President. Under the direction of the Office of Ethics, Compliance and Audit Services (ECAS), an independent review and analysis of undergraduate admissions issues, including athletics admissions, is being coordinated with campus Internal Audit Departments (IAS) to perform an assessment of our admission practices throughout the UC system using a common systemwide audit program.

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## **II. PURPOSE, SCOPE, AND OBJECTIVES**

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The purpose of the systemwide audit is to evaluate processes and controls over admissions and identify opportunities for improvement to ensure compliance with relevant policies and procedures and identify and reduce the risk of fraudulent admissions.

The audit's scope will be conducted in two phases. The first phase, which IAS completed in June 2019, consisted of gaining an understanding of the undergraduate general admissions process including policy, procedures and controls in place to prevent or detect fraudulent admissions, and ensuring compliance with relevant policy and regulations. IAS reviewed the process for admissions from athletics and other departments, recruited student athletes' participation in athletics programs, the admissions by exception process, and processes to verify application information.

The second phase, which began after completion of the first phase review, started in July 2019. The scope of the second phase will assess the effectiveness of controls identified in the first review and will include an in-depth review in selected areas, such as application verification controls, IT system access, and student athlete participation and monitoring. IAS plans to complete the second phase review by December 2019.

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## **III. SUMMARY AND CONCLUSION**

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While admissions processes vary from campus to campus, IAS observed that, in general, UC Irvine campus does have certain controls over the admissions process to address

compliance with policy. IAS also identified controls within athletics and admissions to address admissions fraud risk. Although IAS did not identify control weaknesses specific to UC Irvine, the results of the systemwide audit found that several opportunities exist to strengthen these controls and further reduce the risk of admissions fraud in the following areas:

- Documentation supporting the admissions process
- Verifying application information
- Special talent admissions
- Admissions by exception
- Conflict of interest in admissions review
- Admissions IT system access
- Athletics department recommendation limits
- Conflict of interest in athletics
- Monitoring student athletes' participation in athletic programs
- Independence of athletics compliance
- Monitoring of donations and admissions

IAS is working with Admissions and Athletics management to address appropriate management corrective actions (MCAs) and target dates for each applicable recommendation using a standardized template. IAS will coordinate with ECAS to ensure the MCAs are appropriately addressed and resolved in a timely manner. IAS has added these opportunities for improvement and associated recommendations in response to the systemwide audit as Attachment A.

Attachment A

Recommendation	Management Corrective Action	Target Date
<p>1.1 Document any local policies and develop detailed procedures for all aspects of the application evaluation and admissions process, to include the following:</p> <ul style="list-style-type: none"> <li>• Criteria used to evaluate applications, including any qualitative factors considered, consistent with comprehensive review</li> <li>• Minimum documentation requirements to demonstrate application of criteria in the evaluation results</li> <li>• For freshman application evaluations that consider qualitative factors, a requirement that at least two independent documented evaluations support a decision to admit</li> </ul>	<p>Undergraduate Admissions:</p> <ul style="list-style-type: none"> <li>• Documented policies and procedures currently exist for all aspects of the application and admissions process, including those specified in recommendation 1.1; however, these are distributed across a range of formats and access points. Pursuant to this recommendation we will:                             <ul style="list-style-type: none"> <li>○ Review and refine existing documentation</li> <li>○ Consolidate (to the extent possible) into a single, readily-accessible source</li> <li>○ Train staff and external readers on how to access and navigate through this document</li> </ul> </li> </ul>	<p>12.31.19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>

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Recommendation	Management Corrective Action	Target Date
<p>1.2 Document all admissions decisions with sufficient detail to:</p> <ul style="list-style-type: none"> <li>• Meet the minimum documentation requirements specified in the policies and procedures described in recommendation 1.1</li> <li>• Indicate the specific individuals and/or committees that were involved in the evaluation of the application and the final decision</li> </ul>	<p>Undergraduate Admissions:</p> <ul style="list-style-type: none"> <li>• This information currently exists within the selection criteria which is documented and maintained by admissions management</li> <li>• Identity of readers – internal and external – are recorded in our admissions systems</li> <li>• We will further enumerate, by title and function, all of the admissions management who are involved in the decision processing</li> </ul>	<p>12.31.19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>
<p>3.2 Clearly identify and track all applicants that departments recommend on the basis of special talent.</p>	<p>Undergraduate Admissions:</p> <p>This information currently exists within the selection criteria, which is documented and maintained by admissions management using materials submitted by recommending departments.</p>	<p>Current:</p> <p>IAS verified documents provided to Admissions by Athletics and other recommending departments.</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>

