FINAL REPORT

2013 President’s Task Force:

Competitive Sport at Memorial University

Recommendations for Future Success
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INTRODUCTION

Varsity Sport at Memorial has a long and storied tradition, with formalized sport teams competing under the Memorial name since the Parade Street campus days. Beginning in 1954, Memorial teams first travelled to compete against other universities in Atlantic Canada, with formalized participation in the Maritime Intercollegiate Athletic Association beginning in 1962.

Current sport offerings at the varsity level include male and female teams in cross country running, soccer, volleyball, basketball, swimming and wrestling. Teams currently compete in the Atlantic University Sport (AUS) conference, with champions and qualifying athletes competing nationally at the Canadian Interuniversity Sport (CIS) championships. A more extensive look at the current varsity sport program at Memorial was shared with all consultation participants and is included in Appendix A and provides context of the sport programming as it exists today at Memorial University.

Two previous reports reviewing varsity sport at Memorial entitled ‘A Chance to Compete’ (2002) & Now is the Time (2005) both helped advance varsity sport at Memorial to where it is today, however, additional review is required to ensure continued growth and sustainability. A strong, competitive and successful varsity program has the ability to significantly impact Memorial University in a positive way.

COMPETITIVE SPORT TASK FORCE COMMITTEE & REPORT

This report is being prepared by the University Task Force on Competitive Sports that was appointed by the Vice Presidents’ Council in late January. The task force held its first meeting on March 13, 2013, with Dr. Gary Kachanoski joining the committee to welcome committee members, review the mandate and provide terms of reference for the committee. A listing of committee members and meeting dates has been included in Appendix B.

This report has been created with a multi-campus lens to competitive sport and there is acknowledgement and support for the development of a multi-campus strategy around competitive sport opportunities. The committee was asked to review and assess a number of areas and to prepare a report summarizing the review and assessment with recommendations.

The areas assessed include:

- Assessment of MUN’s varsity program over the past 15 years with respect to competitive success
- Assessment of the current barriers to success
- Assessment of the potential for varsity sports at Grenfell Campus
- Assessment of the potential for MI students in the Sea-Hawks program on the St. John’s campus
• Conduct an external scan of other AAU schools and pan Canadian universities comparable to Memorial

Appendix C provides a snapshot of other AAU schools and a set of mid-size comprehensive universities in Canada, demonstrating funded areas of support for varsity teams at each school and other student-athlete supports available.

SUMMARY OF CONSULTATION PROCESS

As part of a consultation process, various stakeholder groups were invited to participate in scheduled consultation sessions. The process also solicited feedback and engagement via online submissions which replicated the questions posed in the consultation meeting sessions.

Participation in the consultation sessions was high with significant engagement and contribution from all individuals present. Twelve formalized consultation sessions were held with various stakeholder groups. A listing of consultation sessions and their targeted demographics are provided in Appendix D.

The consultation sessions were all delivered in the same format, with Michelle Healey, Director of Athletics, facilitating each session. A complete list of consultation questions is provided in Appendix E.

The consultation sessions were all audio recorded to provide a record of opinions and feedback expressed. A condensed summary of consultation session feedback and submitted responses is included in Appendix F.

OVERVIEW OF MEMORIAL’S VARSITY SPORT PROGRAM

The competitive sport program offerings have remained constant at Memorial University since 1991. Teams have had mixed results with Memorial teams winning eleven AUS Championships since that time (seven Women’s Basketball titles, one Women’s Volleyball title, one Women’s Wrestling title and one Men’s Cross Country title). Women’s Basketball won a CIS national bronze medal in 2006-07, the highest ever finish for that sport in our history and Men’s Curling won a CIS Championship title in 2010-11, as an unfunded club sport of Memorial. As national champion, this team went on to compete as Team Canada and won a silver medal at a major international bonspiel in February 2012. A small number of individuals have also won national medals in wrestling and swimming through this period.

Appendix G provides a summary of regular season standings in team sports and medals won at AUS championship events since 2002.
BENEFITS OF A STRENGTHENED VARSITY ATHLETIC PROGRAM TO THE UNIVERSITY

There was consensus among all stakeholder groups that a strong and competitive varsity program has many significant benefits to Memorial University and include:

Marketing Value, Strengthened University Brand & Strengthened Institutional Identity

- Sea-Hawks varsity teams continue to attract extensive media exposure in local, regional and sometimes national markets. The media exposure is positive and provides niche marketing opportunities for Memorial.
- Winning teams increase the amount of public interest and exposure.
- A competitive and visible sport experience is of strategic importance to Memorial.

Potential to Positively Impact University Recruitment

- The success of varsity teams broadens the reach of Memorial both provincially, nationally and even internationally.
- Coaches are actively recruiting student-athletes to Memorial. Their presence at provincial and national championships provides an opportunity to identify prospective future talent that have the ability to compete at the varsity level. Contact with school coaches and administrators created unique linkages for Memorial recruitment personnel to build stronger relationships. Recruited student-athletes are often influencers at their school and have the ability to inspire and encourage both athletic and non-athletic to choose Memorial as their school of choice.

Platform to Build Campus Spirit, Sense of Community and Institutional Pride

- The impact of having competitive and successful teams at the university are powerful in positively impacting campus pride, sense of community and overall spirit at the campus level.

Supports Public Engagement Framework

- Varsity coaches contribute to provincial developmental teams and programs in their sport, sharing expertise and knowledge with athletes and coaches to provide technical and tactical growth in the sport.
- Sea-Hawks summer camp programs reach out to our community to provide both an introductory and expert level of sport instruction, which varies by camp offerings. These community outreach and engagement activities are highly sought after by youth competing in various sports and camp programs have high recruitment and retention rates year to year.
• Sea-Hawks outreach activities coordinated within the department, combined with additional activities coordinated by individual teams, bring Memorial into the community in a very positive and emotional way, creating connections with young people that often make a lasting impact.

*Alumni Engagement*

• Varsity events, successful varsity teams, athletic accomplishments of individual athletes and having competitive sport teams all provide opportunities for Memorial University to connect with alumni.
• Varsity alumni usually leave their institution with a strong affinity based on their positive and memorable sport experiences. This affinity has the capacity to develop strong alumni relations and support from former varsity athletes.

*Brings People to Memorial*

• Varsity teams at Memorial regularly host home game events, championship events and other activities such as sport camps, which bring individuals to campus that without these activities would never come to campus. The crowds at key home game and championship events are some of the largest crowds that are drawn to campus each year. This provides a positive exposure opportunity for these individuals with campus. For non-Memorial affiliated individuals, there are limited activities that would bring them to campus. There are many positive benefits from a recruitment, engagement and general awareness perspective for Memorial from these types of activities.
• Sport camps delivered by varsity teams, currently involve over 400 youth each summer. These camps introduce young children and their families to the Sea-Hawks and to Memorial University. The high retention and success rate of these summer camps are indicators of a positive experience and also ensures that the camps reach capacity annually.
• In 2012-13 just over 9300 viewers connected to Memorial through webcasting of varsity games. This provides a great platform for broadening exposure of Memorial University with respect to recruitment, research, student support programming, academic programming and engagement activities.

**KEY AFFIRMATIONS**

Through the information gathered via consultation and dialogue at committee level, the following affirmations can be made:

• All varsity teams should be appropriately resourced and positioned to be successful.
• Full-time coaching is necessary at the varsity level to achieve success.
• Student-athletes need to be valued by the institution for their contribution to the university.
- An institution the size of Memorial should have a quality outdoor recreation space for student recreation, varsity athletics, academics and general faculty and staff wellness. A field turf on campus should be developed.
- Varsity teams have to engage in high performance training that is planned, evaluated and implemented by trained coaches and specialists.
- Coaches require resources and support systems to attract quality student-athletes to Memorial.
- Successful varsity teams can strengthen campus pride and positively impact the institution.
- The community (on and off campus) would support winning teams.
- Success at the varsity level cannot occur without quality exhibition opportunities.
- A strategic and committed approach reaching out to athletic alumni is required.

BARRIERS TO COMPETITIVE SUCCESS

Success in sport is difficult to guarantee, however failure can almost certainly be guaranteed when sport teams are not strategically positioned for success. Varsity teams at Memorial, in the context of the size of our institution have primarily had mediocre results over the past 20 years, as key areas for success have not been resourced at a level required to remain competitive. University teams across the country and in the Atlantic University Sport conference continue to make investments in key areas required to support competitive success and increased investment and support is needed to have increased expectations of competitive success.

A number of key barriers to competitive success have been identified by stakeholders and are supported by the committee as requiring resources to increase chances for competitive success.

Full-time Coaching

Full-time coaches at the varsity level are widespread in Canada and are positioned to provide a complete developmental and support experience for student athletes. Technical expertise in the form of full-time coaches is core to competitive program success in all sports.

Full-time coaches are able to provide support to student-athletes and their varsity team in many ways, including individual athlete development, academic monitoring, administrative support, practice planning and evaluation, game analysis and preparation, managing individual and team issues and community engagement activities. Additionally, full-time coaches can spend time recruiting student-athletes, expanding tactical knowledge, delivering developmental and camp programs that are revenue generating and work with athletic alumni to increase engagement and alumni donations.
Part-time coaches under current conditions are all full-time employed individuals that assume the responsibilities of coaching a varsity team in addition to their other employment and family responsibilities. The ability of a part-time coach to do much beyond tactical preparation, training and coaching competitions is very limited.

**Limited Athletic Scholarship Resources**

In 2000, the Canadian Interuniversity Sport (CIS) membership endorsed a shift in student-athlete recruitment, allowing student-athletes in Canada to receive an athletic scholarship to the value of their tuition and fees at a Canadian University. Over the last ten years, athletic scholarship opportunities available in Canada have increased exponentially, but have created challenges to recruiting student-athletes to Memorial University. Teams require resources to offer full and partial athletic scholarships that are competitive with respect to other CIS schools. The number and amount of athletic scholarships required varies by sport, but competitive results do indicate that teams offering competitive levels of athletic scholarship support are also experiencing competitive success. A review of the specific needs of athletic scholarship resources at Memorial University is required to create increased competitive success opportunities in each varsity sport.

Currently all AUS schools are receiving core budget support for athletic scholarships except for Mount Allison University. If Memorial is to be competitive regionally and nationally, athletic scholarship resources are required.

**Facilities**

In reviewing facilities available for the delivery of varsity programs relative to other universities, the Field House remains a quality and suitable facility for the delivery of all current varsity programs. There are some areas of growth that would enhance this facility and should be explored to maximize competitive sport and recreation opportunities. In contrast, outdoor recreation and sport facilities on campus are severely lacking and are a crucial first step in providing on-campus training and competition opportunities for varsity teams and student recreation.

Memorial University currently does not have one quality maintained outdoor field space. In recognizing that physical and mental health wellness is important to student academic success an outdoor field recreation space should be considered for development. The lack of an on-campus turf field prohibits our varsity soccer teams from training or competing on campus. Memorial did have three maintained outdoor fields as recent as 2001, however two of these green spaces have been converted into non-sport and recreation spaces. Our new student residence facilities were constructed on the former Hatcher Field and The Works converted the former Canada Games Park facility into a parking lot to service their membership.

There is one field on campus adjacent to the Physical Education building (known as the MUN Pitch), but in its current state is unusable for most activities. Some intramural and teaching
activities in the School of Human Kinetics and Recreation do take place on this field space. The climate and weather conditions in Newfoundland and Labrador significantly limits the playability of any natural grass field. A turf facility however, provides a lengthened playing season with minimal maintenance requirements. An on-campus turf facility would be a significant enhancement to campus and could support varsity, academic requirements and student, faculty & staff recreation needs. Appendix H provides a summary of AUS schools and comprehensive universities as categorized by Maclean’s annual university survey and the number of on campus turf field facilities and maintained outdoor recreation spaces on each campus.

Physical facilities for court sports are excellent in comparison to other universities, however sufficient access to these facilities for varsity training and developmental activities is limited. The academic diversity of student-athletes requires training times to be positioned in the evenings, requiring prime time access for varsity training between 5-10pm. Currently, The Works is operated and managed as a Separately Incorporated Entity (SIE) by a Board of Directors. The mandate of The Works does not adequately support the service needs of varsity sport, which creates regular conflict and unavoidable differences in meeting the high performance training needs of varsity sport teams.

Two growth areas have been identified with respect to indoor court facilities, which would enhance varsity sport access, while maintaining support to other key stakeholders, including students. The Works synthetic court areas could be resurfaced to create full hardwood court areas. This would provide enhanced sport and recreation space and would enable varsity sport, student recreation, academic programming and developmental elite sport programming to all co-exist simultaneously. The Marine Institute gymnasium, which currently is outdated and has a synthetic floor surface could be renovated to include hardwood floor and new score clock. This would enable this space to be utilized by varsity for special events which could be hosted at Marine Institute. Varsity sport could also utilize the space for the delivery of in-season and summer sport camp and developmental academy programs, which support the public engagement framework, as university coaches could share their expertise with the local sporting and coaching community.

Opportunities for developmental programs, including high performance sport academies, year round camp programs, training space for provincial programs should all be pursued by Memorial University in support of the recruitment, advancement and public engagement agendas.

*Competition – Exhibition and Regular Season*

Currently exhibition competition is not funded through core budget, as the current allocation does not provide flexibility for funding exhibition competition for varsity teams. Basketball teams currently participate in exhibition competition on a limited basis utilizing funds generated through summer basketball camp programs.
Exhibition competition provides the foundation for in-season competitive success and should not be considered as ‘extra’ activities. The absence of quality exhibition opportunities will impede a team’s ability to perform in-season. Coaches utilize exhibition competition to test out line-ups, both starters and specialized positions. Exhibition competition is also utilized to implement strategies taught in practice to determine their effectiveness in real-game competition. It also has the ability to identify team weaknesses and strengths, which enable the coaching staff to focus on specific areas of development prior to beginning regular season competition.

Without quality exhibition competition, teams could arguably utilize up to 25% of their regular season schedule assessing tactical issues and finalizing position and player assignments. This can have a significant impact to Memorial in final league standings, particularly if teams miss playoffs by a single game or two or if teams are lower ranked in league standings for playoff seeding.

Appendix I provides a comparative summary of the number of exhibition competitions of current AUS teams in team sports in 2012-13.

**High Performance Training Support**

Optimal preparedness is essential to ensure that Memorial athletes are physically & mentally ready to compete. Peak physical conditioning, including strength training and cardiovascular training is imperative to ensure that athletes can compete at their best when the competitive season begins. Mental training is also a key component in preparing athletes for their best performances in an elite sport environment. Nutritional counselling on foods that can fuel and aid in recovery during training and competition is also imperative in the overall preparedness of athletes for elite competition.

There are few barriers preventing Memorial teams being in optimal physical condition and having access to expertise in the area of mental training and sport nutrition. Currently, the School of Human Kinetics and Recreation has faculty members with expertise in these areas and also has the ability to access Allied Health Services, a division that provides specialized high performance sport services to elite athletes and teams. The primary barrier with respect to providing support in these areas is the lack of a full-time strength and conditioning specialist to work directly with varsity teams. Resources are not available in current budget allocation to support this specialized support, but a commitment to a full-time strength and conditioning specialist would greatly enhance the overall success of our team and individual sports. Teams that are not optimally prepared with respect to fitness, mental training and nutrition will lose out on opportunities to be successful where potential exists. If there is any element of our program that we can change with an investment, it is the readiness of our varsity athletes to perform in an elite competitive environment.
Recruitment Resources

Building competitive teams requires an active and engaging recruitment strategy. Across Canada, universities are actively recruiting athletic talent, through identification opportunities, athlete visits and coaches traveling for quality recruitment opportunities. Traditionally, the provincial sport feeder system has been able to provide a small number of athletes that have the technical skill and readiness level to compete for Memorial University teams. All universities across the country are participating and investing in recruiting student-athletes to their campuses. On many campuses, the cost of recruitment is significantly less, as coaches can travel via vehicle to tournaments and showcase events and to visit prospective athletes and their families to discuss possible opportunities to compete for their institution. Technology has provided some opportunities for Memorial coaches to engage in identification of athletes, but the onsite introduction of a coach to an athlete at a tournament and ongoing visibility with the prospective athlete still has a powerful impact in athletes making decisions about what school to attend. Recruitment for Memorial teams requires budget resources to enable coaches to travel to events to identify and meet prospective talent during multiple times during the year. Additionally, prospective student-athletes need the opportunity to participate in campus visits as they are narrowing their selection of post secondary schools.

Despite limited resources, Memorial coaches have had relative success in recruiting student-athletes to Memorial, through hard work and regular visibility and contact with the student-athlete and their families. Basketball teams, through fundraising efforts have had the greatest opportunity to pursue recruitment opportunities and these coaches being full-time employed in their role also have the time and flexibility to partake in recruitment activities in-season. Memorial coaches have found over the years that recruiting prospective student-athletes Ontario and eastward is possible, though challenging, as it requires significant effort to have athletes make a decision to travel so far east. Recruitment of athletes west of Ontario has not proven to be as successful and it also costs significantly more, so coaches have currently focused their recruiting efforts in Ontario and the Atlantic provinces.

