



**The Weese Report
SRS 2.0
Ensuring a Foundation for Success**

- and -

Provost's Response to The Weese Report

July 2017



MEMORANDUM

To: Members of the Sport and Recreation Services community

Copy: Deans, PVP, USC Executive, SOGS Executive

From: Janice Deakin

Date: July 12, 2017

Re: Provost's response to the "Weese Report" on the 2017 SRS portfolio review

Last January when I appointed Dr. Jim Weese to the role of Special Advisor to the Provost with interim responsibility for Sport and Recreation Services, he agreed to conduct a comprehensive review of the SRS portfolio during his 6-month secondment. The impetus for the review was twofold: to inform the national search then being undertaken to recruit a successor to Therese Quigley, and to help point the way forward in meeting the many challenges and opportunities facing SRS and our broader campus community. As part of his interim role, Dr. Weese also led the search that resulted in the recruitment of Christine Stapleton as our new Director of Sport and Recreation Services. I am thrilled we will benefit from the 30 years of experience, expertise and leadership Christine brings to Western and I look forward to supporting her work in the months ahead.

On June 20, I received a confidential copy of Dr. Weese's report, which summarizes findings of the SRS review and outlines recommendations on how to strengthen interuniversity sport and campus recreation at Western within the current fiscal environment that our University and the broader postsecondary sector finds itself. I am grateful to Jim for his leadership on this important task and I commend him for a job well done. With the assistance of external consultant Janet Passmore and many others, Jim conducted the review in a thorough, transparent and inclusive manner that offered multiple channels for coaches, athletes, students, staff, faculty and alumni to share their candid views on the past, present and future prospects for SRS. It's evident from the robust content of the report that the review succeeded in generating much thoughtful and helpful input from all stakeholders, and I join Jim in thanking colleagues and students across campus for participating.

The report — *SRS 2.0: Ensuring a Foundation for Success* — reads as a reflection on Western's proud and long-standing traditions of excellence in athletics, combined with a critical assessment of where we stand today relative to our institutional values, aspirations and institutional competitors. Jim also acknowledges that his report is informed by, and builds upon, past reviews that have helped SRS evolve over time in response to the unique challenges and opportunities of the day.

The Weese report's underlying premise is that the *status quo* in SRS is not sustainable; that we have serious issues that must be addressed in order to preserve and enhance the essential contributions that sport and recreation have made to Western's reputation, culture and academic mission for more than a century. This includes the vital role sport and recreation plays in supporting the physical and mental health and well-being of our students, faculty and staff.

The evidence and analyses presented by Dr. Weese are insightful and far-reaching. His report's 41 recommendations are constructive and thought-provoking. And Jim's clarion call for *all* stakeholders to pull together in making necessary change happen is compelling and persuasive.

The remainder of this memo outlines my formal response to the Weese report (an Executive Brief of that report is appended here. I've focused on summarizing actions already taken in support of specific recommendations, and share some select observations and caveats pertaining to other key recommendations.

The Weese report is organized under seven thematic headings: 1) governance; 2) finance and budget; 3) new sport model; 4) facility development and renewal; 5) performance management; 6) operational improvements, and finally; 7) implementation.

Intentionally, my response does not comment on each of the report's 41 recommendations, nor does my response seek to specify explicit directives on matters of implementation that are best left to the expertise found among SRS leadership and staff. Rather, I've structured my response to provide high-level comments on each of the seven thematic areas — with particular regard for recommendations concerning resource allocations made by central administration and other recommendations that I believe have high potential for significant pan-campus implications.

On this latter point, I draw from my experience at Queen's University where I co-authored (with Dr. Bob Crawford) a report following a review of its athletics and recreation portfolio in 2007. That experience, combined with my academic interest and lifelong involvement with high-performance sport, has sensitized me to the passionate nature of community perspectives associated with this kind of review. It's clear to me that thousands of students, alumni and colleagues across our campus care deeply about athletics and value the tangible benefits they provide to individuals and society. Accordingly, many members of our campus community will be keenly interested in the directions and outcomes emanating from the Weese report.

I also recognize that Western has grappled with changes introduced to its sport model in 2002, as well as more recent changes when SRS was realigned from the Faculty of Health Sciences (FHS) to the Student Experience (SE) portfolio. I know many readers of this report were personally affected by the changes and implications of past decisions that still resonate today.

With these thoughts in mind, I anticipate that some recommendations in the Weese report will be contentious despite the level of consultation that occurred throughout the process. That can be a good thing provided we challenge ourselves to consider all ideas that aim to support the sustainability and future success of SRS as a whole. This will demand that we determine whether or not — and how best — to implement specific recommendations through further careful analysis of the data and through further consultation with affected stakeholders. In other words, the Weese report and my response to it is only part of a broader conversation that will continue as we collectively chart our course forward.

1. Governance: (Recommendations #1 through #9)

Items under this heading are largely concerned with staff renewal and organizational structure.

As noted previously, I am thrilled with Christine Stapleton's recruitment as Director of SRS (Recommendation #1) and I share Jim's confidence she brings a valuable new perspective that will help shape and drive the constructive changes required to advance SRS programming in support of Western's mission and vision.

Similarly, the recent appointment of Gareth Cunningham to Associate Director of Campus Recreation & Facilities (Recommendation #3) brings experienced leadership to this important component of the portfolio.

Looking ahead, I have granted approval for a search to proceed for a Manager of Marketing & Sponsorship (Recommendation #7), a role charged with significant responsibility to increase revenue generation through external sources for the exclusive support of SRS programs.

I support in principle the balance of the recommendations under the “governance” heading, and I encourage SRS leadership and staff to consider them within the context of their budget capacity and in conjunction with other ideas that may increase governance efficiency.

2. Finance and Budget: (Recommendations #10 through #20)

Items under this section are largely concerned with student fees that support SRS operations and resource allocations determined by the University’s central administration.

I support in principle the direction outlined in Recommendations #10, 11 and 12 related to student fees with the caveat that any specific rate increases must be carefully examined and negotiated in close consultation with student leaders with a view to ensuring that costs are borne fairly by all members of the campus community and external public who use SRS facilities and programs.

It should be noted here that we continue to work through and refine the changes to SRS that resulted from its relocation to the SE portfolio. As part of the annual budgeting process, I began a reinvestment in SRS staff positions in 2016-17 with a \$152,000 base allocation to support the replacement of a coaching position that had been lost to FHS, as well as to support men’s basketball and bursary funds. In order to complete the realignment of SRS to SE, an additional \$140,000 in base funding will be allocated in 2017-18 (Recommendation #13)

Further, I recognize that despite being housed in an academic unit at Western until 2016-17, SRS has been treated as an ancillary service at Western in terms of its cost structure. Although the restructuring has now aligned SRS in a support unit, I believe that the interuniversity athletics (IA) component of SRS is materially different from other ancillary services. Students who compete to make a varsity team and represent Western across Ontario and Canada in their sport, are more like our students who audition to play in a musical production, ensemble or orchestras or students who compete in case competitions or moot court events and represent Western in those ways. These activities, which typically take place within Faculties are not subject to a direct charge for the use of space. As such I am removing the occupancy charge assessed to IA for use of facilities (Recommendation #14) with the proviso that incremental use of space is justified by the Athletic Director through reporting lines to the AVPSE and space planning. This amounts to a \$300,000 base savings in 2017-18 to the IA budget.