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Recommendation	Management Corrective Action	Target Date
<p>3.3 Establish and document the minimum requirements for documented verification of special talent for each department. These minimum requirements should identify the types of information and trusted sources that can be used to confirm qualifications or credentials for a specific sport or talent. Requirements for documented verification of athletic qualifications could be limited to non-scholarship prospective student athletes.</p>	<p>Undergraduate Admissions &amp; Athletics:</p> <ul style="list-style-type: none"> <li>• Undergraduate Admissions will work with recommending departments to establish policy and minimum requirements for documented verification of special talent.</li> <li>• In consultation with recommending departments, Undergraduate Admissions will establish business processes between departments for relaying this information.</li> </ul>	<p>11.30.19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>

Attachment A

Recommendation	Management Corrective Action	Target Date
<p>3.4 Require a two-step verification process for any recommendation for admission on the basis of special talent that includes the following:</p> <ul style="list-style-type: none"> <li>• The initiator of the recommendation must document and attest, under penalty of disciplinary action, that they have performed an assessment and determined that the level of special talent warrants a recommendation for admission</li> <li>• An individual in a supervisory capacity must approve the recommendation</li> </ul> <p>For athletics, this process could be limited to non-scholarship prospective student athletes.</p>	<p>Undergraduate Admissions &amp; Athletics:</p> <ul style="list-style-type: none"> <li>• In consultation with recommending departments, Undergraduate Admissions will establish business processes between departments that confirm this two-step verification has been completed</li> <li>• UCI Athletics will maintain documentation of recruiting interaction and assessment of prospective student-athlete’s athletic ability and potential contribution in its web based Compliance software system. This documentation can be provided as part of the Admission Tool upload or submitted separately as supplementary material for Admission evaluation                             <ul style="list-style-type: none"> <li>○ May include Recruit Board, Recruiting Activity, and NCAA Eligibility Center “Institutional Recruiting List”</li> </ul> </li> </ul>	<p>11.30.19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>

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Recommendation	Management Corrective Action	Target Date
<p>3.5 For all non-scholarship prospective student athletes recommended for admission by athletics, require that the athletics compliance office verify the qualifications of the recommended applicant, in accordance with the requirements referenced in recommendation 3.3.</p>	<p>Undergraduate Admissions &amp; Athletics:  Will require that the athletics compliance office verify the qualifications of all recommended applicants, in accordance with the requirements referenced in recommendation 3.3.</p>	<p>11.30.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management  Paula Smith, Director, Intercollegiate Athletics</p>
<p>3.6 Require all admissions decisions for applicants recommended by departments on the basis of special talent to be approved by the admissions director or a member of senior leadership external to the recommending department.</p>	<p>Undergraduate Admissions:  Requiring that all admissions decisions for applicants recommended by departments on the basis of special talent be approved by the admissions director or a member of senior leadership external to the recommending department is current practice in the UCI Office of Undergraduate Admissions. This process will be described in an updated Policies and Procedures document.</p>	<p>12.31.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>

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Recommendation	Management Corrective Action	Target Date
<p>4.2 Establish a local campus policy that outlines acceptable rationale and the required evaluation process for admissions by exception. At a minimum, this policy should ensure that an individual who identifies a candidate for admission by exception cannot make the final admission decision.</p>	<p>Undergraduate Admissions:  It is current practice in the UCI Office of Undergraduate Admissions that an individual who identifies a candidate for admission by exception cannot make the final admission decision. This will be documented in an updated Policies and Procedures document, which will also outline acceptable rationale and the required evaluation process for admissions by exception.</p>	<p>12.31.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>
<p>4.3 Establish controls to ensure that an acceptable rationale for identifying an applicant to be considered for admission by exception is documented for each applicant being considered under the policy.</p>	<p>Undergraduate Admissions:  Admissions will create a policy requiring that all applicants who are being considered for Admission by Exception (A-by-E) be submitted for review by Admissions management, and the reason for A-by-E is documented for each and signed off by management before the applicant can move forward through the admissions process.</p>	<p>12.31.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>
<p>4.4 Establish local procedures to annually monitor compliance with the campus percentage limits for admissions by exception established by Regental policy.</p>	<p>Undergraduate Admissions:  Will establish local procedures to annually monitor compliance with the campus percentage limits for admissions by exception established by Regental policy. We will also establish a specific date to audit and document the percentage of admission by exception</p>	<p>12.31.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>