Recruitment of international student-athletes has proven possible and in many ways coaches indicate that it is easier to recruit an international student to attend Memorial compared to a domestic student. The challenging part in recruiting international student-athletes on athletic scholarship is the higher cost of international tuition. Memorial Athletics did propose and was successful in establishing a pilot project for international student-athlete recruitment where the equivalent domestic portion of tuition and fees was the responsibility of our varsity teams and the international portion was covered by the Office of Vice President (Finance and Administration). Continuing this program, provides coaches with further opportunities to explore the international recruitment market for athletic talent.
Student-Athlete Supports

The student-athlete experience at an institution is critical in attracting and retaining student-athletes and making these individuals feel valued by the institution that they represent. A quality student-athlete experience also has the ability to positively impact how a student-athlete feels when they finish their career and become athletic alumni who will be encouraged to give back to their former varsity team. Improving our reputation in this area may enhance recruitment of future student-athletes as it will lead to a better overall student-athlete experience.

Student-athletes at Memorial do receive support from the university which facilitates the opportunity to pursue their sport at the intercollegiate level, however much more is needed.

Providing student-athletes with supports including a defined early course registration period, branded team apparel, increased meal allowance, team rooms, guaranteed residence, academic supports and recognition for the value they bring to Memorial University would significantly increase the overall student-athlete experience. This would contribute both directly and indirectly to improved performance and enhance the student-athlete experience.

Current Structure, Mandate and Operation of The Works

The Works is an outstanding facility to support the training and competition of elite athletes in a varsity environment. Additionally, the venue has suitably hosted major competitions including AUS & CIS Championships. Despite being a quality facility, there have been operational challenges as The Works is structured as a Separately Incorporated Entity (SIE) that operates independent of Memorial under the guidance of a Board of Directors. The mandate that The Works has been given by a previous administration does not position it to act in a service capacity to support the needs of Varsity Athletics as a principle user of the facility.

The needs of varsity teams are not being met with respect to access to facilities for training, ideal competition operations, access to facilities for sport camps and developmental activities and in general a lack of support for Varsity Athletics. Student-athletes and coaches do not feel valued by The Works for the contribution they make to Memorial. There is recognition that The Works policies and procedures are sometimes necessary for the general student population, but seem overly stringent with respect to varsity athletes.

Varsity teams, administrative staff and supporters of varsity athletics through consultation identified many perceived, observed and experienced challenges in working with The Works. Varsity athletes and coaches are often frustrated by the lack of support and unfortunately express their frustrations in manners that are not productive in creating a healthy, symbiotic relationship between Varsity Athletics and The Works.

A review of The Works and its mandate as a SIE, could immediately identify areas for growth within the mandate to enhance support to varsity teams, coaches and student-athletes. It is
imperative that the mandate is reviewed and modified to provide varsity teams with conditions for success. There is recognition by the committee that some required changes to mandate could impact The Works ability to service other external stakeholders, however without increased facility access and support varsity teams do not have the facility access or flexibility required to build successful varsity teams.

Stakeholder consultations and committee explorations also resulted in a forthcoming recommendation to evaluate the current student recreation fee and re-direct a portion of the fee to support varsity athletics and competitive sport programs. It is also recognized by the committee that a change in the amount of the student recreation fee received by The Works could have implications financially to this entity. If a portion of the recreation fee is moved, then it will mean that The Works must then look at other ways to balance its budget, as there has been no further allotment of funding from the University to support increased costs faced by The Works.

Consultation sessions with various stakeholder groups spoke to the many barriers and challenges that varsity teams face with respect to access to facilities and areas of support from The Works. Rather than focus on current challenges, the committee has generated a list of tactical support areas that would enhance ability of The Works to provide increased support and partnership with varsity athletics.

Alumni Engagement

Significant opportunities exist for increased engagement with athletic alumni. There are in excess of 2500 athletic alumni that have competed for Memorial University and these individuals cross all academic and professional spectrums. In 2010, Memorial Athletics hired a Development Officer in shared partnership with the Faculty of Education and Alumni Affairs and Development. This individual spent time working to reconnect with former athletic alumni, identifying and soliciting major gift donors. The Development Officer position in 2010, was the only shared funding position available at the time to commence any type of alumni engagement work, so Memorial Athletics mobilized the opportunity to begin reconnecting with athletic alumni. The one challenge of this position continued to be the mandate and performance metrics utilized by Alumni Affairs and Development. The Development Officer was only permitted to engage in alumni prospecting and meetings involving major gift donors (ie donors of 10K or more). This provided limited opportunities for the Development Officer to re-connect with alumni, gather updated information, organize alumni events, solicit annual fund donors and engage in friend-raising activities. This work has been identified through the consultation sessions as being imperative to re-engaging athletic alumni and in encouraging athletic alumni to become donors to varsity sport. It is a recommendation of the committee that the Development Officer position be transitioned to become an Alumni Engagement Coordinator. This would allow more effective and focused connections with athletic alumni. All major gift prospects could be co-managed with the Alumni Engagement Coordinator and a Central Development Officer in Alumni Affairs.
MULTI-CAMPUS INTEGRATED SPORT PROGRAM

Grenfell Sport Opportunities

Historically, competitive and recreational sport opportunities have existed at Grenfell in many forms, with participation mainly centralized around community league and tournament events for Grenfell teams. Over the last academic year, teams enjoyed an increased level of support and formalization, with volleyball and basketball teams competing in a single exhibition tournament against Atlantic Athletic Colleges Association competition. Team were supported in travel costs, team uniforms and volunteer coaches oversaw and administered the competitive sport teams. An interim Sport Coordinator was hired on a short term contract to provide support to these teams and to support a review of competitive sport opportunities for Grenfell Campus.

Through the task force consultation process, it was evident that competitive sport brings value to Grenfell campus. Internal and external stakeholders identified the value of competitive sport programming at Grenfell Campus to both campus and community. It was unclear however, what direction should be taken with competitive sport opportunities at Grenfell, considering the unique environmental conditions that exist for winter sport opportunities and sport opportunities that have value from a historical and spectator perspective. Competitive sport infrastructure exists at the Grenfell campus, with a gymnasium renovation scheduled to be completed by the end of October 2013. Facilities also exist within the community that could support competitive sport participation in alpine skiing, cross country skiing and curling to name a few.

Consultation captured that a vision and plan for Grenfell Athletics be developed that includes sport offerings, competition strategy, infrastructure needs, budget and reporting structure. There was also consensus that the strategy needs to be interconnected with the SJ campus competitive sport strategy.

Synergies between the SJ campus varsity athletic program and the Grenfell Campus competitive sport program should be identified, documented and coordinated to ensure strategic and sustained growth within both programs. Opportunities for student-athletes from Grenfell Campus to compete with Memorial varsity teams exist, but are limited to individual sports and where possible these opportunities should be identified and explored.

Opportunities exist with the Canadian Colleges Athletic Association(CCAA) and the regional affiliated, (Atlantic Colleges Athletic Association) for Grenfell Campus teams to participate. Grenfell Campus teams did participate in a single invitational event in 2012-13, which demonstrated that the level of athletic competition is at a level which Grenfell Campus teams could participate and enjoy athletic success. Strategic support defined in areas of coaching, team preparation and training would be required for sustainable success and having accountability measures in place would ensure teams were prepared. Many similar size campuses in Canada participate in CCAA competition, so a further review of this option is worth
exploring. There are a number of barriers and opportunities that could be identified to
determine the viability of becoming a full ACAA member in select sports. A full listing of CCAA
sports and CIS sport offerings is included in Appendix J.

Outside of the realm of CCAA and Canadian Interuniversity Sport (CIS) organizations,
opportunities do exist for participation in national university championship events. Many
National Sport Organizations plan and deliver national championship events exclusive to
participating universities. Cross country skiing and alpine skiing fall into this category and are
sports that would seem to fit well with the national environment and club sport structure that
exists within the Corner Brook region for these sports. Further exploration is needed to
determine if partnerships between community club organizations and Grenfell Campus are
possible.

In summary, competitive sport opportunities at Grenfell Campus are recommended. Ensuring
these opportunities are strategically linked to Memorial Athletics and a multi-campus strategy
for competitive sport at Memorial is imperative.

**Marine Institute Sport Opportunities**

Currently, elite athletes who pursue academic study at Marine Institute can and do compete
with Memorial teams. Student-athletes in many sports have competed at the St. John’s campus
and have transitioned well. Some diploma programs require extensive field time, which can
make it difficult for Marine Institute students to participate and travel while simultaneously
completing practical components with their course of study.

Consultation with stakeholder groups, including Marine Institute did not result in a strong
desire for independent competitive sport programming at Marine Institute. There is an
opportunity to enhance the gym space at Marine Institute, which could provide synergies for
varsity camp offerings and enhance recreation and organized sport opportunities for Marine
Institute students.

There are enhancements that can be made on the Marine Institute campus to increase the
profile of varsity sport at Memorial. Support and recognition of varsity athletes from Marine
Institute should be a priority of the Ml Student Services Division and Sea-Hawks Athletics.
Increased brand awareness and visibility of Sea-Hawks logo at the Marine Institute in strategic
locations was identified as a possible opportunity for Marine Institute, along with partnering in
a similar capacity at the MI campus with respect to participation in the first year student
orientation at Memorial currently held at the SJ camps.
CONDITIONS FOR SUCCESS

Providing ‘conditions for success’ is an assertion that the committee strongly endorses with respect to positioning varsity teams to be successful. Consultation sessions also strongly affirmed the need to create environments where varsity teams can be successful, through supporting strategic areas.

The committee strongly believes that the following areas require adequate support to create conditions for success: technical expertise (coaching), athletic scholarships, recruitment and identification of talent, competition (exhibition & regular season), training & high performance services, student-athlete supports and facilities.

DEVELOPMENT OF VISION, MISSION AND CORE VALUES

A strong vision and mission is critical in advancing varsity sport and its future direction at Memorial. Clarity, focus and making strategic decisions are all positive consequences of a good vision, mission and understanding and support for core values.

The committee reviewed vision and mission statements of many university athletic and recreation programs in Canada.

RECOMMENDED VISION:

Creating opportunities for regional and national success within our varsity sports program that will inspire excellence, pride and unity throughout our campus and community.

RECOMMENDED MISSION

Our mission is to focus on athletic excellence, academic success and leadership among our student-athletes in their competitive sport pursuits. We will inspire and encourage our student-athletes and coaches to build strong, healthy and engaging partnerships on campus and within our community through elite sport programs.

CORE VALUES

Excellence – we will strategically position our teams for regional and national success. We will foster academic excellence and community engagement and prepare our student-athletes to become excellent leaders in their communities beyond varsity sport.

Student-Athlete Centered – we will ensure student-athletes feel supported and valued for the contribution they make as ambassadors of Memorial.
**Preparedness & Innovation** – we will support our student-athletes in being prepared for elite competition. We will ask our coaches to challenge themselves and their student athletes in tactical, technical, physical and mental preparation and we will be creative in working with academic experts to create a competitive edge for our student-athletes.

**Integrity, Respect & Sportsmanship** – we will act with integrity, demonstrate respect for ourselves, for officials and for our opponents and being champions of good sportsmanship.

**Passion** – Memorial as an institution will have the passion and commitment to support varsity teams in their quest for success. Student-athletes and coaches will be passionate about representing Memorial University.

**Accountability** – we are committed as coaches, athletes and athletics administrators to regular reflection and review of our commitment to the mission and vision and to the values we have stated as representative of our athletic program.

**STRATEGIC GOALS 2013-2020**

Positioning varsity sport to meet strategic goals is critical to the success of achieving these goals. Achieving the stated goals below will lead to a more successful, supported and celebrated athletic program.

**Goal #1 – Competitive Excellence**

**Goal #2 - Provide conditions for student-athlete success and for the development of student-athletes as leaders**

**Goal #3 – Successful recruiting & retention**

**Goal #4 – Develop elite athletes in a high performance sport environment**

**Goal #5 – Attract and retain qualified and successful coaches**

**Goal #6 – Build brand strength in Sea-Hawks and Memorial through varsity sport**

**Goal #7 – Focus on engaging athletic alumni, build campus spirit across all campuses and strengthen support from broader community**
WHAT SUCCESS LOOKS LIKE

By 2020: Memorial will have created a multi-campus varsity sport environment where teams are strategically positioned to achieve regional and national championship success. We will have the tools in place to achieve this, including quality technical coaches, training and competition resources to support elite athletes. We will position ourselves to be competitive in recruiting student-athletes to Memorial, making ourselves a preferred option for elite student-athletes. We will focus on the student-athlete and their needs, both athletic and academic and will ensure all student athletes feel valued at the University. We will seek opportunities for partnership and collaboration with external and internal stakeholders to ensure our programs maximize high performance sport training and developmental synergies within our Province. Through competitive and varsity sport programs we will, foster pride and spirit for Memorial on campus, among our Alumni and in the community for years to come.

RECOMMENDATIONS

The committee has provided a number of recommendations that provide strong direction for the future of varsity and competitive sport at Memorial. Appendix K provides a tactical approach for each recommendation, adding clarity to the context of each recommendation.

The recommendations have been categorized into three headings: administration, programming and resources in an effort to best focus a new direction for varsity and competitive sport at Memorial. The recommendations are not presented in priority order, but should all be reviewed as a collective in positioning varsity and competitive sport at Memorial for a brighter future. These recommendations if acted upon, will meet the vision and mission statements previously presented.

ADMINISTRATION

Memorial University will recognize varsity sport as a key branding opportunity and a priority for building the reputation of Memorial locally, nationally and internationally. Successful varsity teams have the ability to positively impact Memorial as an institution. This will require increasing human and financial resources and establishing a pan-university culture of support for elite sport.

Memorial University commit to providing conditions for success for varsity teams. The committee is recommending that the following areas require adequate resource support to create conditions for success: technical expertise (coaching), athletic scholarships, recruitment and identification of talent, competition (exhibition & regular season), training & high performance services, student-athlete supports and facilities.
Full-time coaching opportunities be pursued for varsity teams. It is recommended that a full-time coach be hired in the sport of women’s volleyball immediately (commencing 2013-14). A review of full-time coaching opportunities should be pursued in all other varsity sports.

Develop a vision and plan for Grenfell Athletics that fits with Memorial University Varsity Athletics Program. All competitive sport opportunities on all campuses should co-report to the Director of Athletics.

Evaluate the mandate of The Works as a Separately Incorporated Entity (SIE) with a view of enhancing the support it provides to varsity sport.

Develop a coordinated strategic plan for Memorial Athletics to include strategies for support by service units of the university including Marketing & Communications, Student Services, Student Recruitment, and Alumni Affairs and Development.

PROGRAMMING

The student-athlete experience should be enhanced and consistent for all varsity athletes and that student athletes be provided with a level of support that enhances success in sport & academics.

Create competitive sport opportunities at the Grenfell Campus.

Develop an evaluation matrix that would allow all varsity sports to be assessed every three years to determine their continuance or introduction as a varsity sport.

Identify and pursue synergies and opportunities for engagement and collaboration between varsity sport at Memorial and high performance sport in NL to maximize elite sport development opportunities, post secondary recruitment and to utilize shared expertise and facilities. Key partners for this collaboration include Memorial Athletics, The Works, Sport NL, School Sport NL and relevant Provincial Sport Organizations.

RESOURCES

Construct a field turf facility on the St. John’s campus that can support the training and competition needs of our varsity soccer teams, who currently train and compete off campus. An on campus field turf facility could also positively impact the outdoor recreation facility needs of The Works, student recreation, School of Human Kinetics & Recreation and employee wellness. Field turf on campus could also create positive engagement and partnership opportunities with provincial sport organizations and elite sport groups.

Realign the administrative team of varsity sport to move the current Marketing Coordinator position from contractual to permanent, hire a full time Competitive Sport Coordinator for the
Grenfell campus, and add one additional position to the SJ varsity team titled Game Day Event & Community Engagement Specialist.

Transition the Development Officer position in Varsity Athletics to an Alumni Engagement Coordinator to allow effective and focused connections with athletic alumni. That the position remain as a co-report with Alumni Affairs & Development (AAD), with partial funding support from AAD.

Review existing funding allocation for varsity and competitive sport programming across all campuses and realigned to support competitive success. It is understood that the competitive landscape in CIS sport varies and the resource requirements to support conditions for success are substantially higher in some sports.

Assess recruitment resource needs in each varsity sport and coaches provided with sustainable resource support that enables them to effectively recruit elite student athletes to attend Memorial.

Provide varsity teams with resources to support high performance training needs to ensure varsity athletes are optimally prepared for elite competition.

Increase funding for varsity teams to support participation in competitive exhibition opportunities. The number and quality of competitions may vary with each varsity sport but adequate exhibition competition is essential.

Redirect a portion of the student recreation fee at the SJ campus to varsity athletics to support conditions for success. A new athletics fee for all students at Memorial is not recommended at this time.

**CONCLUSION**

Varsity sport at Memorial has the potential to be competitively successful and to bring success to Memorial as an institution through its sporting success. Significant changes in how varsity sport is positioned, perceived and supported are required to increase the potential for success.

With increased support to the varsity athletic program through the recommendations provided by the committee, the varsity sport program at Memorial will be positioned for regional and national success in targeted areas.