I support in principle the balance of the recommendations under the “finance and budget” heading, with the exception of three components in #14 that request additional increases to the University’s financial support for Athletic Financial Awards and the Athletic Excellence Fund and request a removal of a University overhead on facility rental. It is important to note here that Western already invests significantly in student financial awards and aid, and we make this a priority despite operating in a fiscal environment of increasingly constrained resources. To illustrate the point, consider that in 2015-16 (the last full academic year for which we have complete data), Western awarded a total exceeding \$6.6M in admission scholarships and other entrance awards to support our overarching undergraduate recruitment efforts. An additional \$55.3M was allocated for other undergraduate and graduate student awards, scholarship, fellowships and teaching assistantships. And a further \$16.8M was allocated to support student financial aid through bursaries and the Work Study Plan. Viewed in this light, I believe Western demonstrates a strong commitment to student

financial support across the board and there is no capacity for further increases narrowly directed to student-athlete focused funds.

I take the recommendation on the removal of a University rent overhead under advisement and have asked the Athletic Director and IPB to review the current structure and the cost-benefit analysis of having the University be responsible for capital issues.

I encourage SRS leadership and staff to consider the report's remaining recommendations in conjunction with other ideas that may increase fiscal capacity through external sources, reduce cost inefficiencies, and facilitate a more effective allocation of existing SRS-controlled resources.

Finally, I want to underscore the Weese report's assertion that one group (e.g., central administration) cannot solve all the fiscal and administrative challenges facing SRS. Success going forward will demand collective effort and contributions from SRS leadership and staff, in addition to alumni and donor support, varsity athletes, students and other key stakeholders (e.g., faculty, staff and external parties who use recreational facilities and programs), in addition to central university resources — which are in finite supply and increasing demand from academic and other support units across campus.

3. New Sport Model: (Recommendations #21 through #24)

The Weese report recognizes that many of our peer institutions have reviewed and changed their sport funding model in recent years and that the time is right for Western to do the same to ensure our model is delivering commensurate service levels across the full spectrum of our varsity teams and club programs.

While I support in principle the overarching direction of the recommendations related to "recalibrating" our existing model, I do not support the report's suggested timeline for implementation in the 2017-18 academic year.

Rather, I strongly believe that such a change of this scope requires further analysis and consultation with the appropriate stakeholders and a more phased approach to implementation. As a result, the new Athletic Director, Christine Stapleton will lead the work on details of a new sport model, including timelines for implementation.

4. Facility Development & Renewal: (Recommendations #25 through #29)

As you may be aware, the planned renovation to Thames Hall will result in the closure of the gymnasium in that building. My understanding is that space is used in large measure for intramural sports and varsity practices. The University is in the planning phase of replacing that facility with the addition of a gymnasium in the Western Student Recreation Centre (WSRC) at an estimated cost of \$3.5 million. The usage arrangement for this new facility will reflect the current usage of the Thames Hall gymnasium, or put another way – this gym will be dedicated to SRS to manage and there will be no occupancy charges for IA use of that space.

While this significant investment does not speak to specific recommendations in the Weese report, and while I recognize the desire to further enhance and expand SRS facilities, this investment does reflect an appropriate level of University commitment for SRS facility renewal and development — particularly within the context of many other pressing capital planning needs elsewhere on campus. The Weese report references "nine facility suggestions... as a stimulus to what we might develop." These suggestions have been received under advisement but fall outside the intended scope of the SRS review.

5. Performance Management: (Recommendations #30 through #34)

Items under this heading are largely concerned with matters related to organizational culture and professional development.

I support in principle the report's recommendations in this section, particularly actions that will respond to the results of the most recent WE Speak Culture Engagement Survey. I encourage SRS leadership and staff to consider these recommendations in conjunction with other ideas that may invigorate morale and enhance staff performance and job satisfaction.

6. Operational Improvements: (Recommendations #35 through #39)

Items under this heading include suggestions to improve student-athlete recruitment efforts, to raise the profile of our student-athletes and athletic programs, and to better respond to stakeholder suggestions for other operational improvements.

I support in principle the report's recommendations in this section, notwithstanding #38 which asks that exceptional treatment be extended to high-average student-athletes who may be seeking early acceptance offers. The timing of admission offers hinges on factors related to both University and provincial policies that complicate this matter. Further, appreciating that an offer of early admission to exceptional student-athletes may serve as an additional incentive to choose Western, the same argument can be made for other students who are equally qualified yet excel in different fields of endeavour. So while I agree that the timing of our admission processes must not put us at a disadvantage when competing with peer institutions to recruit top students, we must also have faith in the data and policies we use to ensure we admit students in a fair, equitable, effective and timely manner.

7. Implementation: (Recommendations #40 and #41)

Notwithstanding the caveats I have already outlined with regard to the implementation of certain recommendations related to student fee increases, recalibrating the sport funding model, and facility development and renewal, I accept Recommendations #40 and #41, which include sharing the Weese report and my response with the Board of Governors and Deans council.

Conclusion:

I accept the reality that no matter how necessary it may be, organizational change is rarely easy, and its impacts and benefits are often perceived and realized differently among individual members in a campus community as large and as diverse as Western's.

However, I strongly agree with the ultimate conclusion of Dr. Weese's report that this is critical time in our history and that change is indeed necessary "to fortify the foundation of SRS" so that it may prosper in the years ahead.

Furthermore, I am strongly committed to the view that the funding of SRS is a shared responsibility between the University, our students, faculty, staff, alumni and external stakeholders through sponsorship opportunities. The additional investments recently made on behalf of the University (and as summarized in this memo) are indicative of the University's commitment to SRS and should be seen as a clear signal

that the time has come for a greater level of student, alumni and other stakeholder participation in the support of our athletics and recreation programs at Western.

I am optimistic about the future of SRS because I know the University remains steadfastly committed to sport and recreation, and because I know the University continues to value the important contributions it makes to Western's reputation, culture and academic mission — as well as to the physical and mental health and well-being of our student, faculty and staff.

Again, I wish to thank Dr. Weese for this report, as well as all those whose input shaped the report's findings and recommendations. Finally, I wish to thank all the SRS leaders and staff whose continued passion and commitment will drive the change needed to strengthen the Mustang brand that remains the envy of many universities across Ontario and Canada.

A handwritten signature in black ink, appearing to read "G. Weese". The signature is stylized with a large, circular flourish on the right side.