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<p>5.1 Establish documented conflict of interest policies and procedures that cover all individuals who are involved in reviewing admissions applications or making admissions decisions, including external readers. At a minimum, these policies and procedures should require that such individuals annually:</p> <ul style="list-style-type: none"> <li>• Disclose the nature of their acquaintance with known applicants, their families or any other potential conflict of interest and attest, under penalty of disciplinary action, that they have recused themselves from reviewing applications associated with these potential conflicts</li> <li>• Attest that they are not aware of any attempt to improperly influence an admissions decision.</li> </ul>	<p>Undergraduate Admissions:</p> <ul style="list-style-type: none"> <li>• Establish policy that requires attestation of conflict of interest for all individuals involved with admissions processes, including the attestation that they are not aware of any attempt to improperly influence an admissions decision.</li> <li>• We also require that all readers and those involved in the selection process (i.e., admissions managers) to disclose the following:             <ul style="list-style-type: none"> <li>○ any current or past affiliations with high schools/community colleges/community-based organizations (CBOs);</li> <li>○ any external employment, consulting or self-employment that is related to college/university admissions or other academic advising</li> <li>○ the nature of their acquaintance with any known applicants, their families or any other potential conflict of interest</li> </ul> </li> <li>• All readers will attest that they will recuse themselves from reading an application from a student with whom they are familiar</li> </ul>	<p>11.15.19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>
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Recommendation	Management Corrective Action	Target Date
	<ul style="list-style-type: none"> <li>As an added control, develop processes to anonymize identity of all applicants, as well as the name of the high school/community college, which would strongly mitigate potential for conflicts of interest.</li> </ul>	
<p>5.2 Provide regular training to all individuals who are involved in reviewing admissions applications or making admissions decisions, including external readers, regarding conflicts of interest and associated requirements. This training should include, but not be limited to, the definition of improper influence and provide examples of improper influence in the context of admissions.</p>	<p>Undergraduate Admissions:</p> <ul style="list-style-type: none"> <li>Regular training for all staff – including external readers – currently exists and is fully documented.                             <ul style="list-style-type: none"> <li>We will update the training documentation to include information about improper influence in the context of admissions.</li> </ul> </li> </ul>	<p>11.15.19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>
<p>5.3 Establish controls requiring external readers to disclose any current affiliations with high schools or community colleges and preventing those who have such affiliations from being assigned an application of a student from that high school or community college for review.</p>	<p>Undergraduate Admissions:</p> <p>Will establish controls to prevent those who have affiliations with high schools or community colleges from being assigned an application of a student from that high school or community college for review.</p>	<p>11.15.19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>

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Recommendation	Management Corrective Action	Target Date
5.4 Establish controls preventing individuals who perform outreach from reviewing applications from individuals with whom they have had more than routine contact.	Undergraduate Admissions:  Establish controls to prevent those who perform outreach from reviewing applications from individuals with whom they have had more than routine contact.	11.15.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management
6.1 Implement controls to periodically review admissions IT system access to ensure that the level of access is aligned with job responsibilities including, at a minimum, a review of user access before each annual admissions cycle begins.	Undergraduate Admissions & IT:  In partnership with the campus chief information officer, establish a procedure for a regularly scheduled review of admissions systems access (including levels of access, i.e., read/write/edit) to ensure that the level of access is aligned with job responsibilities including, at a minimum, a review of user access before each annual admissions cycle begins.	12.31.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management
6.2 Implement controls to log activity in admissions IT systems and periodically review high-risk changes, such as admissions decision changes, for appropriateness. Campuses should define high-risk changes to review and monitor.	Undergraduate Admissions & IT:  <ul style="list-style-type: none"> <li>• In partnership with the campus chief information officer, define those data inputs/changes that require review and monitoring;</li> <li>• Establish a procedure for a regularly reviewing these high-risk transactions</li> </ul>	12.31.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management