A successful varsity sport program at Memorial has the ability to strengthen the reputation of Memorial, regionally, nationally and internationally. A unified and strengthened Sea-Hawks athletic program also has the ability to unify and strengthen the pride Memorial students, faculty and staff have in their institution. It is time for Memorial University to create conditions for success for competitive sport, so that varsity and competitive sport teams can be successful on the field of play, in the classroom and in the community.
APPENDIX A

Varsity Sport at Memorial Today
Varsity Sport at Memorial Today

Our Mission

To provide an opportunity for elite athletes attending Memorial University to participate and achieve excellence within interuniversity sport competition in team and individual sports which are recognized as members by Memorial University Athletics. Our mission is to focus on high performance and athletic excellence, promote academic success among our student-athletes and build strong, mutually beneficial community networks, relationships & partnerships.

Our Vision

To provide an environment that is student-athlete centered, high performance driven and contributes to the overall well-being of student-athletes at Memorial.

Sport Offerings

Male and female varsity teams in:

- Soccer
- Volleyball
- Cross Country Running
- Basketball
- Wrestling
- Swimming

Competition Overview

Canadian Interuniversity Sport (CIS) is the governing body for interuniversity sport competition in Canada. The following sports are offered by CIS – soccer, football-m, cross country, field hockey-f, curling, hockey, rugby-w, swimming, track & field, volleyball, wrestling.

CIS is comprised of four regional conferences:

- Atlantic University Sport (AUS)
- Quebec (RSEQ)
- Ontario University Athletics
- Canada West

Regional champions come together to compete for national championships. The format for championships vary by sport.
Varsity Sport at Memorial

Sport offerings have been consistent since 1991. The Sea-Hawks brand was officially adopted in 1990-91 and prior to mid-80's team were known as Beothuks.

Current HR Structure

The Division of Athletics reports to the Dean, School of Human Kinetics & Recreation, which reports to the Vice-President Academic.

Current Staffing – Director of Athletics, Coordinator of Athletics, Marketing Coordinator, Development Officer (shared), Athletic Therapist

Coaching – two full-time coaches in basketball. All other coaches are part-time, receiving honorariums.

CIS - Conditions for Success

Competitively successful varsity athletic programs in Canadian Interuniversity Sport receive resource support in a number of areas including (but not limited to) technical expertise, exhibition competition, recruiting, high performance services, athletic scholarships and student-athlete support services.

Training and Competition

Currently Memorial teams train in the MUN Gym, Field House, MUN Pool, King George V (soccer). Memorial hosts all home competitions in the Field House.

Basketball

Memorial's basketball program has a women's and men's team that compete in a 20 game regular season that has 10 home and 10 away games. The post-season is an AUS Championship tournament that teams must qualify to participate in. There are eight universities competing in the AUS in basketball.

Cross Country

Memorial's cross country program has a women's and men's team that compete in two invitational meets (away) plus the AUS Championship. Eight universities compete in the AUS in cross country.
Soccer

Memorial's soccer program has a women's and men's team that competes in a 13 game schedule with 6 home games and 7 away games (including a three-game weekend). Qualifying teams will compete in the AUS Championship with ten universities competing in soccer in the AUS conference.

Swimming

The Memorial swimming program features a women's and men's team that compete in two invitational meets (away) plus the AUS Championship meet. Six AUS schools compete in swimming.

Volleyball

Memorial's volleyball program features both women's and men's teams. The women's team competes in 6 home matches and 12 away matches (including 4 interlock matches against the universities of Quebec). There is a post-season AUS Championship. Eight universities compete in women's volleyball in the AUS.

The Memorial men's volleyball team competes in a 17 game schedule that has four home games, four away games and nine interlock matches against the schools of the Quebec conference. Three universities compete in AUS men's volleyball.

Wrestling

The Memorial men's and women's wrestling teams compete away in two invitational meets, a CIS qualifying meet and the CIS Championship (if they qualify). Currently two AUS universities compete in wrestling.

Grenfell Campus

In 2012-13, Grenfell Campus offered competitive sport programming in men's and women’s basketball and women’s volleyball. Teams competed under the Grenfell Warriors name. Teams competed in local tournaments and league play. Two of the three teams participated in provincial competitions. These three teams also travelled off-island to compete in an exhibition tournament against CCAA level competition. Late in the year, a men’s volleyball team was created and they participated in several local exhibition games.

Curling was integrated as a club sport, with a Grenfell team competing in a local bonspiel in Corner Brook.
Recreational sport opportunities also were available including cross country skiing, downhill skiing, swimming, curling, intramural basketball, intramural volleyball, intramural soccer, and ultimate Frisbee. Students involved in these activities did not compete in sport competitions external to campus.

**Marine Institute Campus**

MI sports and fitness programming is managed by a dedicated Recreation and Fitness Office. The purpose of Recreation Services at MI is to ensure all areas of the Marine Institute receives full access to a variety of recreational activities and programs organized by the recreation personnel. Its primary responsibility is to provide, co-ordinate and operate all intramural programs. MI recreation services consists of three main areas: Intramurals; Varsity and; Fitness/Health

Marine Institute students have participated in competitive sports for many years. MI varsity teams have regularly been entered and compete in local sporting leagues including the St. John’s Basketball and Volleyball leagues. Since joining Memorial University in 1992 MI students have been entitled to try out for MUN varsity teams and programs.

In addition to formal varsity options and local league play, MI offers an active sports and recreation program. This includes intramurals, student and employee fitness programming, running groups and other organized sporting activities. A number of MI students (and employees) have participated in competitive events off campus including local distance running competitions (such as the Tele 10) as well as competitions off island.

**Memorial University and Multi-Campus Structure**

Currently under Memorial’s multi-campus structure and as part of the Task Force on Competitive Sport at Memorial, Marine Institute and Grenfell Campus will be explored with respect to competitive sport opportunities. Both campuses have existing levels of sport and recreation programming, with student-athletes from both campuses eligible to compete for Memorial varsity teams where possible. Memorial rosters currently have students studying at Marine Institute participating, as long as they meet the full-time student status requirement.
APPENDIX B

Task Force Members

Meeting Dates
TASK FORCE MEMBERS

Dr. Mary Bluechardt
Task Force Chair
Vice President, Academic - Grenfell Campus

Mr. Mark Jones
Assistant Deputy Minister, Department of Tourism, Recreation and Culture - Government of Newfoundland

Dr. Cecilia Reynolds
Deputy Provost (Students) and Associate Vice President (Academic) Undergraduate Studies - St. John’s Campus

Mr. Bill Chislett
Director, Marine Institute International - Marine Institute Campus

Mr. Craig Neil
Director/General Manager, The Works - St. John’s Campus

Dr. Scott MacKinnon
Professor, School of Human Kinetics and Recreation - St. John’s Campus

Dr. Linda Hensman
Dean, School of Pharmacy - St. John’s Campus

Ms. Michelle Healey
Director of Athletics - St. John’s Campus

Mr. Peter Benoite
Head Coach, Sea-Hawks Men’s Basketball - St. John’s Campus

Ms. Lisa Murphy
MUNSU Representative - St. John’s Campus

Mr. Matthew Hamlyn
Student Athlete Representative - St. John’s Campus

Ms. Josie Naterer
Senior Clerk, Office of the Provost - St. John’s Campus
Meeting Dates

Initial Task Force Committee Meeting with President - Wednesday, March 13, 2013

Subsequent Committee Meetings:

- Tuesday, April 16, 2013
- Tuesday, April 30, 2013
- Thursday, May 16, 2013
- Monday, June 10, 2013
- Thursday, June 24, 2013
- Thursday, July 18, 2013
- Wednesday, August 28, 2013
- Monday, September 16, 2013
APPENDIX C

Report Summary

AUS Schools

Comparison Key Areas of Support
<table>
<thead>
<tr>
<th>School</th>
<th>Conf</th>
<th>Varsity Sports</th>
<th>High Performance Teams</th>
<th>Competitive Clubs (self-funded)</th>
<th>Athletic Scholarships Funded – core budget</th>
<th>Exhibition travel Funded core budget</th>
<th>Recruiting Travel Coaches</th>
<th>Recruiting Travel Athlete Visits</th>
<th>Athlete Apparel WalkOut Uniform</th>
<th>Prof Dev Coaches</th>
<th>Team Rooms</th>
<th>Turf Facility On campus</th>
<th>Early Reg</th>
<th>Res Room Space Guarantee</th>
<th>Facility priority training/practice for varsity</th>
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</thead>
<tbody>
<tr>
<td>Acadia</td>
<td>AUS</td>
<td>Football, m&amp;w Hockey, m&amp; w Volleyball, m&amp; w Basketball, m&amp; w Soccer, m&amp; w X-Country, m&amp; w Swimming, m&amp; w Rugby, m&amp; w</td>
<td>No</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>NO</td>
<td>YES – 20 rooms</td>
<td>YES</td>
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</tr>
<tr>
<td>Cape Breton</td>
<td>AUS</td>
<td>Soccer m&amp; w Basketball, m&amp; w Volleyball, m&amp; w</td>
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<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>YES – Where work with athletics as much as possible</td>
<td>YES</td>
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<tr>
<td>Dalhousie</td>
<td>AUS</td>
<td>Soccer m&amp; w Basketball, m&amp; w Volleyball, m&amp; w Hockey, m&amp; w Swimming, m&amp; w X-Country, m&amp; w Track, m&amp; w</td>
<td>-</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
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<tr>
<td>Saint Mary’s</td>
<td>AUS</td>
<td>Football, m&amp; w Soccer, m&amp; w Hockey, m&amp; w Basketball, m&amp; w Volleyball, m&amp; w Rugby, w X-Country, m&amp; w Track, m&amp; w</td>
<td>YES (elite clubs)</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES – limited</td>
<td>YES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mount Allison</td>
<td>AUS</td>
<td>Soccer m&amp; w Hockey, w Football, m w Swimming m&amp; w</td>
<td>CCAA teams – 7 sports</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO Not Guaranteed, but work with res</td>
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<tr>
<td>School</td>
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<td>Varsity Sports</td>
<td>High Performance Teams</td>
<td>Competitive Clubs (self-funded)</td>
<td>Athletic Scholarships Funded - core budget</td>
<td>Exhibition travel Funded core budget</td>
<td>Recruiting Travel Coaches</td>
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<tr>
<td>UNB</td>
<td>AUS</td>
<td>Soccer m&amp;w Volleyball m&amp;w Basketball m&amp;w Hockey-m X-Country-w Track m&amp;w</td>
<td></td>
<td>Competitive clubs are funded for AUS/CIS champs Swimming-m Wrestling m&amp;w</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
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<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>UPEI</td>
<td>AUS</td>
<td>Soccer m&amp;w Basketball m&amp;w Hockey m&amp;w Swimming Curling Rugby-w</td>
<td></td>
<td>Field Hockey</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
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<tr>
<td>St. Thomas</td>
<td>AUS</td>
<td>CIS-Hockey m&amp;w X-Country m&amp;w Track &amp; Field CCAA</td>
<td>CCAA</td>
<td>Yes</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
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<tr>
<td>St. FX</td>
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<td>Soccer m&amp;w Basketball m&amp;w Hockey m&amp;w Football-m Rugby-w X-Country m&amp;w Track &amp; Field m&amp;w</td>
<td>NO</td>
<td>YES - partial</td>
<td>NO</td>
<td>YES - partial</td>
<td>YES - partial</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
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<td>UdeM</td>
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<td>Soccer m&amp;w Volleyball-w Hockey m&amp;w</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>n/a</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>Memorial</td>
<td>AUS</td>
<td>Soccer m&amp;w X-Country m&amp;w Volleyball m&amp;w Basketball m&amp;w Swimming m&amp;w Wrestling m&amp;w</td>
<td>No</td>
<td>Curling Rowing Cheerleading</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
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<td>NO</td>
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<td>Exhibition Travel Funded - core budget</td>
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<tr>
<td>UVic</td>
<td>CW</td>
<td>Bball m&amp;w</td>
<td>Rowing m&amp;w</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO – But all 1st years coming from out of town are guaranteed a room</td>
<td>YES</td>
</tr>
<tr>
<td>Guelph</td>
<td>OUA</td>
<td>Football m&amp;w</td>
<td>Rowing m&amp;w</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES - 4 turf fields</td>
<td>NO</td>
<td>NO – Have varsity cluster of housing in residence/athletes from different teams housed together. No priority beyond that</td>
<td>NO – Shared</td>
</tr>
<tr>
<td>Carleton</td>
<td>OJA</td>
<td>Football m&amp;w</td>
<td>Rowing m&amp;w</td>
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<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO – Residence stick to their deadlines</td>
<td>YES</td>
</tr>
<tr>
<td>Windsor</td>
<td>OUA</td>
<td>Football m&amp;w</td>
<td>Golf</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>YES – Good support in placing recruits</td>
<td>YES</td>
</tr>
<tr>
<td>Ryerson</td>
<td>OUA</td>
<td>Soccer m&amp;w</td>
<td>Fencing m&amp;w</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES – Upgraded lockers, showers, TV and fridge</td>
<td>YES</td>
<td>YES – Incoming freshman</td>
<td>YES</td>
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<tr>
<td>York</td>
<td>OUA</td>
<td>Football m&amp;w Soccer m&amp;w Floor Hockey-w Rugby-w X-Country m&amp;w Basketball m&amp;w Volleyball m&amp;w Hockey m&amp;w Track m&amp;w</td>
<td>Tennis</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>Not given specific access to housing but if there is an urgent need it is no trouble</td>
</tr>
<tr>
<td>Regina</td>
<td>CW</td>
<td>Football m&amp;w Soccer-w Basketball m&amp;w Volleyball m&amp;w Wrestling m&amp;w Hockey m&amp;w Track m&amp;w X-Country m&amp;w Swimming m&amp;w</td>
<td>Rowing Rugby Curling Softball</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>NO</td>
<td>YES – But academic programming has first priority</td>
</tr>
<tr>
<td>Concordia</td>
<td>RSEQ</td>
<td>Football m&amp;w Basketball m&amp;w Hockey m&amp;w Soccer m&amp;w Rugby-w Wrestling m&amp;w</td>
<td>Rugby-m</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>NO</td>
<td>NO</td>
<td>YES</td>
<td>YES – Give priority to field, court and ice bookings but have remaining rental time</td>
</tr>
<tr>
<td>UQAM</td>
<td>RSEQ</td>
<td>Football-m Volleyball m&amp;w Swimming m&amp;w Rugby-w Hockey-w</td>
<td>-</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES – Guaranteed 10 rooms for recruits each year. Have priority with last minute requests</td>
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<td></td>
<td></td>
<td>YES – But KIN courses would take preference</td>
</tr>
<tr>
<td>School</td>
<td>Conf.</td>
<td>Varsity Sports</td>
<td>High Performance Teams (funded)</td>
<td>Competitive Clubs (self-funded)</td>
<td>Athletic Scholarships - core budget</td>
<td>Exhibition Travel Funded core budget</td>
<td>Recruiting Travel Coaches</td>
<td>Recruiting Travel Athlete Visits</td>
<td>Athlete Apparel WalkOut Uniform</td>
<td>Prof Dev Coaches</td>
<td>Team Rooms</td>
<td>Turf Facility On campus</td>
<td>Early Reg</td>
<td>Res Room Space Guarantee</td>
<td>Facility priority training/practice for varsity</td>
</tr>
<tr>
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<tr>
<td>Brock</td>
<td>UOA</td>
<td>Basketball m&amp;w Hockey m&amp;w X-Country m&amp;w Volleyball-w Soccer m&amp;w Swimming m&amp;w Wrestling m&amp;w Rugby-w</td>
<td>Curling m&amp;w</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>YES</td>
<td>YES – Always retain 1st rights to use rooms</td>
<td>YES</td>
<td>YES</td>
<td>YES – Until June of each year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterloo</td>
<td>CUA</td>
<td>Football-m Hockey m&amp;w Soccer m&amp;w Volleyball m&amp;w Basketball m&amp;w Track Swimming m&amp;w</td>
<td>Rugby-m Hockey X-Country Curling Badminton Baseball FSkating Golf Nordic Skiing Tennis Squash Cheerleading</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES – All have team rooms, some have shared space</td>
<td>YES</td>
<td>NO</td>
<td>YES – On a case-by-case basis</td>
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<tr>
<td>Montreal</td>
<td>OUA</td>
<td>Football-m Hockey-w Volleyball m&amp;w Swimming m&amp;w Soccer m&amp;w Rugby m&amp;w</td>
<td>Badminton Golf Alpine Skiing Tennis Cheerleading</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES – Soccer Hockey Football Volleyball teams</td>
<td>YES</td>
<td>YES</td>
<td>YES – Privilege access to 10 rooms every year priority in last minute cases</td>
<td>YES</td>
<td>In some regards after KIN courses</td>
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<td>Laurier</td>
<td>OUA</td>
<td>Rugby m&amp;w Lacrosse-w X-Country Baseball Cheerleading</td>
<td>Football Basketball Hockey Soccer Curling Swimming Lacrosse-m Fast-Pitch-w Urban Inline Dance</td>
<td>YES</td>
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<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
<td>Residence life does their best to accommodate athletes</td>
<td>YES</td>
<td></td>
</tr>
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</table>

Note: AUS (Atlantic) RSEQ (Quebec) OUA (Ontario) CW (Canada West)

All Columns are responses with respect to support for Varsity teams.
APPENDIX D

Stakeholder Consultations

Schedule
<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Date and Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Student-Athletes at MUN</td>
<td>Friday, May 10, 12 p.m.</td>
</tr>
<tr>
<td></td>
<td>PE-3007</td>
</tr>
<tr>
<td>St. John's Campus Community</td>
<td>Friday, May 24, 12 p.m.</td>
</tr>
<tr>
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<td>PE-2001</td>
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<tr>
<td>Faculty and Staff in the School of Human Kinetics and Recreation</td>
<td>Monday, May 27, 12 p.m.</td>
</tr>
<tr>
<td></td>
<td>PE-3007</td>
</tr>
<tr>
<td>Current Varsity Coaches</td>
<td>Monday, May 27, 7 p.m.</td>
</tr>
<tr>
<td></td>
<td>PE-3007</td>
</tr>
<tr>
<td>The Works Board of Directors/Management Team</td>
<td>Tuesday, May 28, 12 p.m.</td>
</tr>
<tr>
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<td>Field House Multi-Purpose Room</td>
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<tr>
<td>Grenfell Campus Community</td>
<td>Wednesday, May 29, 12 p.m.</td>
</tr>
<tr>
<td></td>
<td>AS-2026</td>
</tr>
<tr>
<td>Volunteer Coaches at Grenfell Campus</td>
<td>Wednesday, May 29, 5 p.m.</td>
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<td>AS-2026</td>
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<tr>
<td>Members of the Corner Brook Community</td>
<td>Wednesday, May 29, 7 p.m.</td>
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<td>AS-2026</td>
</tr>
<tr>
<td>Members of the St. John's Community</td>
<td>Thursday, May 30, 7 p.m.</td>
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<td>Room PE-2001</td>
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<tr>
<td>Marine Institute Community</td>
<td>Friday, May 31, 12 p.m.</td>
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<td>Room W-2048</td>
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<tr>
<td>MUNSU Student Union, St. John's Campus</td>
<td>Thursday, June 20, 1 p.m.</td>
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<td>MUNSU offices</td>
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<td>Grenfell Campus Student Union, Grenfell Campus</td>
<td>Thursday, June 20, 3 p.m.</td>
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<td>Teleconference</td>
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<tr>
<td>MUN Senior Management</td>
<td>Thursday, July 11, 9:30 p.m.</td>
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<td></td>
<td>Beatrice Watts Boardroom</td>
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</table>
Town Hall Session Presentation and
On-Line Questionnaire

Q1. What are the benefits of a university athletic experience for athletes, students, faculty/staff and the university in general?