Executive Brief

(Note: The full document prepared for the Provost is 52 pages in length, contains 41 recommendations with supporting evidence to support the noted recommendations. Some of the foundational information was collected in confidence from Directors/Deans across the country. Naturally this information cannot be shared in a public document)

SRS 2.0: Ensuring the Foundation for Success

Dr. Jim Weese, Professor and Special Advisor to the Provost

Western University

June 2017

A. Introduction and Context

Western University has a long and proud history dating back to its origins in 1878. Its proud traditions, reflected in its collegiate-gothic architecture and its reputation for academic and co-curricular excellence are reflected and reinforced in the pride and accomplishments of its 32,000 students and over 325,000 alumni. Western stakeholders can be justifiably proud of its accomplishments in many areas – and especially in campus pride and school spirit. Campus officials took great pride in the fact that Western finished number #1 in the *Globe and Mail* student satisfaction ranking for 13 consecutive years.

The Sports and Recreation Services (SRS) program at Western contributes immeasurably to this sense of pride and affection that our students and alumni hold for their experience, and their institution. The program contributes significantly to fulfilling the mission of our great institution, and has for over 100 years. The accomplishments of our student-athletes and the decades-long success of our teams continue to make our alumni “purple and proud”. As well, we know that the SRS program plays an indisputable role in the recruitment, retention, enrichment and preparation of students. Consider the work of Kim Cameron and his associates (2016)¹ who presented compelling evidence on the role that these programs can make in the preparation of graduates and the mission of an institution of higher learning. Drawing from literature on the purpose of universities, they eloquently and effectively offer

¹ Cameron, K., Donaldson, T. J., Garrett, L. E., Godfrey, P. C., Murrell, A., & Wolfe, R. (August 7, 2016). Making universities meaningful: The influence of college athletics. Presentation at the 76th Annual Meeting of the Academy of Management. Anaheim, CA. Retrieved from [#i=318879](http://digitaleditions.sheridan.com/publication/?i=318879) #{"issue_id":318879, "page":0}

evidence that interuniversity athletics programs can help advance a university's mission of: expanding the mind, broadening perspectives, building social networks, developing personal and interpersonal competencies, increasing civic engagements, enhancing citizenship behaviors, enhancing capacity to change, heightening creative thinking, fostering personal and societal well-being, developing self-discipline and self-regulation, perpetuating a culture of freedom, civility, and dignity as a few of the non-monetary benefits of the sport and recreation experience. According to Scott Forrester (2014)² high quality Campus Recreation programs make similar contributions, and to a larger group of students. These programs help develop and refine the recreation and fitness skills of students, help students adjust to the social and academic pressures of higher education, help them build networks and facilitate integration, and contribute significantly to student retention and a positive student experience. One might argue the benefits are even more important in current times as we welcome and attempt to support more international and Indigenous students on our campus.

We also know that high quality Sport and Recreation programs have the potential to contribute immeasurably to branding our exceptional university as well as to fostering campus, community and alumni pride. Western has lead the country over the past few years in the number of Academic All Canadians (i.e., students with 80% academic averages while competing on one of 24 U SPORTS teams. Campus officials were delighted in 2009 to read that *Maclean's Magazine* selected Western as the country's #1 sports and recreation program. No wonder our alumni are purple and proud. However, I feel that our reputation for excellence is quickly eroding. Our sister institutions throughout the province and the U15 schools³ have answered the bell. They make significant investments in their programs and they have made changes to their operations that have heightened their performance levels, both in their sports and in their entrepreneurial business operations. The results for their investments – and unfortunately the comparable investment in the Western program – are showing. It is time for change. I trust that the timely implementation of the recommendations outlined in this review will serve as the catalyst needed to return us to the top of the class.

Reviews like this one are not foreign to Western, or to SRS. Reviews are typically conducted in advance of leadership transitions, and/or at times when there are problems that need fresh solutions. Both reasons justify this review of SRS Services. In 2011, Provost Deakin commissioned a Review of

² Forrester, S. A. (2014). The benefits of campus recreation. Corvallis, OR: NIRSA Publication

³ University of Alberta; University of Calgary; Dalhousie University; Université Laval; University of Manitoba; McGill University; McMaster University; University of Ottawa; Université de Montréal; Queen's University; University of Waterloo; University of Toronto; Western University; University of Saskatchewan and; The University of British Columbia

UWO Sports and Recreation Services (Bob Crawford, Mike Mahon, and Greg Moran) who delivered a report entitled: *Setting a Place at the Table*. The reviewers identified issues and suggested that: (a) the sport and recreation facilities be administered by the SRS personnel; (b) that increased synergy be realized between the Interuniversity Athletics program and the Campus Recreation programs, and; (c) that the future positioning of SRS in the Faculty of Health Sciences be critically analyzed. Dr. Deakin demonstrated the courage and tenacity to make the difficult, but needed decisions to implement these recommendations. Knowing that she was serious about making further change, I graciously accepted her invitation to independently and objectively conduct this Review. I was given free reign and institutional support to conduct this review. I was confident that Provost Deakin knew that change was necessary having listened to the concerns and frustrations of program officials, students, and alumni alike. I was also comforted by the fact that Dr. Deakin co-authored the *Crawford-Deakin Report* that brought about transformative change in the Sports and Recreation Department at Queen's University. She asked me to look objectively and deeply into a number of areas including, but not limited to: our operations and practices, our current capacity, our sport model, and our performance in a number of areas

Readers of this report will quickly ascertain that I believe that the unit needs help – and it needs to help itself. Consequently, a new sport model is proposed, as are strategies to heighten program synergies and alternative sources of revenue. These things are happening across the country and they need to happen at Western. In addition to tightening performance management practices, I also call on program stakeholders to change the channel on their workplace culture. It needs to improve and colleagues in the unit must make this a top priority. In addition to helping itself, the unit needs incremental support for the institution, the students and our alumni and friends. Western's SRS program is operating at a disadvantage in comparison to its sister institutions. It needs help and the help is justified. We need to band together, envision a brighter and prosperous futures, and align mutable stakeholders to ensure that we have the facilities and program budgets commensurate with the size, quality and prestige expected at our great university.

I am very confident that the timely implementation of the following 41 recommendations will allow us to live up to our justifiable standard of having Canada's: Best Campus Recreation Program and Best Interuniversity Athletics Program.

The Process:

We enacted the following 12-point plan.