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Recommendation	Management Corrective Action	Target Date
<p>7.1 If the campus maintains a limit for athletics admissions slots, implement a process for a department independent of athletics to perform a regular documented review of the limit for appropriateness, based on established criteria, to ensure that athletics is not allocated an excessive number of slots, and adjust the limit as necessary. This review should be performed at least every two years and should assess the limit for each sports program if separate limits are established for each program.</p>	<p>Undergraduate Admissions &amp; Athletics:  Not Applicable</p>	<p>N/A</p>

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Recommendation	Management Corrective Action	Target Date
<p>8.1 Establish a policy addressing conflict of interest requirements for athletics personnel including, at a minimum, a requirement to formally disclose and review any known existing relationship between a member of the athletics staff and a prospective student athlete or their family to determine if a potential conflict of interest exists and whether it should be addressed with a management plan.</p>	<p>Athletics:</p> <ul style="list-style-type: none"> <li>• UCI Athletics will establish ongoing education and update the department Compliance Manual to include conflict of interest policy for recruiting process.</li> <li>• UCI Athletics personnel directly involved in the recruiting process will attest annually to their knowledge of and agreement to comply with the requirement to disclose any such relationship</li> </ul>	<p>10/31/19</p> <p>Stakeholder:</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>

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Recommendation	Management Corrective Action	Target Date
<p>8.2 Perform an analysis to identify categories of third parties who contact the athletics department regarding prospective student athletes that are unusual or at a higher risk of inappropriately influencing admissions decisions, such as donors, admissions consultants, and athletic recruiting/scouting services not approved by the NCAA. Establish a requirement for all athletics personnel to document all contact from these categories in a central repository. Athletics compliance should at least annually review this list and investigate any questionable contact.</p>	<p>Athletics:</p> <ul style="list-style-type: none"> <li>• UC Irvine policy states that admissions decisions are made exclusive of information or influence from third parties or any individual other than UCI Admissions Office</li> <li>• UCI Athletics personnel have no ability to inappropriately influence admissions decisions, as they are limited to only providing requests for admission consideration of prospective student-athletes. Documentation validating merit of admission consideration request is provided per 3.5</li> <li>• UCI Athletics will establish department policy requiring all personnel to report to Athletic Director any third party or other contact (donor, family friend, scholarship counselor, etc.) that attempts to inappropriately influence the recruiting or admission process. The Athletics compliance office will review this list of third party or other contacts at least annually.</li> </ul>	<p>Current for first 2 bullets. 10/31/19 for 3<sup>rd</sup> bullet</p> <p>Stakeholder:</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>

## Attachment A

<b>Recommendation</b>	<b>Management Corrective Action</b>	<b>Target Date</b>
8.3 Provide regular training to athletics personnel on the conflict of interest requirements discussed in recommendations 8.1 and 8.2.	Athletics:  Athletics will provide regular training to athletics personnel on the conflict of interest requirements referred to in 8.1 and 8.2	10/31/19  Stakeholder:  Paula Smith, Director, Intercollegiate Athletics

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<p>9.1 Establish a policy requiring a minimum of one year of participation in an athletic program for non-scholarship student athletes recommended for admission by the athletics department. This policy should include:</p> <ul style="list-style-type: none"> <li>• Any exceptions to this requirement</li> <li>• Approval requirements for any exceptions to the policy</li> <li>• Consequences for violating the policy</li> </ul>	<p>Athletics:</p> <ul style="list-style-type: none"> <li>• UCI Athletics will establish department policy for first year student-athletes requiring participation in their sport through the conclusion of the academic year. Any student-athlete failing to meet this requirement will be submitted to UCI Office of Admissions for review.             <ul style="list-style-type: none"> <li>○ This policy will be located in Student-Athlete Handbook and Compliance Manual. It will include:                 <ul style="list-style-type: none"> <li>▪ Exceptions to the participation requirement</li> <li>▪ Approval requirements for any exceptions to the policy</li> <li>▪ Reference to potential consequences or sanctions from the University based on review by Campus officials</li> </ul> </li> <li>○ Student-athletes are required on an annual basis to sign and attest to receiving and agreeing to the policies and procedures in the Student-Athlete Handbook</li> </ul> </li> </ul>	<p>10/31/19</p> <p>Stakeholder:</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>
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Recommendation	Management Corrective Action	Target Date
	<ul style="list-style-type: none"> <li>▪ Athletics will identify our understanding as to why a student is no longer participating</li> </ul>	
<p>9.2 As a condition of admission, require non-scholarship athletes recommended for admission to sign an agreement that they will comply with the minimum participation requirement, subject to the consequences established in the policy.</p>	<p>Undergraduate Admissions &amp; Athletics:</p> <p>As a condition of admissions, require non-scholarship athletes recommended for admission to sign an agreement that they will comply with the minimum participation requirement, Referred to in 9.1</p>	<p>10/31/19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>
<p>9.3 Establish controls to ensure records supporting ongoing participation in athletics are kept current throughout the season.</p>	<p>Athletics:</p> <p>As required by the NCAA manual and current Athletics Compliance Handbook, the Compliance Office reviews the monthly participation logs to ensure they are current, complete; participation requirements are met, and are in compliance with NCAA and institutional requirements.</p>	<p>Current:</p> <p>IAS verified participation logs maintained in ARMS on 7/30/19</p> <p>Stakeholder:</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>