Q2. How does varsity athletics support the advancement, recruitment, marketing, alumni and engagement agendas of the university? Can you provide examples of ways that varsity sport may support these areas?

Q3. Should varsity or competitive sport be provided with resources that support competitive success? What resources do you believe are critical for competitive success?

Q4. Should varsity or competitive sport teams be expected to be competitive in the Atlantic University Sport conference, competing regularly for Atlantic University Sport championships?

Q5. How can varsity or competitive sport teams be positioned to compete for national championships?

Q6. Do you have any recommendations that could improve varsity sport at the St. John’s campus?

Q7. What recommendations would you make to improve competitive sport at the Grenfell Campus?

Q8. What recommendations would you make to improve competitive sport at the Marine Institute (MI) campus?

Q9. What aspects of the current varsity or competitive sport programs stand out to you as successful?

Q10. What aspects of the current varsity or competitive sport program do you think require change?

Q11. What could be done to improve the experience for student-athletes?

Q12. How necessary are full-time coaches for program and student-athlete success?

Q13. Do you have any suggestions on new or innovative ideas that would improve varsity or competitive sport programs at MUN?
Q14. What are some ways that administrators could develop criteria to evaluate the viability (sustainability) of existing programs and/or the potential for future sport offerings?

Q15. Do you feel in a multi-campus environment that all campuses should have competitive sport opportunities? (Currently MI students are eligible and do compete for Memorial. The geographic distance between St. John’s and Corner Brook make shared participation difficult for Grenfell and St. John’s campus students.)

Q16. How should MUN develop criteria to evaluate and determine the level of resource support for competitive sport programs?

Q17. Do you feel that prospective donors, former alumni and other key stakeholders would invest in varsity athletics if teams were better positioned for competitive success?
Memorial University

Senior Management On-Line Questionnaire

Q1. What are the benefits of a university athletic experience for students, faculty/staff, student-athletes and the university in general?

Q2. Should varsity or competitive sport be provided with resources that support competitive success?

Q3. Should varsity or competitive sport teams be expected to be competitive in the Atlantic University Sport (AUS) conference, competing regularly for AUS championships?

Q4. Do you have any recommendations that could improve varsity sport at the St. John’s campus, Grenfell Campus or Marine Institute?

Q5. Do you feel in a multi-campus environment that all campuses should have competitive sport opportunities? (Currently MI students are eligible and do compete for Memorial. The geographic distance between St. John’s and Corner Brook make shared participation difficult for Grenfell and St. John’s c...)

Q6. Should administrators develop criteria to evaluate the viability (sustainability) of existing programs and/or the potential for future sport offerings?

Q7. Do you feel that prospective donors, former alumni and other key stakeholders would invest in competitive sport teams if they were better positioned for competitive success?

Q8. Feel free to provide any additional comments or feedback on competitive sport programs at Memorial?
APPENDIX F

Report Summary

Condensed Consultation
Condensed Consultation

The following summary breaks down the information contained in the 70 pages of stakeholder feedback that was captured in all of the consultation sessions. The framework of the summary below keeps the questions in chronological order as administered during the consultation sessions. Common themes that arose or were discussed in multiple consultation sessions are presented immediately following each question, with feedback gathered in individual stakeholder sessions captured in singular themes, in contrast to the conversation as captured during the consultation session and presented in hard copy format to committee members.

1. What are the benefits of a university athletic experience for athletes, students, faculty/staff and the university in general?

SUMMARY OF RESPONSES - COMMON THEMES

- Enhances overall post-secondary education experience for student-athletes.
- Positions student-athletes to do better academically.
- Creates a team environment for student-athletes (support network that supports transition to university).
- Builds campus spirit, sense of community and pride among students, faculty and staff.
- Extensive publicity of varsity teams has positive public relations and marketing impact.
- Gives the university a strong identity.
- Student athletes are great role models and ambassadors for Memorial.
- Engages and attracts children to attend Sea-Hawks games and camps and introduces them to Memorial.
- Athletes are role models with respect to healthy lifestyles and personal wellness.
- Athletes have the opportunity to develop leadership skills through sport and become community leaders.
- Faculty have the opportunity to work with varsity sport teams and engage in research.
- Highly supports the public engagement agenda of the institution.
- Strong Sea-Hawks brand strengthens institutional brand.
- Attracts student-athletes that would never have found Memorial on their own – these athletes have the ability to influence other students to come to Memorial (recruitment).
- Better and engaged students have a more rounded experience. Competitive sport teams can engage the entire campus.
- Sport tourism has been able to grow at the Grenfell campus.
- The coaches and athletes have a level of expertise that is beneficial to the region.
- Home games provide a quality entertainment opportunity which brings the community to campus.
Brings people who have no connection to campus onto campus – through camps, events, etc. So people that have never attended Memorial or felt a part of it, can easily feel a part of the university when they support varsity events and other activities.

A university athletic experience benefits athletes by giving them an opportunity to play sports at high level. There is a subset of the prospective university population that chooses a university based on sport offerings.

**Individual Stakeholder Session Feedback by Stakeholder Groups Question #1**

**Student-Athletes at MUN:**

- Enhances the overall post-secondary education experience.
- Often positions student-athletes to do better academically.
- Being a member of a team creates an environment for academic success.
- Engages the community and shows the diversity of the university.
- Builds campus spirit and pride among students, faculty and staff.
- Extensive publicity of varsity teams has positive public relations and marketing impact.

**St. John’s Campus Community:**

- Brandings and gives the university a strong identity. There is strength in the Sea-Hawks brand and it is highly recognized provincially, regionally and arguably nationally.
- Student athletes are great role models and ambassadors for Memorial. Creates an ambassador program on its own.
- Creates a sense of community for campus.
- Engages and attracts children to attend Sea-Hawks games and camps and introduces them to Memorial in an impactful and impressionable way.
- Athletes have the ability to positively influence and engage the rest of the student population to becoming more fit and healthy.
- Athletes become excellent leaders through sport and often move into leadership roles in their professions and their community post-graduation.

**HKR Faculty and Staff:**

- Varsity sport is a moral builder for the institution.
- Creates a feeling of teamwork and a sense of working together and coming together.
- HKR faculty have the opportunity to work with varsity sport teams and engage in research.
- University benefits significantly from publicity generated by varsity teams and athletes.
- Creates a supportive environment for student-athletes promoting success of student athletes which is a goal of the teaching and learning framework.
- Highly supports the public engagement agenda of the institution.
- Powerful from branding – brand is well known and contributes positively to the Memorial University brand.

**Varsity Coaches:**

- Attracts student-athletes that would never have found Memorial on their own. These athletes then have the capacity to influence and attract other students from their high schools or regions to consider Memorial as a post secondary option.
- Instill a sense of pride in the institution.

**The Works Board of Directors/Management Team:**

- Effective in recruiting new students to Memorial.
- Branding is strong and enhances marketing of the institution, particularly when teams have success.

**Grenfell Campus Community:**

- Can instill pride not only for the student body but for the Corner Brook community.
- Sport can be a vehicle to engage the community in the university.
- Better and engaged students have a more rounded experience. Competitive sport teams can engage the entire campus.
- Gives the campus something to rally around and support.
- Sport tourism has been able to grow at the Grenfell campus.
- The coaches and athletes have a level of expertise that is beneficial to the region.
- Extends our institutional brand and has media impact.

**Volunteer Coaches at Grenfell Campus:**

- Sense of community, school spirit and campus pride.
- Student-athletes have a different university experience. They should be able to leave the university with positive experience.
- Sport provides a stronger connection to the university.
- Generates more press than any other unit on campus.

**Members of the Corner Brook Community:**

- Provides something to be a part of, provides campus pride and builds community.
- Quality entertainment opportunity.
- Good marketing has positive impact on the university in general.
- Brand recognition.
• Supports recruitment agenda.
• Research opportunities for faculty.

Members of the St. John’s Community:

• Gives the community and campus a sense of pride.
• Positive reflection on the whole university, especially when teams are successful.
• Being a high performance athlete means that you value health, self-investment and competition. Good role models for other students.
• Large outreach and connection to the community.
• Extensive free press coverage that the university could likely never afford if it paid for all of the exposure.
• Positively impacts the recruitment agenda.
• Brings people who have no connection to campus onto campus – through camps, events, etc. So people that have never attended Memorial or felt a part of it, can easily feel a part of the university when they support varsity events and other activities.

Marine Institute Community:

• Brings the Memorial name out into the community.
• People are drawn into the institution through sports and get involved.
• It brings a sense of collegiality and spirit to the student experience. Sea-Hawks are a brand in itself.
• Great PR and it brings a rich experience for student-athletes.
• Engagement.
• Great recruitment tool.

On-Line Questionnaire:

• Builds school spirit.
• Creates a connection for the university with the Community.
• Promotes healthy living and teaches student-athletes how to manage multiple priorities.
• Exposes potential customers to see the facilities available at the university and what it offers in recreation, fitness and family extra-curricular activities.
• Sports provide an avenue to engage and excite an entire campus.
• It brings athletes, fans, students and faculty/staff together in a common goal.
• It also provides focus for students who are interested in athletics, and the interest for them to enroll in a particular university.
• For student-athletes, it gives them a sense of belonging, goals to create and succeed in.
• For students it provides excellent, safe entertainment opportunities, recreation and also a sense of belonging and school spirit.
• For varsity-athletes — provides effective environment to learn how to balance athletics with academics. Student-athletes realize that "student" comes first in "student-athlete."
• Establish lifelong friendships with teammates and a strong affinity and sense of school pride. Being part of a team creates a real sense of belonging.
• Students have a great social outlet to watch and attend home games and varsity sport provides strong feelings of school pride when home team wins.
• Faculty/Staff have a great on campus family entertainment option, can build school spirit among faculty and student body.
• A university athletic experience benefits athletes by giving them an opportunity to play sports at high level. There is a subset of the prospective university population that chooses a university based on sport offerings.
• Opportunity for student-athletes to gain countless positive skills.
2. How does varsity athletics support the advancement, recruitment, marketing, alumni and engagement agendas of the university? Can you provide examples of ways that varsity sport may support these areas?

SUMMARY OF RESPONSES - COMMON THEMES

- Delivering sport camps to over 400 youth will introduce/engage new students to come to MUN.
- Winning teams build a strong sense of community.
- Student-athletes support the recruitment agenda by becoming ambassadors for MUN.
- Varsity sport shows the energy of the university. It makes the public want to be a part of something that is good and that we can all share.
- Webcasting Sea-Hawk games add value to the university from a recruitment perspective.
- Provides a great platform for international students to become engage as fans allowing them to take part in activities other than academics.
- Alumni keep connected with MUN through our varsity sport programs.
- Home game events are the first introduction to Memorial University for some people. Great way to bring non-Memorial people to campus. Great entertainment value.
- Community work of Sea-Hawks teams provides so many positive benefits to the university – engagement, recruitment, exposure.
- Webcasting is a significant outreach tool – stats show domestic and international – People from all over the world seeing MUN through the webcasts.
- Varsity games give alumni the opportunity to stay engaged.
- Recruitment is obvious. We as coaches are recruiters. We provide a steady stream of new students from a broader base and develop relationships with high schools, students, parents and communities.
- Sports engage our students. It connects our university community.
- Having a successful varsity team with a distinguished name, mascot and color helps to market and recruit for the university.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #2

Student-Athletes at MUN:

- Sport enhances the value of the university experience.
- Delivering sport camps to over 400 youth will introduce/engage new students to come to MUN.
- It helps grow varsity sport and the Sea-Hawk brand.
- Winning teams build a strong sense of community.
• Student-athletes support the recruitment agenda by becoming ambassadors for MUN athletes and students out in the community.
• Varsity sport generates significant positive press articles and publicity.
• Varsity sport shows the energy of the university. It makes the public want to be a part of something that is good and that we can all share.
• Webcasting Sea-Hawk games add value to the university from a recruitment perspective.
• Provides a great platform for international students to become engaged as fans allowing them to take part in activities other than academics.

St. John’s Campus Community:

• Athletics helps the university develop a strong reputation.
• Student-athletes are constantly advertising MUN - human billboards.
• We get great press and if our teams were better we would get more exposure.
• Webcasting home games can also be used to get the message out about all the great things that are going on at our institution.
• Alumni keep connected with MUN through our varsity sport programs.
• Student-athletes impact people through an emotional connection.
• Home game events are the first introduction to Memorial University for some people. Great way to bring non-Memorial people to campus.
• Community work of Sea-Hawks teams provides so many positive benefits to the university – engagement, recruitment, exposure.

HKR Faculty and Staff:

• Community outreach is extensive and fits with public engagement framework.
• Varsity sport summer camps have a broader reach than just providing a short term sport experiences. They bring children and parents to the campus. It could be the parent’s first university experience. It could be the first point of contact.
• Varsity sport competitions can be the first point of contact for some parents and students.
• Great press.
• Webcasting is a significant outreach tool – stats show domestic and international – people from all over the world seeing MUN through the webcasts.
• Varsity games give alumni the opportunity to stay engaged.

Varsity Coaches:

• Recruitment is obvious. We as coaches are recruiters. We provide a steady stream of new students from a broader base and develop relationships with high schools, students, parents and communities.
• The university through our teams receives extensive marketing and publicity.
• Our athletic alumni and some of our all-star athletes have become very success community leaders and ambassadors within our community. MUN helped shape their course.
• Sea-Hawks camps engage the community and introduce young athletes to a university environment. These young students come back.
• Home games provide an opportunity for alumni to come back to campus and be involved in their institution. Successful teams would instill pride.
• Great value family entertainment.
• There is powerful repeated media coverage week after week through varsity sport.
• The Sea-Hawks are a national recognized brand.

The Works Board of Directors/Management Team:

• Gives credibility to an institution and it provides an all round university experience.

Grenfell Campus Community:

• Supports recruitment - 4-7 athletes are presently coming to Grenfell through the basketball programs.
• Exposure through the Western Star is consistent. Sport is a powerful way to capture the mass market.
• Sport is a great vehicle to bring people back to their institution.

Volunteer Coaches at Grenfell Campus:

• Sports engage our students. It connects our university community.
• Varsity sport apparel is very popular and sells out at the Grenfell campus competitions. This is an indicator of support for the program.
• Youth sport camps create future students and athletes. They introduce MUN to parents and can serve as powerful recruitment tools.

Members of the Corner Brook Community:

• Community outreach programs are fantastic. The weekend camps all over the island where great and exposed kids at an early age. We are giving to the community something.
• Through competitive sport we are inspiring youth. We are giving people a platform and a hope to play sports and going to university.
• Through sporting events we reintroduce ourselves to our community.
• Currently there are athletes in sports – Nordic ski that are already travelling off island (4 competed last year from our local ski club). These youth leave the island to go to school
and find an opportunity to continue their sport. We should create opportunities to
convenience them to stay in our community.

Members of the St. John’s Community:

- Broad spectrum of ambassadors promoting the university in a gentle fashion because
  young student-athletes have a captive audience.
- Varsity sport competitions and games create excitement for children and adults and
  promote MUN at the same time.
- Athletes going out to elementary schools are educated, strong and healthy mentors.
- University games give the institution the opportunity to advertise at a low cost.

Marine Institute Community:

- Varsity sport creates a sport culture within the community. Sports create a connection,
  affiliation and conversation.