1. Held two formal SRS Town Hall meetings where I presented some of my preliminary insights and asked members to provide me with formal input to the following five questions:
 - a. What do you value about SRS?
 - b. What is working in SRS and must be maintained?
 - c. What could be improved in SRS to increase effectiveness and efficiency?
 - d. What is precluding you for having the success you seek in your specific area of responsible?
 - e. What you hope will be gained through the conduction of this Review?
2. Conducted a review of the U15 Institutional Fact Books and Sports and Recreation/ institutional web pages to better understand their program budgets, scope, policies, organizational structures and staffing levels.
3. Completed a survey of the Directors of Sport and Recreation Directors for each of the U15 schools to secure detailed information on items areas like institutional support for Athletic Financial Awards, Championship travel, administrative overhead and facility charges, sport model deployed, and their success at generating alternative sources of revenue. I conducted follow-up phone interviews with a number of these Directors as well as with selected Directors from Ontario institutions not in the U15.
4. Worked with Alumni Western officials to post an article in the *Alumni Gazette* (e-edition) about the Review and invited alumni to forward me their views and perspectives. This reached over 100,000 alumni.
5. Worked with Western Communication and Public Affairs colleagues to publish an article in the *Western News* that invited Western faculty and staff to offer views and perspectives on SRS services.
6. Sent an email message to every one of the 32,000 Western students and invited them to forward me their views and perspectives on both Mustang Athletics and Campus Recreation.
7. Joined Provost Deakin, Vice-President of Institutional Planning and Budgeting (Ruban Chelladurai), former Board Chair and current Price Waterhouse Coopers executive Chirag Shah on a two-day excursion to meet with program and campus officials at Queen's University and the University of Toronto.
8. Hired consultant Janet Passmore to conduct a series of focus group and individual meetings with SRS members about the operations of the unit. Janet spent two full days collecting data and she has subsequently filed a report that has informed this process.
9. Met (at their request) with both the Chancellor of the University and with the Incoming Chair of Western's Board of Governors.
10. Carefully reviewed the results of the recent WE SPEAK cultural engagement study of the unit.

11. Delivered a preliminary overview of the Review results and recommendations a Town Hall meeting with SRS Stakeholders and also with members of the Alumni Mustang Association to ensure my observations are accurate and my recommendations are helpful.
12. Filed and released a Final Document entitled *SRS 2.0: Ensuring the Foundation for Success* to appropriate authorities (and a summary document to multiple stakeholders).

General Observations:

This Department has a great deal of which to be proud, and all stakeholders should be excited about its prospects for the future. However, it also reinforced the undeniable fact that this is a Department that needs help and one that needs to help itself. Advancement back to a level of prominence can be accomplished with timely institutional and student support, decisiveness, strong and united leadership, facility development, greater synergy and partnerships, a new sport model that fosters both opportunity and excellence, and increased generation of alternative sources of revenue. This unit needs change – and is ready for change. While we have a proud history, a supportive alumni base, and an exceptional record of attracting great coaches a, student athletes and committed staff members, we are losing ground to our competitors.

Snapshot - Campus Recreation

Western has been a leading institution to the design and delivery of intramural sports, campus fitness, aquatics, and open recreation programs for decades. I had the pleasure of working in this field during the early stages of my career. I looked to The University of Western Ontario for program ideas and to leaders like Bob Zeisner and Pat Kitchen for leadership advice. These colleagues, and others held senior leadership positions within the provincial and national intramural-recreational sport organizations. Western was a leader in the field.

I believe that our voice of influence has weakened over the years. We have not had a Campus Recreation Director since the departure of Gareth Cunningham. Our voice and influence through the country and within National Intramural-Recreational Sports Association (NIRSA) have been muted. A number of positions in the unit have been vacated and as a result our members have needed to assume multiple roles. The unit is disjointed and in need of strong, senior leadership. The development of the Western Student Recreation Centre (WSRC) in 2009 was a positive sign of re-emergence and we hosted many delegations from sister institutions looking to emulate that facility on their campus. Unfortunately, use of some of the amenities has exceeded capacity (i.e., fitness). Other areas of the

facility are underutilized (i.e., pool). Addressing the latter issue is a motivation issues, one captured in the spirit and letter of the incentive-laden recommendations listed in this report.

In my view, the five major issues confronting the program are

- (a) Vacancy at the leadership level since the departure of Gareth Cunningham;
- (b) Mission critical positions not filled (e.g., Aquatics, Clubs, Instructional) due to budget cutbacks. Members are needing to assume responsibilities outside their areas of expertise;
- (c) Space issues due to the popularity of the facility and the Campus Recreation programs;
- (d) Perceived lack of support for professional development and growth, and;
- (e) Perceived issues of budget and decision-making transparency, and a lack of voice.

Snapshot - Interuniversity Athletics

Mustang Athletics has had a sterling reputation in the area of Interuniversity Athletics for over 100 years. The books authored by Bob Gage⁴, Helen Luckman and Pat Morden⁵, and Robert Barney⁶ all chronicle the rich history of athletics at Western and consistently highlight the sustained excellence and pride held for its varsity athletics programs. The program continues to attract some of the top coaches and student athletes to its 48 varsity programs. The teams have performed exceptionally well in provincial competitions as evidenced by our performance in provincial championships over the past five years and the past season. We are winning our share of Ontario University Athletics (OUA) titles, but in many cases they are in sports that not all universities in the province compete.

We consider ourselves a National university that should have a higher record of success against schools across the country (note: our U SPORTS Championship level ranks 8th among the U15 institutions.). It is worth noting that we did capture 14 Non U SPORTS National titles during this five-year span (i.e., six in Rowing, three in Women's Softball championships, and five in Cheerleading).

We do take justifiable pride in the fact that we have been the national leader in the number of Academic All Canadians (students with 80% or higher averages who represent their university on a U SPORTS team). We will continue to make this a priority while we set the table for higher levels of performance in the sport programs.

In my view, the six major issues confronting the Interuniversity Athletics Program are

⁴ Gage, B. (2001). *Mustang tales: A history of men's sports in the 20th century at Wester*. London, ON: W Club.

⁵ Luckman, H & P. Morden. (2004). *Mustang tales: the story of Women's sports at The University of Western Ontario*. London, ON: WAA.

⁶ Barney, R. K. (2013). *Mustangs 100: A century of Western athletics*. Stratfordville, ON: Sportswood Printing.

- (a) Insufficient number of full time coaches (and in some sports, assistant coaches relative to our counterparts).
- (b) Inadequate numbers of administrative staff to support the programs.
- (c) Inadequate operating budgets to support excellence.
- (d) Tired/dated facilities (including coaches' offices and team rooms).
- (e) Challenges in securing sufficient Athletic Financial Awards (AFAs) to recruit and support student-athletes
- (f) Timely offers of admission to deserving student-athletes.

Governance Issues:

We have significant governance issues to address in this area. We have administrative practices that need greater attention (e.g., job clarity, job descriptions, regular evaluations, vacation/overtime controls). Too many positions have been vacated and not replaced. The senior leadership team has evolved into too large a group. The organizational structure is chaotic and disjointed and a prevalence of silos, a lack of synergy, and depressed morale impede progress and are impacting performance. Trust and respect issues, both within the unit and with some senior members of central administration continue to impair our progress. Things must change, and I am convinced that they will. The timely implementation of these recommendations will address the governance issues and areas like leadership, administrative structure, performance management issues, and filling of mission critical positions in the unit.