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Recommendation	Management Corrective Action	Target Date
<p>9.4 Establish controls to independently monitor compliance with the one-year minimum participation requirement for non-scholarship student athletes recommended for admission.</p>	<p>Athletics:</p> <ul style="list-style-type: none"> <li>• When Compliance reviews submitted activity and participation logs, they will be compared to rosters to determine if any student is identified as not participating. In any instance that a first year student-athlete is identified as not participating, Compliance will follow up with Head Coach to determine if student-athlete has removed themselves from the program.</li> <li>• First year student-athletes who are removed or remove themselves from their respective sport program for any reason will be provided to the Athletics Director for consideration of any reasonable exception and then submitted to Campus officials for further review of exception or determination of sanction for student-athletes.</li> </ul>	<p>Immediately beginning with 2019-20 first year student-athletes</p> <p>Target date for documentation and verification of procedures: 10/31/19</p> <p>Stakeholder:</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>
<p>9.5 Provide regular training to athletics staff on the minimum participation policy requirements.</p>	<p>Athletics:</p> <p>Regular training to athletics staff on the minimum participation policy requirements is part of annual education; initially, first Fall Coaches’ Meeting and then ongoing throughout the year</p>	<p>Beginning October 2019 and ongoing</p> <p>Stakeholder:</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>

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<b>Recommendation</b>	<b>Management Corrective Action</b>	<b>Target Date</b>
<p>10.1 Restructure the reporting relationship of the campus athletics compliance officer to add a direct reporting line to the campus chief ethics and compliance officer.</p>	<p>Athletics:  UCI Athletics will confer with campus senior leadership to determine appropriate steps to put in place a reporting structure where the athletics compliance officer has a direct reporting line to the campus chief ethics and compliance officer.</p>	<p>10/31/19  Stakeholder:  Paula Smith, Director, Intercollegiate Athletics</p>
<p>11.1 Establish a policy limiting communication between development personnel and the admissions office regarding admissions matters. At a minimum, any communication regarding the admission status of specific applicants should be prohibited.</p>	<p>Undergraduate Admissions:  Establish policy that defines/makes explicit the content of inappropriate communication/subject matter between the advancement and undergraduate admissions offices. The policy will prohibit such inappropriate communication, and at a minimum, prohibit communication regarding the admission status of specific applicants.</p>	<p>12.31.19  Stakeholder:  Patricia Morales, Associate Vice Chancellor, Enrollment Management</p>

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Recommendation	Management Corrective Action	Target Date
<p>11.2 Perform a review prior to admission for each non-scholarship recruited athlete to identify any donations from any known relatives of the recruited athlete, or anyone that the athletics department knows to be acting on behalf of the family. A member of senior leadership independent of the athletics department or an existing athletics admissions oversight committee should oversee this review process, including determination of any due diligence required when donations are identified, and approval of any admissions decisions for which donations were identified.</p>	<p>Undergraduate Admissions &amp; Athletics:</p> <ul style="list-style-type: none"> <li>• Establish policy and process in conjunction with Advancement to cross check non-scholarship recruited student-athletes for any known connections with donations.</li> <li>• Establish processes such that a member of senior leadership independent of the athletics department or the local Academic Senate Committee would oversee this review process including determination of any due diligence required when donations are identified, and approval of any admissions are independent of any donations.</li> </ul>	<p>10/31/19</p> <p>Stakeholder:</p> <p>Patricia Morales, Associate Vice Chancellor, Enrollment Management</p> <p>Paula Smith, Director, Intercollegiate Athletics</p>