On-Line Questionnaire:

- Having a successful varsity team with a distinguished name, mascot and color helps to
  market and recruit for the university.
- Athletics can be a deciding factor for some students to apply to a university.
- I think one of the best ways is to offer more/better sports scholarships to our athletes.
  Too often our finest athletes are lured away with scholarship offers that MUN can't
  match.
- I personally feel that Grenfell does a horrible job in identifying with student athletes. If
  they hosted more high school events they would have more grade 12's on campus and
  recruitment would benefit. Recruitment does a horrible job at Grenfell in this area.
- In the 20 weeks in which Grenfell had teams participating last year, there were 38 media
  stories, including 26 photos of teams/student-athletes.
- Currently there are 4-5 students who plan on attending Grenfell Campus because they
  can play their chosen sport of volleyball/basketball.
- The profile of Grenfell Athletes has also grown, as it has hosted volleyball and basketball
  tournaments.
- Recruiting/marketing - if a school has a good varsity team in a spectator sport, it can be
  a huge draw for students.
- Provides an identity for the University.
- Webcasting can reach out to those watching the game online and may entice them to
  attend MUN.
- Having successful sports teams can be a source of school pride for the university, and
  also a means for building school spirit. I think that it is in the university's best interest to
  support varsity athletics, because if people are proud of their university and have a
  positive experience there, they will be more likely to want to give back the university,
both financially and otherwise in order to ensure that future students and student-athletes will have the best experience possible.
3. Should varsity or competitive sport be provided with resources that support competitive success? What resources do you believe are critical for competitive success?

**SUMMARY OF RESPONSES - COMMON THEMES**

- All stakeholder groups indicated strong support for varsity/competitive sport teams to be provided with resources for competitive success.

**SUMMARY OF RESOURCES REQUIRED**

- Full-time coaching.
- Better practice and training times. More priority for varsity teams in-season.
- Adequate equipment to support the sport and training – access to technology to allow coaches to perform their job well (analysis in training & competition).
- Athletic Scholarships.
- Recruitment Resources.
- Field Turf on Campus.
- Exhibition Competitions.
- Professional Development for Coaches.
- Travel full competition teams.
- Team Rooms.
- Additional support – injury rehab (athletic therapist) / physician.
- Apparel.
- Creation of an Athletics Advisory Board.
- Academic Support – tutoring, support from faculty, early registration for student-athletes.
- Guaranteed space in residence for recruited athletes – funded by the athlete.
- Parking support/space on campus.
- Increased administrative personnel support for Division of Athletics.
- Vision and plan for Grenfell Athletics.
- Enhance webcasting delivery.
- Increased space for offices.
- Recognition of sport accomplishments and alumni in Field House.
- Development of Booster Clubs.

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**Individual Stakeholder Session Feedback by Stakeholder Groups Question #3**

**Student-Athletes at MUN:**

- Yes, athletes definitely want resources for success.
• If more resources, money and marketing are invested we would create more conditions for winning teams.
• We need 100% coaching commitment. Coaches need more money to build better teams.
• There needs to be more practice time. Athletes should have high priority with training facilities. Athletes are challenged to find the training time they need. Told there is no time available. Need proper practice times.
• When facilities are available athletes train harder and become champions.
• Athletes should have team rooms.
• Adequate training equipment - swimmers don’t even have blocks in the pool.
• Athletes have to purchase their own competitive clothing – swimming.
• Training support outside of our programs - fitness trainers, nutritionists, tutors, lifestyle coaches.

St. John’s Campus Community:

• Additional staffing should be provided to the varsity sport teams, not only from a coaching perspective but also from the ability to start engaging the public on a broader basis. Your varsity team does an excellent job but you need a full time communications coordinator and an advancement officer to get out a broader perspective.
• Full-time coaches are critical.
• We should be able to provide better and more competitive athletic scholarships.
• We need increased access to medical and physical trainers for our athletes.
• On campus soccer field.
• Need increased resources to webcast the games professionally.
• We should have Booster Clubs to help support and better profile our athletic programs.

HKR Faculty and Staff:

• Yes.

Varsity Coaches:

• Yes.
• Recruitment, full-time coaches, facilities, athletic therapy, rehab support, strength training, mental training, nutritional education. All the high performance elements that make a good athlete great.
• Full-time and quality assistant coaches are critical to a competitive sport program and its success.
• Teams need more exhibition competitions and athletic scholarships.
• Technology is required to support a varsity sport program today.
• Field turf on campus.
• Professional development for coaches.
• Adequate competitive practice facilities and quality practice times.
• More offices and equipment space to do our jobs well.
• We should be able to provide all our athletes with an athletic sport package (basic apparel).

The Works Board of Directors/Management Team:

• A varsity competitive team is not a team if they are not supported fairly, provided with good training facilities and traveling together to compete.
• More space for sport accomplishments and recognition.
• Money should be directed towards athletic scholarships so that we can fund the maximum amount of players on a team.
• Develop an advisory board to help our varsity sport program.
• Alumni Affairs should have a mandate for varsity sport.
• Increase use of the Sea-Hawks branding for the university.
• The President can make it happen. Change at MUN can only come from his office. We can’t be competitive and build the future without his direction and support.
• Sport is the most effective way of outreaching and building a brand.

Grenfell Campus Community:

• Yes.
• Teams need competition to be successful and feel like a team.
• A vision needs to be created with direction and management. There needs to be structure and accountability in place.
• We need to make Grenfell sport more important to the institution in some type of strategic way.

Volunteer Coaches at Grenfell Campus:

• Yes. Teams should be resourced to be competitive.
• Grenfell needs a travel budget that is reflective of its location.
• Our varsity sport program needs a management structure, support staff, better strength training facilities, rehab facilities and specialized trainers.
• It is critical to show unity and support for our athletes from an administrative, academic and community level.
• More sport scholarships, early registration, athletic sport kits and guaranteed residence would be a step forward to competitive success.

Members of the Corner Brook Community:
• Yes, absolutely.
• Quality coaching, technical expertise, facilities.
• We need to be able to compete early in the season.
• We need to support athletes to help them better manage their academic commitments.
• Housing is important.
• Should we be looking at non-traditional sport programs.

Members of the St. John’s Community:

• Yes, absolutely!
• Best buck in town is going to a Sea-Hawks basketball game.
• We need to fill more investment in sport scholarships at the institutional level. We are not at the marginal line of other universities in Canada.
• Good coaches attract quality athletes.
• Scheduling is critical for high performance athletes. Priority should be given to the athletes for practice time at The Works. Relationship with the works needs to be restructured and rebuilt.
• Visitors to our campus are stunned to see so little field space.

Marine Institute Community:

• Athletes need to be academically successful first and we need to provide them with the resources to balance academics and high performance sport. Help centers or varsity liaison officers for student-athletes could be considered to support senior athletes and transition the new athletes.
• MUN should have a formal varsity sport structure with a management team that is connected to all the campuses. This management team should provide a support and success strategy plan that encompasses all our varsity student-athletes. There is a need for a structured budget that reflects individual competitive sport needs and travel requirements to be competitive.

On-Line Questionnaire:

• Resources to travel to other schools for competitions.
• Allow enough time to practice in the gym/pool or whatever area the sport takes place in and quality practice times.
• Distinguished team uniforms.
• We need to be travelling full competition squads.
• Proper playing facilities with spectator seating – turf on campus.
• Fulltime coaches at larger campus honorarium for positions at smaller campus'.
• Of course resources should be provided. Competitive sports thrive best when they have the facilities, proper equipment and the workspace to do so.
• Resources for recruiting top athletes and funding for these athletes.
• Funding to attract high level coaches.
• Resources for athletic scholarships.
• Guaranteed access for residence for athletes coaches are recruiting. Athletes will pay for housing, but guarantee of space.
• Ability to select classes early so they can be scheduled around training times.
• Parking passes for athletes who train on campus.
• Professors and deans also need to be supportive of varsity sports.
4. Should varsity or competitive sport teams be expected to be competitive in the Atlantic University Sport conference, competing regularly for Atlantic University Sport championships?

SUMMARY OF RESPONSES - COMMON THEMES

- All stakeholder groups answered – YES!
- Yes, we are the largest university in Atlantic Canada. If we can’t be competitive and resource our sport programs properly we shouldn’t have sports.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #4

Student-Athletes at MUN:

Yes. We should be positioned to compete on an Atlantic and National stage.

St. John’s Campus Community:

Yes.

HKR Faculty and Staff:

Yes.

Varsity Coaches:

Yes.

The Works Board of Directors/Management Team:

Yes, we are the largest university in Atlantic Canada. If we can’t be competitive and resource our sport programs properly we shouldn’t have sports.

Grenfell Campus Community:

Yes, if you are not putting resources into being the best and being competitive, what is the purpose?

Volunteer Coaches at Grenfell Campus:

Yes.
Members of the Corner Brook Community:
Yes.

Members of the St. John’s Community:
Yes.

Marine Institute Community:
Yes.

On-Line Questionnaire:
Yes - MUN should compete and should be able to do so without huge changes to the programs. Memorial is a big school with several sports teams, and good facilities. There is no reason why we should not be competitive in the Atlantic University Sport conference.
5. How can varsity or competitive sport teams be positioned to compete for national championships?

SUMMARY OF RESPONSES - COMMON THEMES

➢ Responses to this question ranged from ‘yes’ we should be competing for national championships to we should position some teams to compete nationally (if they have the ability to be successful).

Individual Stakeholder Session Feedback by Stakeholder Groups Question #5

Student-Athletes at MUN:

• We should have the ability to compete fairly and competitively. We should be well trained, well coached and well funded.

St. John’s Campus Community:

• We should have athletic advisory boards and an athletic fundraising group.
• We need sports like rugby that have money.
• We need full-time administrative support. Presently, people can only spend part of their time on small projects.

HKR Faculty and Staff:

• National championships bring outreach and free advertising. Cape Breton was put on the map with an investment into their varsity sport team programs and it has come through on the national championship level.

Varsity Coaches:

• Are we going to win championships or not?

The Works Board of Directors/Management Team:

• No feedback received.

Grenfell Campus Community:

• We should be competing at a national level. It brings prestige to our institution and province. Sponsors want to be a part of a winning team and healthy environment.
Volunteer Coaches at Grenfell Campus:

- Championships bring notoriety to your university across the country. It brings brand awareness to the Grenfell campus.

Members of the Corner Brook Community:

- The ultimate goal should be for athletes to have the opportunity to compete at a championship level.

Members of the St. John’s Community:

- Yes, we should have a 2 or 3 year team cycle represented at a national level.

Marine Institute Community:

- We should be strategic with our wins. We need to set goals and plan.

On-Line Questionnaire:

- Recruitment of the best available student athletes. Resources for scouting purposes. Coaches need access to resources for professional development.
- More recruitment or incentives, also more dedicated training, coaches and physiotherapists. Enforced workout programs and one on one coaching sessions.
- Full-time quality coaches -without a proper coach no amount of financial support will be enough.
- Have sports that the community will get behind. ie hockey.
- To compete for national championships you need 1. Good Coaches - funding to attract good coaches results in the ability to recruit better athletes and an overall better team 2. Competition Experience - high volume of meets/games with high quality teams 3. Ability to recruit top athletes.
6. Do you have any recommendations that could improve varsity sport at the St. John’s campus?

SUMMARY OF RESPONSES – Common Themes

- Travelling full competition teams. This would avoid competitive disadvantage on the road.
- Student-athletes should be valued and appreciated and provided with athlete apparel kits.
- Ensuring teams have exhibition competition, so they are not using regular season games to experiment with line-ups, strategies, etc.
- Competition at home for all teams. Currently some varsity teams do not compete at home.
- The varsity sport unit and coaches need more control over facilities. Presently, recreation is a priority not varsity sport and high performance development.
- Field turf on St. John’s campus.
- Increased athletic scholarship opportunities – SJC & Grenfell.
- Vision for multi-campus competitive sport program.
- Make admission to all games free for all students and consider making them free for faculty.
- Improve coaching. Review what coaches are doing and if the teams are not performing well and all other factors (facilities, athletes, funding, etc) are good, consider reviewing if that coach is the right fit for the team.
- Consider having a rugby or hockey team. Spectator sports improve school spirit.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #6

Student-Athletes at MUN:

- We need to be able to compete as a full team when we travel to competitions. Currently, the full teams are not represented. Competitively disadvantaged on the road.

St. John’s Campus Community:

- Athletes should be provided with kits (branded bags, clothing, towels, etc.) to better present themselves at competitions. When our athletes travel for competition or participate in outreach they should have professional looking branded apparel.
HKR Faculty and Staff:

- We need more exhibition games because our athletes need the practice and prepare. Otherwise you do this with regular season games.
- It would help MUN if we had more games at our campus (some sports do not compete at home).
- We should have pep rallies, more pregame and postgame activities.

Varsity Coaches:

- The varsity sport unit and coaches need more control over facilities. Presently, recreation is a priority not varsity sport and high performance development.
- Our varsity sport teams need to feel more like a team community. We need proper team locker rooms, sport apparel, offices for coaches and a better resourced/staffed varsity sport department. Presently, everything operates on good will.

The Works Board of Directors/Management Team:

- More money is needed and our facilities are lacking (soccer). Need turf.

Grenfell Campus Community:

- Better scholarship opportunities and scholarship availability specific to the Grenfell campus.

Volunteer Coaches at Grenfell Campus:

- We need full-time coaches, administrators, fundraisers and support resources that can operate a multi-campus structure.
- We should have the ability to communicate and connect all the coaches from the campuses.

Members of the Corner Brook Community:

- No feedback received.

Members of the St. John’s Community:

- We are one of the best universities in Canada and we should offer competitive scholarships for all campuses and sustainable sport programs.

**Marine Institute Community:**

- Field Turf on campus would make a big impact. MUN sport facilities shouldn't be continually turned into parking lots/buildings.
- Sport scholarships and facilities.

**On-Line Questionnaire:**

- Treat every team as equal, especially for a period of time (3 years) and let them have access to all of the same resources. This will allow time to build and recruit. School needs to do more to promote all of their programs equally.
- New soccer coaches for are necessary. Without them the teams will continue to underperform.
- More team apparel and better flights would help as travel early in the morning can exhaust the teams even before they step on the court or field.
- More university support from the residences and students would help unite the community and give the teams a sense of pride.
- We need our own field on campus for Varsity soccer. That will create an identity on campus with the students and leak over to our teams.
- Varsity sports have to be part of our community, not just for students.
- Make admission to all games free for all students and consider making them free for faculty. This would make it easier for the university to support varsity teams.
- Improve coaching. Review what coaches are doing and if the teams are not performing well and all other factors (facilities, athletes, etc) are good, consider reviewing if that coach is the right fit for the team.
- Consider having a rugby or hockey team. Spectator sports improve school spirit. Although basketball is a spectator sport, our men's basketball team has not done well recently. Therefore, it doesn't really help.
- Consider funding a track and field team. The facilities are already in place and there are many track athletes at MUN. The team would just need dedicated practice time at the field house and travel funds to go to AUS. It is a shame to have an indoor track and no track team. It is also a shame that track athletes are not allowed to use the track for what it was built for (running). Currently there are athletes who are travelling to AUS on their own funds and are not even allowed to use track spikes on the track, hence the first time since the summer that they put their competition shoes on is the meet.
7. What recommendations would you make to improve competitive sport at the Grenfell Campus?

**SUMMARY OF RESPONSES – Common Themes**

- I didn’t even know that Grenfell had its own campus teams.
- We should have more awareness of multi-campus activities to create unity.
- We should have more fun exhibition competitions amongst our campuses to raise awareness and fundraise.
- There are only limited resources – thinning resources across campuses is not optimal.
- Should explore what makes sense for sport offerings at Grenfell. Recognize our constraints and work with them to develop skiing, snowboarding, golfing. Grenfell has a rink – look at hockey.
- Multi-campus strategy for competitive sport is needed.
- Good things happening in last two years. We need to build on that!

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**Individual Stakeholder Session Feedback by Stakeholder Groups Question #7**

**Student-Athletes at MUN:**

- I didn’t even know that Grenfell had its own campus teams.
- We should have more multi-campus marketing campaigns to create multi-campus awareness and unity.
- We should have more fun exhibition competitions amongst our campuses to raise awareness and fundraise.

**St. John’s Campus Community:**

- Yes, Grenfell should have a presence.
- We should have branded unity. We need the same image.
- The money all comes from the same hand, we shouldn’t be thinning out teams across the island if we are growing teams.
- Should explore what makes sense for sport offerings at Grenfell.

**HKR Faculty and Staff:**

- Grenfell needs to be looked at separately to see what is viable. There should be some form of partnership.
Varsity Coaches:

- Grenfell should have sport programs that are reflective of their population, environment and community.

The Works Board of Directors/Management Team:

- There is potential for a college conference between Marine Institute and Grenfell.

Grenfell Campus Community:

- We need to establish a multi-campus outline and vision. We need to be able to present ourselves as a community.
- We may need to look at professional consultants to do this right. The administration needs to buy into a commitment to change the culture at the Grenfell campus.

Volunteer Coaches at Grenfell Campus:

- The travel budget needs to be expanded because of our location.
- We need an agenda and direction.
- Consistent schedule of events promoted to the Corner Brook public. Perhaps the community knowing that every last Friday of the month is game night would provide an opportunity for athletes to work towards and fans to look forward.
- We should have a better picture of our athletic and sport history. It’s a way of making people a part of our campus community.
- A full-time athletic director would change the movement of course at this campus.
- Grenfell should have a mascot. When they compete in competitions they should all look like varsity sport athletes.