Finance and Budget Model Issues

My analysis of the financial and budget model we deploy underscores the need for change. We are clearly at a competitive disadvantage. However, there is a way forward.

We need to help ourselves more with a more efficient program delivery model. We need to generate alternative sources of funding comparable to the levels realized at the institutions with which we compete. We need more help from our students who are not funding the program to the levels found at our sister institutions in the province or across the country. We need to maintain the \$1M in central support that we receive annually. The transfer of two faculty coaches to staff contracts cost the program \$135K initially and needs to be transferred as a base adjustment. We also need to keep pace with our sister institutions and receive increased support for AFAs and Championship (Excellence) travel funds. Supporting these two programs sends the message to campus and community

stakeholders that our institution wants to help us attract and support the best and brightest students (to all Faculties) and, at Western we pursue and support excellence. These investments will further unlock alumni and friends to provide greater levels of support. Central investments could be marketed as matching opportunities to incent higher levels of external support.

We will have more full-time coaches leading our programs (with the caveat that they will be more involved in fundraising activities, camps, and alumni, community and program development activities). They will have greater time to do this given the full-time appointments and market-sensitive salaries. The funds needed to support these appointments will come from their programs (e.g., exhibition play, assistant coaches, and program enrichments). The funds they raise will be used to repatriate these program elements (like they are elsewhere).

Finally, we need changes in policy that do not charge our varsity teams for occupancy fees for campus facilities. We pledge to still pay the \$1.4M occupancy charges for our Campus Recreation program. The \$300K savings we will accrue is one thing, but more importantly, this change will be well received by our donors and potential donors (i.e., alumni and friends) who believe that they are paying for things that the university should provide. Given the situation across the province and country, they have a solid case. We believe that this will positively impact our ability to raise increased funds. In addition, we propose that going forward, there be no revenue share with the Office of Institutional Planning and Budgeting (IPB) on pool rentals (currently 64%) or on the rental of our outdoor fields (40%). While the amounts are relatively low (e.g., less than \$60,000), the current arrangement does not incent the Sport and Recreation Service to aggressively personnel pursue rental arrangements and maximize use of the facilities (without impacting SRS programming). In exchange, and comparable to models deployed at sister institutions, we would agree to cover sport-related enrichments in these facilities while the University would be responsible to repairs to the experiential and the inner workings of these facilities.

My survey of the U15 institutions highlighted the fact that most interuniversity Athletics and Campus Recreation Programs are facing financial challenges. Schools that earn their way into multiple national championships annually often stretch their budgets beyond capacity. As noted in the Review document submitted to the Provost, the central administrations of some institutions have significantly reinvested in their programs given their success and I believe that these investments have/will pay off. At Western the SRS program pays a 5% administrative levy (\$563K in 2016-17) and occupancy (\$1,675,300 in 2016-17). It is not surprising that an institution like Queen's University has 52 administrative support staff (compared to 19 support staff to deliver a larger program at Western) and a

larger complement of full and part time coaches compared to Western. The University of Toronto has a Sport and Recreation fee that is twice the size of the one at Western, and their student multiplier is also twice the size. They have considerably more revenue to start with compared to Western, and our programs are roughly the same size. A number of schools contribute far more to AFAs and/or playoff funds. Some schools cover all playoff expenses as a central university expense. Western is clearly operating at a disadvantage to these institutions. We need to maintain institutional support at the \$1M level and we should receive incremental funds to attract and support students housed in all Faculties through the AFA program. As well, in my view our institution should provide more support to our excellence fund to help get our teams to National Championships. However, we must help ourselves more. We need a more economical sport model that provides equity of opportunity and allows us to pursue national excellence.

We are in challenging times. Economic realities we currently face have our University, and others, in a state of consolidation. It will be difficult for the Provost to invest incremental resources in the program given the cuts that Faculties and other administrative units across the campus have, and continue to endure. Government funding for universities continue to go down at times when collective agreements commits more funding to faculty and staff salaries. Our alumni, while loyal and supportive have expressed concerns about campus policies that charge occupancy to our teams. They refuse to provide support for things that they feel the university should cover. Some sponsors believe that we are affluent and our record of success may have them believing that we don't need help, especially in light of the many competition requests for their support. Times are difficult, and as our Provost like to say – "one can only spend a dollar once". We need strong and courageous leadership at this challenging time. We need to do things differently as well as help ourselves. We need to strengthen partnerships and present cogent arguments for incremental support from our university, our students, our alumni, and our donors.

We are attempting to do too much given the existing resource base. Recent budget cuts have forced the consolidation of roles. The organizational structure I inherited is disjointed and not effective. The current sport model is not sustainable. The people and the facilities in which they operate are tired. We also need to help ourselves by increasing our performance in the areas of marketing and sponsorship and summer camp revenue to match the performance levels of comparable sister schools. While we currently provide rich experiential learning opportunities for students in a number of professional areas from across the academy, we must be more strategic about the deployment of these students. These work experiences align perfectly with student interests, their career ambitions, and with the

institution's "Strategic Mandate Agreement" with the Ontario Government. We can make these programs win-win-win. We also need to make more strategic use of the substantial central funds that we expend annually on work-study student placements.

We also need help from our students. The impact of the 12-year freeze in the student fee paid to Interuniversity Athletics has impacted our resource base in comparison to our competitors. We currently rank 12 of the 19 schools in the Ontario Interuniversity Athletes Association relative to our sport and recreation fee.

It is clear that we need more help from our students (i.e., more competitive fee) and more help from our institution. We also need to help ourselves. We need to tighten our operations and develop a new sport delivery model that clearly articulates service expectations. We currently raise \$1.4M annually through fund-raising. More full time coaches will be charged with raising a portion of their team budgets (i.e., exhibition play, some assistant coaching appointments, and program enrichments). We can increase our summer camp, marketing and sponsorship, and licensing revenues to targets more aligned with the larger institutions in the U15. We need to act on the following recommendations related to finance, revenue, and the budget model. As well, at many schools the Director has the ability to deploy the sport and recreation fee in a manner that facilitates excellence in both Campus Recreation and Athletics. The budget is blended. Need and strategy determine allocation levels. We need to do the same at Western (under the guidance of the SRS Synergy Committee outlined below).

A New Sport Model

A number of institutions have conducted reviews of their programs and changed their sport delivery model. The University of British Columbia eliminated some sports and tiered other sport offerings and in the process created considerable campus and alumni unrest. In the end, the sports were added back but the alumni remained disenchanted. Some schools (e.g., University of Alberta and the University of Toronto) threatened to drop their football programs. Following considerable consternation, the teams were reinstated. However, it is fair to say that these programs have neither have fully recovered the success that they once enjoyed.