Members of the Corner Brook Community:

- Sport programs at Grenfell need to be community based. We are influencing our high school community and creating gaps because of our poor competitive sport models.
- We should have all the potential doable sports present at Grenfell. We need a We! Let’s get everyone into a room and create a dialogue for the 20-20 agenda. Our location should have a critical calendar extending to 20-20. We need a depth of vision.
- Recognize our constraints and work with them to develop skiing, snowboarding, golfing.
- We host a Winter Carnival in the city and nothing is going on at the campus during that venue. We should partner to ensure that Grenfell has some sporting experience on the calendar.
- We need storage space.
• Hosting community events on campus like running races. They don’t cost much money but bring people. Making our campus more of community centre makes people more involved.

Members of the St. John’s Community:

• Corner Brook needs to be addressed fairly with their sport program development. They should have sports that reflect their institution and environment.

Marine Institute Community:

• Grenfell should have the opportunity to operate a competitive sport program reflective of its unique community and environment.

On-Line Questionnaire:

• Grenfell Campus owns two hockey rinks, so why is there not a varsity hockey team?
• First of all, HAVE competitive sport
• There is a lot of potential for GA to grow in the coming years. The last two years, it has been student-driven - students wanting to participate in the competitive sports. The last two years, there has been more structure and support put in place for theses student-athletes.
• For Grenfell Athletics to continue to grow, I believe the following must be considered: - Administration must define the direction of GA. Current structure needs to be reviewed -The full-time position of Student Athletics and Recreations Coordinator needs to continue, and, the structure needs to reviewed: -Student Athletic and Recreation Coordinator and Recreation Facilities Manager should be put under the same umbrella and work together. Ideally, under the Student Services to maintain continuity with other programs. -This will allow facilities and programing to be under the same umbrella.
• Currently, Recreation and Community Education have different mandates and facilitates is under Community Educ. Mandate is to bring in money, while athletics spends money. The athletics’ budget needs to be separate from the Wellness/Recreation budget. Give more assistance, recognition and support to volunteer coaches.
• They should start at the college level and try to compete and develop programs that can compete with college teams at the Atlantic level. This program could then be built to expand into the AUS.
• There definitely needs to be a bigger push for recruitment to use the athletics program as an incentive for students to enroll to the Grenfell campus.
8. What recommendations would you make to improve competitive sport at the Marine Institute (MI) campus?

SUMMARY OF RESPONSES – Common Themes

➢ There was limited response in most stakeholder sessions on this question. Most people felt that MI students could avail of competitive sport programming at SJC.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #8

Student-Athletes at MUN:

• MI should have continued opportunity to be a part of MUN varsity sport.

St. John’s Campus Community:

• No feedback received.

HKR Faculty and Staff:

• No feedback received.

Varsity Coaches:

• No feedback received.

The Works Board of Directors/Management Team:

• No feedback received.

Grenfell Campus Community:

• No feedback received.

Volunteer Coaches at Grenfell Campus:

• No feedback received.

Members of the Corner Brook Community:

• No feedback received.
Members of the St. John’s Community:

• No feedback received.

Marine Institute Community:

• We need to be realistic about the marriage of obligation at this campus. We certainly can take a look at varsity sport as a recruitment tool to help attract new students and provide wellness.

On-Line Questionnaire:

• I would incorporate MI into the MUN system.
9. What aspects of the current varsity or competitive sport programs stand out to you as successful?

SUMMARY OF RESPONSES - COMMON THEMES

- Home games are well attended – best attendance in Atlantic University Sport conference.
- Home games are high quality sport entertainment / fantastic game experience.
- Marketing of Sea-Hawks events and brand has grown significantly.
- Great group of committed coaches, doing what they can to make programs better despite lack of resources.
- Improvement has occurred – varsity sport unit doing a good job.
- Sea-Hawks teams are very high profile – lots of media coverage.
- Grenfell teams in the past two years have competitive sport opportunities and there has been an increase in control over athletic facilities. There is increased recognition of sport and student-athletes on campus.
- Sea-Hawks sport camps are very well run, popular and have a good reputation.
- Facilities at MUN are above average, with exception of outdoor fields.
- Women’s Basketball team has been successful.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #9

Student-Athletes at MUN:

- Community support. Our games are well attended and we certainly have a loyal fan base in St. John’s. MUN has best attendance in AUS.
- Varsity sport provides high quality sport entertainment. Marketing is pretty good in St. John’s.
- Sea-Hawk sport camps generate a lot of publicity, revenue and awareness. They currently build brand loyalty and act as recruitment for young students.

St. John’s Campus Community:

- Community outreach is strong – student athletes are engaging when involved in outreach.
- Best bang for your buck sports wise – great events.
- Fantastic entertainment experience.
- Marketing Coordinator has helped the branding and recognition. It has made an impact and a visible difference.
HKR Faculty and Staff:

- Our current Sea-Hawk brand has strong identity.
- Best family and affordable entertainment in the city.
- The varsity community provides summer camp opportunities that bring new faces to the university. These camps sell out fast and have parents waiting at the door to open. High retention rates show success of the camps.

Varsity Coaches:

- Our only success as coaches presently is recruiting despite all the odds.
- MUN has a great core group of coaches that are committed.
- The varsity sport unit does a great job at marketing and running home games. The home game experience it top notch.
- We are very high profile and we get continued media coverage. People in Atlantic Canada and across the country are aware of Memorial through our Sea-Hawk teams.

The Works Board of Directors/Management Team:

- Improvement has happened. The varsity sport unit has done a really good job.

Grenfell Campus Community:

- Grenfell has had the opportunity to travel to competitions and the teams have been invited back.
- We have had more control over facilities’ and that has proven to be successful.
- There is more recognition of athletics on campus through campus posters.

Volunteer Coaches at Grenfell Campus:

- No feedback received.

Members of the Corner Brook Community:

- We are revisiting teams that have been successful and we are starting to formalize our programs.
- We have great outreach through our Grenfell sport apparel.

Members of the St. John’s Community:

- The basketball game experience is a professional presentation.
- Families from all over the island come to our games. It is a statement of our success.
- Student-athletes are good ambassadors and leaders in our rural communities.
Marine Institute Community:

- Sea-Hawks sport camps are very well run, popular and have a good reputation. They are the first point of contact for some parents and students.

On-Line Questionnaire:

- The facilities at MUN are well above average especially with the addition of a turf field, no one could complain about them.
- Teamwork, a committed coach and athletic director.
- Women’s basketball stands alone as successful in recent years.
- Good relationship with the community. Ability to attract local athletes.
- Producing leaders & creating a level of elite athlete that is able to compete.
10. What aspects of the current varsity or competitive sport program do you think require change?

SUMMARY OF RESPONSES – Common Themes

- More on campus marketing.
- Professional, branded apparel for student-athletes on varsity teams.
- Amount of athletic scholarships available and improved process for administering scholarships.
- Improved relationship with The Works - MUN Field house needs to provide more access to varsity athletes.
- More funding is needed.
- Resource the equation; strong management, full-time coaching, improved training facilities, rehabilitation training, mental support, nutritional guidance and committed funding.
- Recruitment resources are necessary to attract student-athletes.
- Implementation of policies from senior levels that support student-athletes. We currently operate on good relationships and goodwill.
- Grenfell should host more competitions.
- Full-time coaching is necessary.

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Individual Stakeholder Session Feedback by Stakeholder Groups Question #10

Student-Athletes at MUN:

- Athletes and sports need more campus marketing so that students know what is available to them and who are the Sea-Hawks.
- Every athlete should be provided with a sport kit. Presently, most of the athletes have to purchase their own apparel and equipment.
- Varsity sport at MUN needs more administrators, coaches, fitness trainers.
- Administration of scholarships for student-athletes – process is currently not effective.

St. John’s Campus Community:

- Varsity sports should be a stronger recruitment tool.

HKR Faculty and Staff:

- Improving the relationship with The Works.
• Funding and resourcing needs changing. We need to change the reporting structure. If you don’t fund varsity sports teams to the level they need, how can we expect our teams to win.
• Athletes should be recognized differently and treated with appreciation.

**Varsity Coaches:**

• Our mind set needs to change. Are we in it to win it?
• We need to resource the equation; strong management, full-time coaching, improved training facilities, rehabilitation training, mental support, nutritional guidance and committed funding.
• When coaches go out recruiting they need to have resources available to attract athletes to MUN. Other universities can offer better scholarships, housing and a strong athletic university experience. We presently are on the road but not able to offer much.
• A specific student-athlete policy needs to be in place addressing students traveling on the road, tutoring, parking passes and meal allowances. A clear statement of our support is required.

**The Works Board of Directors/Management Team:**

• Varsity sport needs to be a part of the MUN mandate. We need to change our priorities.
• Sports need not only fundraising but friend raising.

**Grenfell Campus Community:**

• Grenfell should have the opportunity to host more competition games.

**Volunteer Coaches at Grenfell Campus:**

• No feedback received.

**Members of the Corner Brook Community:**

• No feedback received.

**Members of the St. John’s Community:**

• We should have full-time coaches and proper training support.
Marine Institute Community:

- Scholarships and full-time coaches need to be properly funded for us to find success and build a strong community.
- Our facilities need restructuring. MUN needs to change its mentality from the top to bring change.

On-Line Questionnaire:

- MUN Field house needs to provide more access to varsity athlete.
- Grenfell needs to come out of the Dark ages. There are some great people up there in recreation and fitness department with good ideas. Listen to them, give them resources. Grenfell....work with local community and get the youth in your building. It is not always about money. Get them on campus and let them see your school. It is beautiful.
- A concern from this past year was who and where the Grenfell Campus teams play in the future.
- More sport specific MUN camps should be offered to encourage young athletes to come and learn from university players.
- Athletes should not have to purchase their own gear. Allow student athletes to register early provide varsity sport with prime time training slots.
- You need Hockey !!!!!!
11. What could be done to improve the experience for student-athletes?

**SUMMARY OF RESPONSES – Common Themes**

- Increase collaboration and cross interaction among teams.
- Student-athlete apparel.
- Adequate support – nutrition, rehab, academics, strength and conditioning coach.
- Proper training facilities (turf) & adequate training time for all sports.
- Full-time coaches.
- Increased athletic scholarship support and better process for administering.
- Early registration.
- Guaranteed spot in residence for recruited athletes.
- Adequate funding for full team travel, equipment.
- Increased meal allowance for student-athletes.
- On-campus employment opportunities for student-athletes.
- More control within the varsity sport unit for resources and facilities. Field House needs to better support student-athletes and the varsity sport programs. Better practice times needed.
- Multi-campus approach to competitive sport.

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**Individual Stakeholder Session Feedback by Stakeholder Groups Question #11**

**Student-Athletes at MUN:**

- More cross team interaction.

**St. John’s Campus Community:**

- Our athletes should have athlete kits.
- Athletes need proper nutritional guides and access to nutritional foods in the MUN cafeteria.
- Athletes should have access to therapy clinics and have academic support.
- Athletes need proper training facilities, training times and full-time coaches.
- The athletes should be allowed to have early registration.
- Recruited athletes should be guaranteed residence.

**HKR Faculty and Staff:**

- We need to treat them better and better support their needs.
- We should have our students’ in proper apparel.
Varsity Coaches:

- Decent gear to wear.
- Priority registration.
- Resources right off the bat to help support the athletes.
- Kickoffs for student-athletes before competitions.
- Opportunities for athletes to cross associates.
- Coaches need to offer our student-athletes the best and presently we can’t do that. Coaches are not even accessible because of their part-time challenge. They need to be able to serve the athletes properly.
- Students can presently kick a ball around the Field House but our high performance student-athletes have to wait on the side line during important training times.
- The best time we had as coaches was when we had more full-time coach presence. When you are able to share commonalities and express ideas, we function more productively.
- Having strength and conditioning coaches would be very helpful.

The Works Board of Directors/Management Team:

- Better equipping the student-athletes with branded gear when they go out to outreach programs and competitions.
- Providing early registration.

Grenfell Campus Community:

- We need funding allocations for proper equipment, uniforms and travel for our athletes.

Volunteer Coaches at Grenfell Campus:

- The university needs to create a multi-campus condition for success.

Members of the Corner Brook Community:

- No feedback received.

Members of the St. John’s Community:

- More control within the Varsity Sport unit to resources and facilities.
- The Field House was built for the student-athletes and the varsity sport programs. It should be better partnered with the Varsity Sport unit.
- We should build better facilities on campus (soccer) and host more competitive sport games.
• Student-athletes should be respected and promoted as mentors. They should be treated better at the Works.
• The Varsity Sport group should be able to manage all the revenue they generate through clothing sales. Sales of apparel and sport promotional items should be sold at games and at the university bookstore.
• Proper apparel for all of our athletes to look uniformed and professional at outreach programs, competitions and when representing our university.

Marine Institute Community:

• We need to provide quality competitive experiences for our student-athletes.
• Basic resources should be provided to the athletic development program like food allowances, Sea-Hawks apparel for competitions and on the road travel, tutoring support and team rooms.

On-Line Questionnaire:

• Better practice time slots for would be a good start.
• More athletic scholarships.
• Good paying part time jobs for student-athletes to help alleviate some financial problems that may arise or cause them to have to stop playing sports.
• Early registration.
• Branded apparel.
• More flexible practice hours, better funding for travel.
12. How necessary are full-time coaches for program and student-athlete success?

SUMMARY OF RESPONSES – Common Themes

➢ There was consensus from all stakeholder sessions on the need for full-time coaching for varsity teams and the challenges associated with part-time coaches. Feedback expressed that all sports may not require, but full-time coaching better supports the student-athlete. Feedback with respect to Grenfell was around developing a minimum standard to provide coaches with some type of honorarium.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #12

Student-Athletes at MUN:

• If we had full-time coaches all of our teams would be much better and stronger. It is hard to run varsity programs when we have part-time coaches.

St. John’s Campus Community:

• Very important! Having full-time coaches makes the experience for an athlete complete.

HKR Faculty and Staff:

• Very important!

Varsity Coaches:

• Absolutely important. We can’t create success or move forward without full-time coaches. It’s what other universities do.

The Works Board of Directors/Management Team:

• Coaches are nuts to stay in this system due to all the restrictions. They are a really committed crowd. If a team is considered competitive then we should have full-time coaches.

Grenfell Campus Community:
• Grenfell needs to create a minimal standard for its coaches, sports community and programs.

Volunteer Coaches at Grenfell Campus:

• It shouldn’t cost our coaches to volunteer. There should be viable stipends for coaches to feel valued. The context of full-time coaches is different at Grenfell but we should still recognize and fund their coaching, skill development and recruitment to get the job done.

Members of the Corner Brook Community:

• Yes, but reflective of our campus model. We need to change the name “volunteer coach” and provide a stipend to show value to our coaches and sport commitment.

Members of the St. John’s Community:

• Yes, absolutely full-time coaches. Varsity sport programs cannot be taken to a level of strong competition unless we have a fully committed program.

Marine Institute Community:

• No feedback received.

On-Line Questionnaire:

• Very necessary.
• Quality coaches are required to develop a consistent program for each sport.
• Full time coaches have time for recruitment, practice planning, athlete meetings, one on one development sessions, more involvement in the athletes school life, video analysis. Practices, games and tournaments are all time consuming and need focus.
• Look at any other university that has gained success. They all have full time coaches.
• "Part-time" would be reasonable for some sports.
13. Do you have any suggestions on new or innovative ideas that would improve varsity or competitive sport programs at MUN?

SUMMARY OF RESPONSES – COMMON THEMES

- Full-time coaching.
- Better support/relationship with The Works – changing mandate to provide more priority to athletics.
- Evaluation of teams.
- Work with sport partners to bring more age group elite sport athletes to campus.
- Full-time fundraisers.
- Inter-provincial competition for smaller campuses vs colleges.
- Explore hockey at Grenfell.
- Free admission to students for home games.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #13

Student-Athletes at MUN:

- We should have full-time coaches.

St. John’s Campus Community:

- Improve the relationship with The Works.
- We should be continually evaluating our teams.

HKR Faculty and Staff:

- We should offer more branded Sea-Hawks summer camps.
- Build more bridges with our sport partners and provide better access to facilities for provincial level athletes.
- Academics, varsity athletics and student recreation need to be our focus in that order.

Varsity Coaches:

- Full-time fundraisers through alumni to help fund raise and friend raise. Adopt an athlete initiatives have been successful programs at other institutions.

The Works Board of Directors/Management Team:
• We should have good judgement and support the special needs of the athletes. Support needs to trickle down from the President’s office. We as a university need to have varsity sport policies covering administration support, reporting structure, exam administering, athletic registration, accommodations, athlete recruitment.

Grenfell Campus Community:

• No feedback received.

Volunteer Coaches at Grenfell Campus:

• Creating an inter-provincial tournament for small college leagues would benefit the Grenfell campus sport programs.

Members of the Corner Brook Community:

• We should work a calendar together to create multi-campus excitement.

Members of the St. John’s Community:

• There is no history of our sport success in the Field House. When we have competitions we should showcase our achievements. The audience that comes through at games is alumni and they need to see that we value our past. A connection needs to be made at every venue (currently only has a presence in PE building).