A number of universities have gone to a new sport model that provides opportunity (through more efficient Varsity Club and Competitive Club programs) and facilitates excellence in fewer Varsity teams. This model provides opportunity for students, but limits the availability of services and administrative support (or deploys students to help deliver). This ensures many student athletes continue to have the opportunity to garner the benefits of an intercollegiate athletics programs, keeps

alumni and donors happy, but allows institutions to pursue excellence in selected sports. A number of high quality universities have adopted this approach. I recommend this model for the SRS at Western. The new sport model will be in place for the 2017-18 season and will remain in place for three years. The teams will be recalibrated at that time and reassigned to one of the four categories based on the situation at that time. I suggest that recalibration and reassignment be conducted every five years thereafter. The four categories will be: Varsity Teams; Varsity Clubs; Competitive Clubs, and; Recreation Clubs.

Appropriate services levels will be developed and implemented for these levels. As noted, this model allows the program to provide opportunities for our students to experience the benefits of a rich interuniversity sport or recreation Club experience. All participants except the Recreational Club participants will wear the university colours when competing and compete using the Mustang logo. This maximizes opportunity while keeping our alumni and supporters engaged and supportive. The sport model also creates exciting career-related experiential learning opportunities for our students.

The Western Sport Model (2017-2020)

a. Varsity Teams - Service Framework – II Sports

What:

- Twelve-month comprehensive student-athlete development focus; compete within the OUA and U SPORTS Frameworks; national focus; year-long training
- Funding: for coaching, league, playoffs
- Fundraising expectations if led by a full-time coach (for nonconference, assistant coaches, program enrichment)
- Full access to FKSMC and Kirkley Centre Training facilities and personnel
- Academic success supports
- Student recruitment supports
- Pay a higher varsity fee and receive the athletes' package, banquet, and ring ceremony
- Varsity Fee and Athletes' Package
- Access to Mustang Athletics Excellence (Playoff) Fund

- Priority for program-funded AFAs

Criteria:

- Represent the University as a member of the U SPORTS or OUA (special emphasis on the U SPORTS)
- Compete nationally
- Institutional history
- Current level of funding/support from SRS

Varsity Teams

M/W Basketball*	M/W X-Country	M Football*	M/W Ice Hockey*
M/W Rowing	M/W Rugby	MW/Soccer	M/W Swimming
M/W Track	M/W Volleyball*	M/W Wrestling	

*= Market Driven Sports (4): Additional event management, sports information, fund-raising, marketing and sponsorship supports.

b. Varsity Clubs - Service Framework (11 U SPORTS/OUA sports and two Spirit Clubs)

What:

- Housed in Intercollegiate Athletics unit; Has student-athlete development focus
- Supported by SRS during September 1 – April 30 timeframe
- Follow the rules and conditions in the SRS Varsity Sport Club Handbook (to be developed – clear – services limited)
- Access to (expanded) pool of grant funds for coaching, league, playoffs
- Academic success supports; Student recruitment supports
- Pay the varsity fee and receive the athletes' package, banquet, and ring ceremony
- Limited in-season sports information and event management supports. In some cases, these activities will be professional-led but student-delivered

Criteria:

- Represent the University as a member of the U SPORTS or OUA
- Compete provincially or nationally

- Institutional history
- Current level of funding/support from SRS

Varsity Clubs

M/W Badminton	M Baseball	M/W Curling	M/W Fencing
W Field Hockey	W Lacrosse	M/W Golf	Water Polo
W Figure Skating	M/W Tennis	M/W Squash	

Two Spirit Clubs (Note; they do not pay the varsity fee/receive the benefits)

Cheerleading	Marching Band
--------------	---------------

c. Competitive Sport Clubs (5 sports) (non U SPORTS/OUA)

What:

- Provide student-athletes with a competitive sport opportunity to represent their university
- Administered through Campus Recreation.
- Has student-athlete development focus
- Supported by SRS during September 1 – April 30 timeframe
- Do not compete within the U Sports or OUA structure but within a National or Provincial Sport Governing body (therefore no need to adhere to OUA/League restrictions)
- Follow the rules and conditions in the SRS Competitive Sport Club Handbook (to be developed)
- Access to grant funding – primarily for championships
- Academic success supports, student recruitment supports
- Student athletes pay the varsity fee and receive the athletes’ package, banquet, and ring ceremony
- Some SRS travel assistance provided
- Exclusively professional-led but student delivered in-season sports information and event management supports

Criteria:

- Represent the University but not as a member of the U SPORTS or OUA

- Compete provincially or nationally
- Institutional history
- Current level of funding/support from SRS

Competitive Clubs

M Lacrosse	W Softball	W Ringette
M/W Table Tennis	M/W Ultimate Frisbee	

Note: That October 15, 2017 be set as the deadline for applications for New SRS Competitive Sport Clubs – then a three-year moratorium be established on adding new Sport Clubs.

d. **Recreational Clubs – Service Framework – 19 Clubs**

What:

- Housed in Campus Recreation
- Provide students with opportunity to learn/pursue a sport/recreation skill
- Totally self-funded and annual budget approved by Campus Recreation official
- Student led. Executive size between 3-10 members
- Follow the rules and conditions in the SRS Recreation Club Handbook
- Must have Risk Management audit/clearance
- Annual plan to be submitted and approved at the start of each year
- Limited or no travel to events (and approved by the Recreational Clubs manager advance if undertaken)
- SRS Recreational Club Manager to assist with meeting facility and minimal travel needs
- No Varsity Fee or Athletes package
- Pay Annual Fee of \$25.00 member/year to cover SRS administrative support

Recreational Clubs

Aikido Club	Badminton Club	Cricket Club	Curling Club
Dragon Boat Club	Fencing Club	Jiu-Jitsu Club	Judo Club
Karate Club	Kendo Club	Outdoors Club	Seikido Club

Squash Club	Table Tennis Club	Taekwondo Club	Tai Chi Club
Tennis Club	Triathlon Club	Equestrian Club	

Note: That October 15, 2017 be set as the deadline for applications for New SRS Recreation Clubs – then a three-year moratorium be established on adding new Sport Clubs.

Facility Renewal and Development

The proliferation of campus sport and recreation facilities throughout the province and country has Western in the unenviable and unfortunate position of playing catch-up during times of financial uncertainty and austerity. While we were once the leader in the OUA. While the WSRC has been a welcomed addition to our campus in 2009, many institutions have answered the bell and developed comparable, or better facilities. Our synthetic playing fields have also been a great addition to support our interuniversity athletics and campus recreation programs as well as general student use, but other universities have developed similar facilities. Further, the recent commitment of \$3.5M to replace the Thames Hall Gym and coaching offices is welcomed and appreciated. However, in 2017 we are falling behind our sister institutions. We don't lead in this area – and we should. For example, the University of Windsor just passed a referendum that will lead to the creation of a \$72M sport and recreation complex on their campus. McMaster just passed a referendum and will invest in new sport and recreation facilities. The University of Guelph, the University of Waterloo, Queen's University, and the University of Toronto have all addressed this area with the development of new facilities. It is time for us to step up again. We can't look to any single group. It will take the energy, support and resources of many stakeholders (students, central administration, different levels of government, provincial and national sport organizations, business and industry) to significantly transform our facilities and provide our student students, faculty, staff, alumni, and community user groups with facilities that they deserve. We need to inspire a new vision, strategically position requests, and aggressively pursue opportunities. But first we need to be crystal clear about what we need and build some excitement towards the possibilities. We need to insert ourselves in the campus and community facility development discussions. We need to let provincial and national sport organizations and government officials know that we want to be the destination of choice for the hosting of major games.