Marine Institute Community:

• No feedback received.

On-Line Questionnaire:

• Again coaching, support staff and increasing the support of the booster clubs.
• Also making an effort to be more involved in the community and charities from the players can help improve the moral of players and support from the community.
• In 2002 I met with MUN Corner Brook suggesting developing a strong hockey program and using the Pepsi Centre as it home. The hockey is great and the community will get on board.
• Give students free admission to all home games.
• MUN should strive to foster community between varsity athletes of different teams. (If they don't already) Perhaps have a get together or BBQ at the beginning of the year to welcome them, and talk to them about goals for the athletic department as a whole. The athletes should be encouraged to support each other, go to each other's games, and also encourage their friends to go to games.
14. What are some ways that administrators could develop criteria to evaluate the viability (sustainability) of existing programs and/or the potential for future sport offerings?

This question didn’t materialize a lot of discussion on the ways that criteria could be developed, but there was general consensus that sport offerings should be reviewed in cycles.

SUMMARY OF RESPONSES – Common Themes

➤ We need to define Memorials definition of varsity sport success before we develop criteria.
➤ Varsity sport coaches and competitive programs should be evaluated in a 3-5 year cycle. We should have clear expectations.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #14

Student-Athletes at MUN:

• No feedback received.

St. John’s Campus Community:

• No feedback received.

HKR Faculty and Staff:

• No feedback received.

Varsity Coaches:

• We need to define Memorials definition of varsity sport success before we develop criteria.

The Works Board of Directors/Management Team:

• No feedback received.

Grenfell Campus Community:

• No feedback received.
Volunteer Coaches at Grenfell Campus:

- No feedback received.

Members of the Corner Brook Community:

- No feedback received.

Members of the St. John’s Community:

- Varsity sport coaches and competitive programs should be evaluated in a 3-5 year cycle. We should have clear expectations.

Marine Institute Community:

- Evaluating is not about removing but we should be reviewing the viability of sport programs over time-frame periods.

On-Line Questionnaire:

- No feedback received.
15. Do you feel in a multi-campus environment that all campuses should have competitive sport opportunities? (Currently MI students are eligible and do compete for Memorial. The geographic distance between St. John’s and Corner Brook make shared participation difficult for Grenfell and St. John’s campus students.)

SUMMARY OF RESPONSES – Common Themes

➢ There was general consensus that there should be opportunities at Grenfell & SJC. Most participants felt MI could be serviced by programming at SJC.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #15

Student-Athletes at MUN:

➢ Only if they have the support and are able to compete at a competitive level.

St. John’s Campus Community:

➢ Yes, but we should not be spread out thin.

HKR Faculty and Staff:

➢ Yes, but not at the same level.
➢ It should be a level of sport competition that makes sense.

Varsity Coaches:

➢ No feedback received.

The Works Board of Directors/Management Team:

➢ It is not financially feasible.

Grenfell Campus Community:

➢ A multi campus vision and plan has to come from the top.

Volunteer Coaches at Grenfell Campus:

➢ No feedback received.
Members of the Corner Brook Community:

- Definitely.

Members of the St. John’s Community:

- We should take advantage of each campuses individual environment. Sport is important to the development of a university brand. It is a reflection of a university’s management and community.

Marine Institute Community:

- We definitely need to be fair to all our sport programs and campuses. We don’t need a varsity sport team at MI but there needs to be a centered varsity sport management unit that helps develop all the multi-campus requirements.

On-Line Questionnaire:

- Of course! Grenfell should have opportunities, but probably not as many as the St. John’s campus, just because of the small student population. The most "popular" competitive sports should definitely be available.
- Shared sports will not work. Too expensive (Look at senior hockey). I would recommend having hockey in corner brook (not competing with the AHL). Pepsi centre right size and community are tired of senior hockey. St John’s campus can still host bball and other sports.
- You could consider allowing Grenfell students to compete in individual sports such as swimming or track and field because in these sports one can compare times and distances objectively to determine who will go to various meets.
16. How should MUN develop criteria to evaluate and determine the level of resource support for competitive sport programs?

SUMMARY OF RESPONSES – Common Themes

➢ This question did not generate many ideas around the how, but there was consensus that individual programs should be assessed to determine required resource support to provide conditions for success. There was also agreement that as long as there is equity, different teams may require different levels of resourcing to create conditions for competitive success.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #16

Student-Athletes at MUN:

➢ No feedback received.

St. John’s Campus Community:

➢ No feedback received.

HKR Faculty and Staff:

➢ If we don’t put our hearts and minds into a level of commitment at a government and university level our community is going to see how we value our varsity sport programs. Not many people know the struggling situation that is current with our MUN sport programs.

➢ It is a “catch 22 situation”, we can’t have competitive sport programs without resources and policies.

Varsity Coaches:

➢ Each sport should have different levels of criteria and support. If we can’t commit to the competitive sport properly, we shouldn’t be involved or make the investment.

➢ Criteria require communication from the President’s office to varsity sport. We need to have a strong communication link to achieve our mandate.

The Works Board of Directors/Management Team:

➢ No feedback received.
Grenfell Campus Community:

- Criteria need to be equitable but not equal.

Volunteer Coaches at Grenfell Campus:

- Criteria should be constantly evaluated.

Members of the Corner Brook Community:

- The best investment is creating benchmarks.

Members of the St. John’s Community:

- No feedback received.

Marine Institute Community:

- Criteria are standards to being fair to all the campuses and sport programs.

On-Line Questionnaire:

- Results based criteria. Everyone has the same base resources but teams that win should get additional resources to go to the next level.
17. Do you feel that prospective donors, former alumni and other key stakeholders would invest in varsity athletics if teams were better positioned for competitive success?

SUMMARY OF RESPONSES – Common Themes

➤ YES – winning teams enhance a desire by all stakeholders to invest – alumni, sponsors, community supporters, etc.
➤ Alumni and donors shouldn’t fund base line expenses / areas that should be core funded.

Individual Stakeholder Session Feedback by Stakeholder Groups Question #17

Student-Athletes at MUN:

• Yes, it is easier to get support when you are a winning team. Everyone wants to be a part of a winning team.

St. John’s Campus Community:

• No feedback received.

HKR Faculty and Staff:

• People will invest if they see success. Everyone wants to be a part of a winning team. It’s a magical time for a university community and city when a team is winning.
• If people and sponsors are going to put money into varsity sports they need to see a commitment by the institution.

Varsity Coaches:

• No feedback received.

The Works Board of Directors/Management Team:

• Yes, but the flag needs to be waived from the top. Change can only be made quickly from the President’s office. He is the one that can turn all the negatives into positives.
• The President and the MUN alumni are the key to moving this process forward.
• Reporting structure for varsity sport needs to change. What is the reporting distance in other universities?
Grenfell Campus Community:

- %100.

Volunteer Coaches at Grenfell Campus:

- Alumni and donors shouldn’t fund base line expenses. They should have the opportunity to designate their funds to whatever sport or need they decide.

Members of the Corner Brook Community:

- No feedback received.

Members of the St. John’s Community:

- Yes, if we were better positioned within our varsity sport programs we would inspire the best students in the country to come to MUN. We should have a model that reflects the best in academics, sports and community.

Marine Institute Community:

- Yes!
- Alumni and stakeholders don’t want to donate to core needs. It is the responsibility of the institution to resource and develop its high performance athletes and provide the academic student community a social structured outlet.

On-Line Questionnaire:

- Yes, only if it is a strong program.
- Yes, but it would take time. Former student athletes who had a good experience in their sports would be more likely to give back to their old teams. If there was more of a sense of school pride at Memorial, alumni would be more likely to give to varsity teams.
- Profiling various student athletes and their ability to succeed inside and outside the classroom would be key.
APPENDIX G

Report Summary

Performance in AUS Competition
## PERFORMANCE IN AUS COMPETITION

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<thead>
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<td>3 individual medals</td>
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<td>4&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>2 relay medals</td>
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<td>10&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>4 relay medals</td>
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<td>2008-09</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt;</td>
<td>9&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>3 relay medals</td>
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<td>2007-08</td>
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<td>3&lt;sup&gt;rd&lt;/sup&gt;</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; (AUS champions)</td>
<td>8&lt;sup&gt;th&lt;/sup&gt;</td>
<td>7 individual medals</td>
<td>3 relay medals</td>
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<td>8&lt;sup&gt;th&lt;/sup&gt;</td>
<td>(AUS champions)</td>
<td>3 relay medals</td>
</tr>
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<td>2005-06</td>
<td>5&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>2003-04</td>
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<td>8&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>4&lt;sup&gt;th&lt;/sup&gt;</td>
<td></td>
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</table>

### Standings based on regular season:

- **Soccer**: 10 team league – top six teams make playoffs
- **Basketball**: 8 team league – top six teams make playoffs
- **Volleyball-w**: 9 team league until 2006 – top six teams make playoffs. Moncton withdrew from league at end of 2006 season.
- **Volleyball-m**: 4 team league until 2004 - Moncton withdrew from league at that time. Top two teams compete in AUS final.
- **Cross Country**: 6 AUS schools participate. Beginning in 2013, St. Thomas began participating, increasing number of schools to 7.
- **Swimming**: Number of individual AUS medals won by Memorial swimmers provided.
- **Wrestling**: Only CIS qualifier event held, so no team placings awarded.
APPENDIX H

Report Summary

Field Turf on Campus

Comprehensive Universities and

AUS Schools
FIELD TURF ON CAMPUS AT

COMPREHENSIVE UNIVERSITIES AND AUS SCHOOLS

Comprehensive Size CIS Schools

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<th>School</th>
<th>Turf Field</th>
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</thead>
<tbody>
<tr>
<td>Simon Fraser</td>
<td>Yes</td>
</tr>
<tr>
<td>Victoria</td>
<td>Yes</td>
</tr>
<tr>
<td>Waterloo</td>
<td>Yes</td>
</tr>
<tr>
<td>Guelph</td>
<td>4 turf fields on campus</td>
</tr>
<tr>
<td>Carleton</td>
<td>Yes</td>
</tr>
<tr>
<td>Windsor</td>
<td>Yes</td>
</tr>
<tr>
<td>York</td>
<td>No – However, York Stadium provides high quality grass facility, plus there are five other maintained fields on campus</td>
</tr>
<tr>
<td>Regina</td>
<td>Yes</td>
</tr>
<tr>
<td>Wilfrid Laurier</td>
<td>Yes</td>
</tr>
<tr>
<td>Concordia</td>
<td>2 turf fields on campus</td>
</tr>
<tr>
<td>UQAM</td>
<td>Yes</td>
</tr>
<tr>
<td>Ryerson</td>
<td>Yes</td>
</tr>
<tr>
<td>Brock</td>
<td>No turf, however it is currently highest facility priority. Currently have 5 soccer fields, 1 rugby field &amp; a lacrosse field</td>
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AUS Schools

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<tr>
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<td>Memorial</td>
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<td>University of New Brunswick</td>
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<tr>
<td>Cape Breton</td>
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<td>St. FX</td>
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<td>Acadia</td>
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<tr>
<td>Saint Mary's 2</td>
<td>Yes</td>
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<tr>
<td>UPEI</td>
<td>Yes</td>
</tr>
<tr>
<td>Universite de Moncton</td>
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APPENDIX I

Report Summary

Number of

Exhibition Games and Competitions

2012-2013
# Number of Exhibition Games and Competitions 2012-2013

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<th>School</th>
<th>X-C</th>
<th>Soccer</th>
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<th>Swimming</th>
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<td>6</td>
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<td>9</td>
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</tr>
<tr>
<td>Acadia</td>
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<td>8</td>
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<td>Dalhousie</td>
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<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>UdeM</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Exhibition Competition reported only includes competition against CIS competitors (or equiv) – numbers reflect actual number of games/matches/meets.

Note: X-C, swimming & wrestling all competitions are considered exhibition, except for AUS championship. n/a indicates (non-applicable ie sport not offered.
APPENDIX J

Report Summary

Sport Offerings

Interuniversity and Intercollegiate

Sport in Canada
**INTERUNIVERSITY AND INTERCOLLEGIATE SPORT IN CANADA**

<table>
<thead>
<tr>
<th>Canadian Interuniversity Sport (CIS) Offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soccer m&amp;w</td>
</tr>
<tr>
<td>Football-m</td>
</tr>
<tr>
<td>Rugby-w</td>
</tr>
<tr>
<td>Cross Country Running m&amp;w</td>
</tr>
<tr>
<td>Field Hockey-w</td>
</tr>
<tr>
<td>Basketball m&amp;w</td>
</tr>
<tr>
<td>Volleyball m&amp;w</td>
</tr>
<tr>
<td>Ice Hockey m&amp;w</td>
</tr>
<tr>
<td>Wrestling m&amp;w</td>
</tr>
<tr>
<td>Track &amp; Field m&amp;w</td>
</tr>
<tr>
<td>Swimming m&amp;w</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Canadian Colleges Athletic Association (CCAA) Sport Offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf</td>
</tr>
<tr>
<td>Soccer</td>
</tr>
<tr>
<td>Cross Country Running</td>
</tr>
<tr>
<td>Badminton</td>
</tr>
<tr>
<td>Volleyball</td>
</tr>
<tr>
<td>Basketball</td>
</tr>
<tr>
<td>Curling</td>
</tr>
</tbody>
</table>

The CCAA holds both male and female championship events in each of the above listed sports.
APPENDIX K

Report Summary

VARSITY TASK FORCE RECOMMENDATIONS

Tactical Support for Recommendations
ADMINISTRATION
Memorial University will recognize varsity sport as a key branding opportunity and a priority for building the reputation of Memorial locally, nationally and internationally. Successful varsity teams have the ability to positively impact Memorial as an institution. This will require increasing human and financial resources and establishing a pan-university culture of support for elite sport.

<table>
<thead>
<tr>
<th>Investment Required</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>That Memorial Athletics enhance engagement with the local and provincial community, including corporate engagement, in order to build pride in and recognition of Memorial.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>That resources be provided to support start-up equipment for webcasting of Sea-Hawks home games. Current equipment does not provide maximum quality that could best reflect the Memorial brand. In 2012-13 over 9300 people connected to Memorial via Sea-Hawks webcast events. This provides a unique and untapped recruitment and a community engagement link for Memorial if better resourced.</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

Develop a vision and plan for Grenfell Athletics that fits with Memorial University Varsity Athletics Program. All competitive sport opportunities on all campuses should co-report to the Director of Athletics.

<table>
<thead>
<tr>
<th>Investment Required</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure the vision and plan for competitive sport at Grenfell Campus is connected and integrated into a multi-campus strategy.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Explore possible participation in the Atlantic Colleges Athletic Association, identifying benefits, barriers and costs associated with participation.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Explore the opportunity to have a Sea-Hawks team compete in national university championship competitions from the Grenfell Campus. Some sports (based on infrastructure and environment) warranting consideration include cross country ski, alpine ski, biathlon, curling.</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>
Memorial University commit to providing conditions for success for varsity teams. The committee is recommending that the following areas require adequate resource support to create conditions for success: technical expertise (coaching), athletic scholarships, recruitment and identification of talent, competition (exhibition & regular season), training & high performance services, student-athlete supports and facilities.  

<table>
<thead>
<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

**TECHNICAL EXPERTISE (COACHING)**

- Pursue full-time coaching opportunities.  
  - Yes

- Provide coaches with technical equipment and resources to enable them to perform their job more effectively – on-campus work space, laptop or Ipad and video technology.  
  - Yes

- Provide coaches with a professional development opportunity biennially.  
  - Yes

- Increase stipends for Assistant Coaches – currently $500 for single semester sports and $1000 for two semester sports. Provide two semester sports with opportunity to add video coach to their staff, compensated at the rate of an assistant coach.  
  - Yes

**RECRUITMENT AND IDENTIFICATION OF TALENT**

- Recruitment resources for talent identification are required enabling coaches to travel and scout/identify talent.  
  - Yes

- Recruitment Resources for Athlete Visits – funding available for prospective athletes to visit Memorial.  
  - Yes
Continued... Memorial University commit to providing conditions for success for varsity teams. The committee is recommending that the following areas require adequate resource support to create conditions for success: technical expertise (coaching), athletic scholarships, recruitment and identification of talent, competition (exhibition & regular season), training & high performance services, student-athlete supports and facilities.

<table>
<thead>
<tr>
<th>ATHLETIC SCHOLARSHIPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Position Memorial to offer more athletic scholarships to prospective student-athletes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
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</table>

| • Provide new scholarship support of 20 full-time tuition and fees for recruited undergraduate student-athletes (could be accomplished by waiving tuition). |

<table>
<thead>
<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
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</table>

| • International recruited student-athletes – waive/subsidize international portion of fees for limited number of international recruits, with varsity covering domestic portion of tuition and fees. |

<table>
<thead>
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<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
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<table>
<thead>
<tr>
<th>COMPETITION – EXHIBITION AND REGULAR SEASON</th>
</tr>
</thead>
<tbody>
<tr>
<td>• See exhibition recommendations in Resource recommendations</td>
</tr>
<tr>
<td>• Regular season travel should fund full team travel roster for each sport</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current</th>
<th>Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball 10 athletes/1 coach</td>
<td>15 athletes / 2 coaches</td>
</tr>
<tr>
<td>Volleyball 10 athletes / 1 coach</td>
<td>15 athletes / 2 coaches</td>
</tr>
<tr>
<td>Soccer 14 athletes / 1 coach</td>
<td>17 athletes / 2 coaches</td>
</tr>
<tr>
<td>X-Country 14 athletes/1 coach</td>
<td>16 athletes/2 coaches</td>
</tr>
<tr>
<td>Swimming 12 athletes / 1 coach</td>
<td>16 athletes / 2 coaches</td>
</tr>
<tr>
<td>Wrestling 12 athletes / 1 coach</td>
<td>16 athletes / 2 coaches</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
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</tbody>
</table>
Continued... Memorial University commit to providing conditions for success for varsity teams. The committee is recommending that the following areas require adequate resource support to create conditions for success: technical expertise (coaching), athletic scholarships, recruitment and identification of talent, competition (exhibition & regular season), training & high performance services, student-athlete supports and facilities.