Note: Nine facility developments suggestions are included in *The Weese Report* as a stimulus to what we might develop. These are only my suggestions. As noted, a ground up process to develop the precise needs, and strategies for making them a reality are suggested in the recommendations.

Five recommendations pertain to the development and renovation of sport and recreation facilities for Western and our community. They all speak to the need for partnerships and synergy. Everyone can gain if stakeholders can be aligned and united in the pursuit of sport and recreation to serve our region as well as our campus. This plan aligns perfectly with Western's official position of increasing our reach and impact in our city and region.

Naturally, planning and positioning sport and recreation facility developments of the magnitude that we need at Western will not happen overnight. It will take vision, strategy, persistence, and political insight. We will need to excite stakeholders to the possibilities and benefits to them. We will need to work closely with potential stakeholders to clearly understand their needs and how Western can help meet them. Sport and recreation facility development of this magnitude is possible. It is happening elsewhere. It needs to happen at Western. We need to ensure that our current and future students have access to sport and recreation facilities comparable to those found at our sister institutions. We need to work with city officials to construct facilities and community use agreements that meet their citizens' needs and help make London and Western the destination of choice for large sporting events so we can enjoy the economic benefits that accompany hosting these events. Let's be strong partners with our Sport Tourism Office and host games/events that enrich our city, drive economic gain, and garner sport legacy facility developments/enrichments like those found at York University, the University of Toronto, and McMaster University to name but a few. It will take partnerships with Western, its students, alumni and friends, all levels of government, donors, sport governing bodies, private enterprise and abundant strategy and sweat equity to make this happen.

Administration and Morale

The SRS unit is under-resourced and members are feeling the multiple impacts. Colleagues have assumed multiple position responsibilities and the program operates too close to the budget break even mark. Our business practices (accountability, vacation and overtime accrual and paybacks, updated job descriptions, regular performance appraisals, and strategic professional development supports) are not reflective of best practice and in need of improvement. Morale is low, confirmed through the recent WE SPEAK Engagement results and the findings of our consultant who conducted an internal audit of the program in this review. We have a persistent silo mentality. Synergistic opportunities have been lost. Attitudes must change – and change substantially.

The group needs strong and cascading leadership. Communication and engagement needs to be strengthened and sustained. Relationships within the unit, with campus officials and with city officials need to be nurtured and in most cases, enriched. Colleagues within the unit must align. We need more positivity. They need hope and they need to help themselves as well. Greater levels of administrative support must be secured and deployed into the unit.

Operational Areas for Improvement

Our students seem genuinely happy with the quality of our programs. The results of the student surveys provided a few opinions that relate to the mandate of this review although some suggestions to increase support for Mustang Football were contracted by others that suggested less investment). Overall, students who responded support our broad-based program and many noted that our emphasis on both Campus Recreation and Interuniversity Athletics needs to be maintained. Many students offered operational suggestions that we will record in a booklet and act upon as appropriate.

Some of the coaches noted that some of their top recruits need to wait too long for letters of admission. These students often have very high averages that will qualify them for admission at Western (e.g., high 80s; low 90's). They secure offers from other U15 institutions and make psychological commitments to these institutions fearing that they may not get an offer from Western. This is used against us in the recruiting process and we need to make a change. These students will qualify for entry to Western. Let's make early offers of admission to these deserving student-athletes. As well, we recognize and applaud the opportunity to continue to make special case admission proposals for students with challenging circumstances that may have impacted their academic performance.

Finally, we appreciate the fact that the sports media landscape has changed significantly. We have increased our activities in social media platforms, web based-TV broadcasts, and other ways of reaching our many stakeholder audiences. We have integrated students into these operations and enriched their educational experience in the process. We will continue to do this, and continue to explore new communication modes to better connect with our multiple stakeholders.

Conclusion

I have been associated with Interuniversity Athletics and Campus Recreation for the better part of 40 years. I have been a student-athlete, a coach, an intramural sports participant, a Campus Recreation Graduate Assistant, a Director of Campus Recreation, an Acting Director of Athletics and

Recreation at two universities and the Dean responsible for the leadership of SRS at two Canadian universities. I have had administrative oversight for the Sport and Recreation Services program at Western for the past 13 years. It has been a privilege and pleasure to be associated with a program held in such esteem throughout the country.

Conducting this review has given me the unique opportunity to establish a new blueprint for the program. There are significant issues that need to be addressed. Some of them are internal issues/recommendations and some are institutional issue/recommendations. I have attempted to be as objective and helpful as possible. I recognize that our university, and others in the province and throughout the country are in difficult financial times. I hope that all readers of this report will agree that the report is factual, the identification of issues is accurate, and the recommendations are prudent, necessary, measured, and realistic. I have done my best.

Readers will also note that the recommendations call for stakeholders to all pull together to make the necessary changes and ensure a solid foundation for the program for the next generation. It is the only way forward. One group cannot do it alone. The recommendations in this review call for SRS members to help themselves, for the University to provide strategic support as well as change problematic and limiting policies, and it calls on other stakeholders and partners to help. I am convinced that the recommendations are necessary and realistic and the adoption of this report and the recommendations will lead to significant and necessary change. I have subtitled this report “Ensuring the Foundation for Success”, and I truly believe that the adoption of the recommendations in this report will make this aspirational and inspirational subtitle a reality.

I conclude this report with a series of 41 recommendations, including the last two that will that will help ensure that the report is widely read, embraced, and acted upon.

Summary of the Weese Report Recommendations

Governance Issues

Recommendation #1. That a strong and experienced Director of SRS be installed for July 1, 2017 and strategically work to ensure the implementation of the recommendations outlined in the Report.

Recommendation #2. That the SRS Leadership Team be reconstituted to include the Director and three Associate Directors (a. Interuniversity Athletics; b. Campus Recreation, and; c. Business Operations) to reflect higher level responsibilities and a pan SRS focus.

Recommendation #3. That an Associate Director of Campus Recreation (and Facilities for now) be seconded for July 1, 2017.