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<thead>
<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
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</tbody>
</table>

**FACILITIES**

- Explore the opportunity of incorporation of Marine Institute gymnasium as an additional student recreation and/or training space in order to reduce pressure on The Works court spaces.

- See recommendation specific to field turf facility and The Works (under Resource heading).

<table>
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<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
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<tr>
<td>No</td>
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</tbody>
</table>

**Develop a coordinated strategic plan for Memorial Athletics to include strategies for support by service units of the university including Marketing & Communications, Student Services, Student Recruitment, and Alumni Affairs and Development.**

<table>
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<tr>
<th>Investment Required</th>
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<tr>
<td>Yes</td>
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</tbody>
</table>

- A strategic planning process is recommended as part two of task force mandate.

<table>
<thead>
<tr>
<th>Investment Required</th>
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<tr>
<td>Yes</td>
</tr>
<tr>
<td>Full-time coaching opportunities be pursued for varsity teams. It is recommended that a full-time coach be hired in the sport of women’s volleyball immediately (commencing 2013-14). A review of full time coaching opportunities should be pursued in all other varsity sports.</td>
</tr>
<tr>
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<tr>
<td>• Women’s Volleyball is best positioned to immediately move to a full-time coach. The team is currently operating as an elite varsity program. The current part-time coach can no longer continue coaching due to full-time career demands. The team was top 4 in AUS last season and has the potential to win AUS Championship. Absence of a full-time coach, with strong technical skills and dedicated focus will result in this program moving to bottom of AUS rankings in short time.</td>
</tr>
<tr>
<td>• Men’s Volleyball currently has a full-time employed individual working in a shared role with Newfoundland &amp; Labrador Volleyball Association. There is a requirement for Varsity Athletics to increase financial support for shared position, however current coach is full-time employed in sport of volleyball.</td>
</tr>
<tr>
<td>• Coaching partnerships should be explored in men’s and women’s soccer to create full-time opportunities, but not necessarily full-time varsity soccer coaches.</td>
</tr>
<tr>
<td>• Swimming is currently partnered with Legends Swim Club to provide a full-time coaching opportunity. Legends Swim Club funds the majority of this salary, with Varsity providing small coaching stipend (5K). Pursue opportunities to increase coaching stipend and increase varsity coaching time.</td>
</tr>
<tr>
<td>• Full-time coach is not required in cross country running or wrestling, but an increase in coaching honorarium is recommended.</td>
</tr>
<tr>
<td>Evaluate the mandate of The Works as a Separately Incorporated Entity (SIE) with a view of enhancing the support it provides to varsity sport.</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>• Recommend that varsity teams receive prime time (5-10pm) access to hardwood court facilities at Field House and MUN Gym, with student and community recreation programming having priority access to the two synthetic court surfaces in the Field House.</td>
</tr>
<tr>
<td>• That a portion of the student recreation fee be re-directed to support varsity programs.</td>
</tr>
<tr>
<td>• Recognition that Memorial Athletics is a partner and not a tenant in the Field House, with varsity sport receiving priority during in-season training.</td>
</tr>
<tr>
<td>• That regional and national championships hosted by Memorial be responsible for direct staffing costs only and not assessed rental or lost revenue costs.</td>
</tr>
<tr>
<td>• That increased flexibility be provided in recognition of the dynamic nature of varsity sport and requirements periodically to make adjustments to training schedules.</td>
</tr>
<tr>
<td>• That an online activity schedule be available for viewing by varsity coaches to determine available facility time to create increased efficiency in requesting or modifying training times. Online activity schedule could also provide opportunity for students to view available student recreation court spaces.</td>
</tr>
<tr>
<td>• Exploration of increased facility space for sport camp opportunities for varsity athletics to generate additional revenue to support non-core funded areas.</td>
</tr>
</tbody>
</table>
**Continued....Evaluate the mandate of The Works as a Separately Incorporated Entity (SIE) with a view of enhancing the support it provides to varsity sport.**

<table>
<thead>
<tr>
<th>Responsibility for season ticket holders return to varsity athletics to administer, sell, renew and service.</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formalization of strategy and shared ownership by The Works and Varsity Athletics to promote Sea-Hawks events, increase ticket sales, increase group sales and provide online ticket sales for customers.</td>
<td>No</td>
</tr>
<tr>
<td>Increased presence and support for Varsity Athletics in The Works marketing &amp; communication materials, in-venue signage, event personnel apparel, etc.</td>
<td>No</td>
</tr>
<tr>
<td>Increased Sea-Hawks signage opportunities at The Works including athletic history, corporate partners and general branding signage.</td>
<td>Yes</td>
</tr>
<tr>
<td>Support for all varsity coaches and student-athletes to park in The Works parking areas during practice, fitness training sessions and competitions. The Aquarena parking lot would suffice for this and a specific number of parking spots (20) could be assigned.</td>
<td>No</td>
</tr>
<tr>
<td>Explore the feasibility to expand The Works Field House hardwood space. Consider expanding the hardwood surface area to replace the synthetic court surfaces. This would increase functionality of space for competitive sport training purposes. There may also be alternatives to expanding hardwood court to areas beyond the main competition court (replacing synthetic floor surface), which could expand student recreation options.</td>
<td>Yes</td>
</tr>
</tbody>
</table>
PROGRAMMING
<table>
<thead>
<tr>
<th>The student-athlete experience should be enhanced and consistent for all varsity athletes and that student athletes be provided with a level of support that enhances success in sport &amp; academics.</th>
<th>Investment Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Early course registration for student-athletes (24 hour early window to enable varsity athletes to register for courses to allow teams to plan training times).</td>
<td>No</td>
</tr>
<tr>
<td>• Student-athlete apparel package providing all varsity athletes with an athlete kit, which has Memorial University Sea-Hawks branded apparel. Value of kit $125 per athlete. Currently varsity athletes receive no Memorial or Sea-Hawks branded apparel when they make a varsity team.</td>
<td>Yes</td>
</tr>
<tr>
<td>• Increased meal allowance for traveling varsity athletes to ensure optimal readiness. Increase meal allowance from $21 per day to $30 per day.</td>
<td>Yes</td>
</tr>
<tr>
<td>• Recognition and support for student-athletes travelling for varsity competition and consideration of conflicts and accommodations for academic evaluation.</td>
<td>No</td>
</tr>
<tr>
<td>• Varsity Athletics to work with Academic Advising Centre to create strategies for advising and monitoring first year student-athletes.</td>
<td>No</td>
</tr>
<tr>
<td>• That all varsity athletes have access to a locker in the MUN PE locker room, without requiring shared use.</td>
<td>No</td>
</tr>
<tr>
<td>• That physical alterations to PE locker rooms be made to provide team room space for varsity athletes.</td>
<td>Yes</td>
</tr>
<tr>
<td>• That an annual allocation of guaranteed residence spaces be provided (25 rooms). Allocation to be administered by Varsity Athletics, with room assignments provided to Student Housing.</td>
<td>No</td>
</tr>
</tbody>
</table>
**Continued...** The student-athlete experience should be enhanced and consistent for all varsity athletes and that student athletes be provided with a level of support that enhances success in sport & academics.

<table>
<thead>
<tr>
<th></th>
<th>Investment Required</th>
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<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>• Considering for rooms to be provided at 50% cost and administered as athletic scholarships.</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>• That student-athletes studying at MI campus be actively recruited and encouraged to compete for positions on varsity sport teams.</strong></td>
<td>No</td>
</tr>
</tbody>
</table>

**Develop an evaluation matrix that would allow all varsity sports to be assessed every three years to determine their continuance or introduction as a varsity sport.**

<table>
<thead>
<tr>
<th></th>
<th>Investment Required</th>
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<tbody>
<tr>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Immediate assessment of varsity sport offerings should occur. Varsity sports should be evaluated by committee on a number of metrics including, but not limited to:</td>
<td>No</td>
</tr>
<tr>
<td><strong>• Current competitive success</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Potential for competitive success</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Community interest</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Spectator &amp; fan support</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Strength of provincial feeder system</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Coaching success</strong></td>
<td></td>
</tr>
<tr>
<td><strong>• Public engagement and marketing value to Memorial</strong></td>
<td></td>
</tr>
<tr>
<td>Create competitive sport opportunities at the Grenfell Campus.</td>
<td>Investment Required</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>• There is recognition that competitive sport opportunities at Grenfell Campus may be different than opportunities at SJ and MI campuses. Competitive sport opportunities at the Grenfell campus should be reflective of campus size and infrastructure.</td>
<td>Yes</td>
</tr>
<tr>
<td>• That inter-campus competitive events be explored, particularly for exhibition events with the potential for Grenfell to compete against CCAA competition and SJ campus to compete against CIS competition in an event hosted alternately at the Grenfell and SJ campuses. This annual event involving different teams could compete for President’s Cup, an annually awarded trophy to the winner of this event.</td>
<td>Yes</td>
</tr>
<tr>
<td>• Support be provided for Grenfell student-athletes that may be at an athletic level competitive with other SJ campus athletes in individual sports. Provide opportunities for elite athletes attending Grenfell to compete on Memorial teams.</td>
<td>Yes</td>
</tr>
<tr>
<td>• A review of sport offerings should be conducted, with particular attention provided to outdoor winter sport opportunities that work well with the regional geography.</td>
<td>No</td>
</tr>
<tr>
<td>• That a full-time Coordinator of Competitive Sport (Grenfell Campus) position, co-reporting to the Director of Athletics (SJ Campus) and to Student Services (Grenfell Campus) be funded to work on the development of competitive sport program opportunities.</td>
<td>Yes</td>
</tr>
<tr>
<td>• Competitive sport programming strategy developed for Grenfell Campus and included as part of varsity athletics strategic plan.</td>
<td>No</td>
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</tbody>
</table>
## Continued... Create competitive sport opportunities at the Grenfell Campus.

<table>
<thead>
<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
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<td>No</td>
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</table>

- There is recognition that competitive sport opportunities at Grenfell Campus may be different than competitive sport opportunities on SJ Campus. Both groups will work collaboratively in an integrated competitive sport model.

## Identify and pursue synergies and opportunities for engagement and collaboration between varsity sport at Memorial and high performance sport in NL to maximize elite sport development opportunities, post secondary recruitment and to utilize shared expertise and facilities. Key partners for this collaboration include Memorial Athletics, The Works, Sport NL, School Sport NL and relevant Provincial Sport Organizations.

<table>
<thead>
<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
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<td>No</td>
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</table>

- Support to bring high school, provincial championships and national championship events to Memorial campus. Exploration of collaborative opportunities to bring international sport events to Memorial University campuses.

- Collaborative approach to high performance training with Allied Health Services, SHKR & partners above.

- That a ‘Think Tank’ occur between Varsity Athletics, SHKR and partners noted above to determine collaborative mechanisms of supporting high performance sport in Newfoundland and Labrador. Regular meetings of this group should be coordinated in an effort to identify opportunities for collaborative work.
RESOURCES
Construct a field turf facility on the St. John’s campus that can support the training and competition needs of our varsity soccer teams, who currently train and compete off campus. An on campus field turf facility could also positively impact the outdoor recreation facility needs of The Works, student recreation, School of Human Kinetics & Recreation and employee wellness. Field turf on campus could also create positive engagement and partnership opportunities with provincial sport organizations and elite sport groups.

- Partner commitment from Provincial Government for this project $200,000.
- Partner commitment from Newfoundland & Labrador Soccer Association for project $150,000.
- Investment required from Memorial University.

<table>
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<tr>
<th>Investment Required</th>
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<tbody>
<tr>
<td>Yes</td>
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<tr>
<td>Yes</td>
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<tr>
<td>Yes</td>
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</table>

Review existing funding allocation for varsity and competitive sport programming across all campuses and realigned to support competitive success. It is understood that the competitive landscape in CIS sport varies and the resource requirements to support conditions for success are substantially higher in some sports.

- This requires a budget assessment be conducted for each sport, once consensus for conditions for success has been endorsed.
<table>
<thead>
<tr>
<th>Realign the administrative team of varsity sport to move the current Marketing Coordinator position from contractual to permanent, hire a full time Competitive Sport Coordinator for the Grenfell campus, and add one additional position to the SJ varsity team titled Game Day Event &amp; Community Engagement Specialist.</th>
<th>Investment Required</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Coordinator position in Athletics was established in 2008, with same employee occupying the position. Moving to permanent solidifies the value of marketing professional to Division of Athletics. No direct cost to make this change.</td>
<td>No</td>
<td></td>
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<tr>
<td>Full-time Competitive Sport Coordinator at Grenfell would co-report to Director of Athletics.</td>
<td>Yes</td>
<td></td>
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</tr>
<tr>
<td>Additional position in Athletics, ‘Game Day Event and Community Engagement Specialist’ would create increased engagement opportunities with Sea-Hawks Athletics and the community and support current full-time staff in game day event delivery. Currently two full-time Athletics staff work significant, yet undercompensated overtime hours in-season to support professional and quality game day experience for fans, including corporate sponsor fulfillment, game day entertainment and group ticket sales.</td>
<td>Yes</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Transition the Development Officer position in Varsity Athletics to an Alumni Engagement Coordinator to allow effective and focused connections with athletic alumni. That the position remain as a co-report with Alumni Affairs &amp; Development (AAD), with partial funding support from AAD.</th>
<th>Investment Required</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job description and request submitted to Alumni Affairs and Development July 2013.</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support from SHKR exists to create one position to support Varsity Athletics &amp; SHKR in a shared funding arrangement.</td>
<td>No</td>
<td></td>
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<tr>
<td>Provide varsity teams with resources to support high performance training needs to ensure varsity athletes are optimally prepared for elite competition.</td>
<td>Investment Required</td>
<td></td>
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<tr>
<td>• Full time Strength and Conditioning Coach to plan and supervise training programs for all varsity teams and to develop and implement fitness testing and minimum fitness standards for each varsity sport.</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Specialized Equipment Needs for each varsity team.</td>
<td>Yes</td>
<td></td>
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<tr>
<td>• Nutrition Education Resources – each team have up to six nutrition consultation sessions per year with nutritionist.</td>
<td>Yes</td>
<td></td>
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</tr>
<tr>
<td>• Campus receptions and university dinners with additional food remaining should be made available to varsity teams. Varsity Athletics could manage logistics of scheduling team meal or distribution of excess food. This practice could positively impact the food needs of varsity athletes and the challenges with varsity athletes living off-campus consuming adequate caloric intake and quality food choices.</td>
<td>No</td>
<td></td>
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<tr>
<td>• Access to two weekly team meals at dining hall for team sports and access to weekly quota of meals for individual sports. Could be managed through contra sponsorship.</td>
<td>Yes</td>
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<tr>
<td>• Access to sport psychology professionals and mental training resources as a component of high performance training program. Currently Allied Health Services (SHKR) has providers available, but resources are not available within varsity budget to avail of services.</td>
<td>Yes</td>
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<tr>
<td>• Access to additional athletic therapy services during fall semester. Currently full-time athletic therapist is at capacity in fall semester with twelve varsity teams active.</td>
<td>Yes</td>
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<tr>
<td>• Annual funds to upgrade equipment in Athletic Therapy clinic, including the installation of ice baths.</td>
<td>Yes</td>
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</table>
Assess recruitment resource needs in each varsity sport and provide coaches with sustainable resource support that enables them to effectively recruit elite student athletes to attend Memorial.

<table>
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<th>Investment Required</th>
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- Recruitment Resources for Talent Identification.
- Recruitment Resources for Athlete Visits.

Increase funding for varsity teams to support participation in competitive exhibition opportunities. The number and quality of competitions may vary with each varsity sport but adequate exhibition competition is essential.

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- Basketball based on current CIS landscape requires 10 quality exhibition opportunities (games vs CIS or equivalent competition).
- Volleyball based on current CIS landscape requires up to 8 quality exhibition opportunities.
- Soccer – schedule at this time does not permit pre-season exhibition.
- Cross Country – additional competition for top 5 athletes per gender.
- Swimming – one additional competition, (exhibition or regular season) would bring Memorial in line with other AUS schools.
- Wrestling – one additional competition, (exhibition or regular season) would bring Memorial in line with other AUS schools.
Redirect a portion of the student recreation fee at the SJ campus to varsity athletics to support conditions for success. A new athletics fee for all students at Memorial is not recommended at this time.

- Student union groups were clear a new fee would not be supported by their executive. MUNSU indicated they would be in support of a share of existing student recreation fee going to support varsity athletics.

- Engage in exploration of a recreation and athletics fee for students at other Memorial campuses is recommended. Review barriers, value, programming opportunities and engage student dialogue.