Recommendation #4. That the Associate Director of Business Operations be added to the senior team to lead/oversee the administrative, operational, and business development activities across the Department (e.g., Facilities, Membership Services and Ticketing, Finance, HR, IT, Fund Raising, Marketing and Sponsorship)

Recommendation #5. - That an SRS Synergy Standing Committee be developed in the Department (e.g., Director, three Associate Directors, two staff members, two students) to help promote and realize greater synergy, teamwork and business operations value for SRS and the IA and CRec programs.

Recommendation #6. That the SRS Director and colleagues assume leadership roles and explore additional synergistic opportunities in the Student Experience portfolio and across the institution.

Recommendation #7. That the Manager of Marketing and Sponsorship be appointed on July 1, 2017 and be charged with raising \$400K/year.

Recommendation #8. That the vacant positions in Campus Recreation be re-engineered/reinstated a.s.a.p.
Recommendation # (e.g., Manager of Aquatics, Manager of Instructional Programs, Manager of Recreation Clubs).

Recommendation #9. That all SRS work-study assignments be approved in advance by the Director to ensure their strategic deployment.

Finance and Budget Issues

Recommendation #10. That campus officials work with student leaders to get to referendum and increase IA/CRec fee from \$191 to \$239 (perhaps phased in over two years).

Recommendation #11. - That efforts be made to ensure that the Western Sport and Recreation Student Fee (combined IA and CRec) not dip below the top five fee level in the OUA (\$222 in 2016-2017; projected to be \$239 in 2019-20).

Recommendation #12. - That the fee be blended at source or by the SRS Advisory Council who will decide how to allocate the fee in a manner that facilitated dual track excellence of IA and CRec.

Recommendation #13. - That base funds to cover the transition of faculty coaches to SRS (\$140K) be transferred to the base budget of SRS. We gratefully acknowledge the base fund transfer of \$152K in 2016-17 – SUPF to cover funds lost to Kinesiology with the retirement of Bob Vigers and Craig Boydell.

Recommendation #14. - That for 2017-18 and beyond, a new SRS Budget Model (comparable to others in OUA) be implemented (i.e., no occupancy charge for IA programs (\$320K), no University share of rent (64%) on pool rentals or for the outdoor fields (40%) to increase entrepreneurial activities; increase AFA match from \$50K to \$250K/year; increase Excellence Fund from \$125K to \$300K/year).

Recommendation #15. That targets for alternative sources of revenue generation in merchandising and camps be increased to reflect performance levels at other institutions (i.e., \$20K to \$50K; \$200K to \$400K respectfully).

Recommendation #16. - That a centrally driven campaign be launched to positively and assertively communicate Western's new and significant investment in SRS.

Recommendation #17. That the Director of SRS establish an Internal Excellence Fund that is maintained at \$500K to support playoff travel, strategic investments in teams, programs and facilities.

Recommendation #18. That once renovated/developed, the SRS Director be responsible for funding sport-related facility improvements and the university assume responsibility for exterior and inner workings (i.e., mechanical) of our buildings/facilities.

Recommendation #19. That with the incremental funds and heightened fund-raising activities, the SRS add full time support staff (list and timeline TBD by SRS Leadership Team) and full time coaches for Varsity Teams at competitive salaries whose 100% workload, time expectations, and accountabilities will also include fund-raising, marketing, camps, and other revenue generating activities for their programs (to fund exhibition play, assistant coaches, etc.)

Recommendation #20. That SRS coaches heighten activities to inform, engage and appeal to their sport-specific alumni.

New Sport Model

Recommendation #21. That the new Sport Model be implemented for July 1, 2017 (recognizing ramp up/administrative supports need to be installed) and be in place for three years (then recalibrated based on new realities).

Recommendation #22. That a SRS Competitive Sports Club Handbook (for coaches and student-athletes) outlining the terms and conditions be developed and implemented for October 2017.

Recommendation #23. That October 15, 2017 be set as the deadline for applications for both New SRS Competitive Sport Clubs and Recreation Clubs – then a three-year moratorium be established on adding new Sport Clubs.

Recommendation #24. That by December 31, 2017, every SRS Recreation Club be subjected to a Risk Management Audit to ensure safety and an acceptable levels of institutional risk.

Facility Development and Renewal

Recommendation #25. That an inclusive (SRS members, student leaders, campus leaders, city officials) SRS Facility Master Plan Committee be developed to determine and slot priorities, strategies and timing.

Recommendation #26. That this committee conduct an audit of the sport and recreation facility developments happening on Ontario University campuses and arrange information-seeking/excitement building tours of some of these developments as well as those recently developed on US-based institutions (i.e., what, why, how, impact).

Recommendation #27. That the SRS Director get inserted into the Campus Facility Master Planning processes.

Recommendation #28. That heightened efforts be made to formally insert Western/SRS into the City of London Sports and Recreation Facility Master Plan.

Recommendation #29. That closer links be made with the Sport Tourism Office, London sport leaders, the PSOs, NSOs and government officials to promote London as the destination of choice for hosting major sporting events/serving as National training sites.

Performance Management Issues

Recommendation #30. That the Associate Director – Business Operations ensure tighter business operations and make work place culture and heightened teamwork a high priority.

Recommendation #31. That clear job descriptions be developed for every position in SRS and that regular, performance appraisals be conducted.

Recommendation #32. That an appropriate program of internal and external professional development linked to the performance reviews be offered to members to facilitate their continued professional growth.

Recommendation #33. That the results of the WE SPEAK Culture Engagement Survey be rolled out and an action plan for addressing issues be collectively developed and implemented. Information related to workplace culture that was collected by the Consultant in the Review will also be collated and acted upon in a timely manner.

Recommendation #34. That KPI's be further developed and shared for units in the SRS and accountabilities for reaching them be enforced.

Operational Improvements

Recommendation #35. That operational improvements suggested via the various surveys be captured in an SRS Operations Improvements Document and acted upon as appropriate.

Recommendation #36. That SRS and the University continue to support and celebrate the academic achievements of our student-athletes (e.g., Academic All Canadian Luncheon, nominations for Governor General Awards).

Recommendation #37. That SRS continue to heighten social media activities with students, alumni, and general community.

Recommendation #38. That SRS work with Admissions Office to ensure top applicants (i.e., prospective student athletes with 90% averages) are given early acceptance offers from Western.

Recommendation #39. – Continue to have a process whereby the coach, through the Director, can make a case for admission for a deserving student-athlete with special circumstances (whose progress will be followed and used as positive or negative rationale for future requests).

Recommendation #39 - Continue to have a process whereby the coach, through the Director, can make a case for admission for a deserving student-athlete (whose progress will be followed and used as positive or negative rationale for future requests).

Reach and Implementation Recommendations

Recommendation #40. - That the Provost and Special Advisor to the Provost share “The Weese Report” with the Board of Governors and the Council of Deans.

Recommendation #41. - That the Provost receive biannual written updates from the SRS Director to ensure the timely implementation of The Weese Report Recommendations.