Review of
University of Regina Athletics
Programming and Operations

Date: January 4, 2017

Presented by:

Dr. Harvey King
Sandy Slavin
Stephanie White
Ron Wuotila
Introduction

Background

Athletic programming and operations at the University of Regina were last reviewed in 2004. Much has changed since then, including expectations from student athletes, the community and the Canada West Conference. The University Executive Team at the University of Regina launched this review in the late spring of 2016 in order to assess the current state of Cougar Athletics.

University sport across Canada has changed dramatically over the past twenty years. The majority of post-secondary institutions have committed significantly more resources in an effort to better support their teams. This support comes in the form of full-time coaches, sport science services, state-of-the-art facilities and athletic scholarships. The 17-member Canada West Universities Athletic Association (CWUAA), which the University of Regina is a member of, has experienced unprecedented growth, from six to 17 members over the past two decades. Through this period of rapid growth the CWUAA has lacked a central strategy that effectively supports competitive balance and remains focused on the student athlete experience, creating a challenging environment for members to operate within.

Objective

The purpose of this review is to reflect upon and evaluate the direction and performance of athletics during the past five to 10 years; has the approach served the university, the athletic department and student athletes well? To that end, this review will examine the current state and provide recommendations that foster progressive change toward a central University vision while being mindful of the various challenges faced, not only by Athletics, but the University in general.

This report will outline, specifically, what will be required to create an athletic delivery model that results in student athlete development, sustainable competitive success and a financially stable model.
Review Team

The following individuals were invited to join the review team. Ms. Slavin, Ms. White and Mr. Wuotila all have significant university and high performance sport experience and Dr. King brings years of academic and administrative experience to the team.

Dr. Harvey King, Director, Centre for Continuing Education, University of Regina
Ms. Sandy Slavin, Former Athletic Director, University of Lethbridge
Ms. Stephanie White, Director, High Performance Sport, Recreation and Physical Literacy, Vancouver Island University
Mr. Ron Wuotila, President, RW Sport Performance Consulting

Engagement process

All of the following groups/individuals were invited to meet with the review team, although not all those listed were able to commit to the interviews:

- Members of the University of Regina Senior Administration (VPA/Provost; VP Admin; President)
- Faculty of Kinesiology and Health Studies Administration (Dean, Budget Manager)
- University of Regina Athletics (Athletic Director and Administrative) Staff
- University of Regina Fulltime Coaching Staff
- University of Regina External Relations/Donor Relations Liaison
- President of the Regina Rams Football Club (Community Partner)
- Members from community based sport governing associations/partners
- University of Regina Medical Staff
- Student athletes
- Selected University of Regina Community Partners/Supporters
- Broader Faculty, University and Community members

Program leads and head coaches of varsity programs were asked to submit a written program report in advance of the on-site review. This was valuable in that it provided a broad overview of coaching and staff perspectives in advance of the interviews.

The terms of reference and agenda can be found in the appendix.
Definitions and Legend

The University – University of Regina
Cougar Athletics – The athletic department as a whole, including the football program
Rams Football – The varsity football program
University Executive Team - President, Provost and Vice-President Admin
CIS – The governing body of Canadian university sport, now referred to as U Sport
Canada West Universities Athletic Association (CWUAA) – The conference that the University of Regina is a member of
Varsity Sport – The teams that play within the CWUAA and CIS (U Sport)
Fit for purpose – The concept that a program’s structure is built in line with the strategic plan and program objectives, and expectations are realistic.

Key Findings

The University of Regina has a unique opportunity to take steps to change the current and future state of Cougar Athletics in a profound, impactful way. At present, the department lacks ambition and vision, which has a negative impact on the belief that teams/programs can compete with the best in the country and that student athletes are part of something that the University considers vital to school spirit and reputation.

The University must be prepared to take significant steps in order for the athletic program to better serve the University community and for student athletes to have the very best holistic developmental experience.

The following were key findings:

Strategy and leadership

- There is a lack of a clear strategy and vision and this has caused frustration among coaches and staff
- Due in part to leadership issues, there is poor alignment between the athletic department, senior leadership and important internal university partners
- There is no clear definition of excellence or KPI’s.
- Although it is difficult to assess given the lack of detailed budget information, there are clearly budgetary pressures within the faculty and the current financial challenges facing post-secondary institutions will likely add to the financial strain without a significant change to program offerings.
Programs and systems

- The current departmental structure is not fit for purpose or able to keep up with the demands of supporting 16 programs in an effective or sustainable manner.
- Due to the lack of a clear strategy, essential leadership and a performance management system, athletic programs/teams are heavily impacted by the characteristics and philosophies of their head coach, which results in varied objectives and performance measures (what is success, excellence??).
- The university is supporting programs in a uniformed fashion, for the most part, which is holding back high potential teams from having a greater impact on the University’s reputation. The exception is Rams’ football, which has an external group making targeted funding decisions.
- There is a need for a new performance management system, which aligns with strategic objectives.
- Although the facilities are sufficient, there is frustration regarding access throughout the year.

Culture

- The department has many committed people working on behalf of the university but they are generally frustrated by the lack of a plan and clear leadership direction.
- Members of the University community, even if they are not inherently supportive of the varsity sport agenda, are committed to working with Cougar athletics in order to create a more competitive program.
- The current brand is tired and in need of a fresh plan and image, which creates an opportunity to execute a re-launch in line with the new strategic plan.
- At present, there is considerable good will from senior leadership. They are motivated to create an environment committed to excellence and to foster student athlete development.
- An underlying message from coaches and staff was they felt they couldn’t compete with other Canada West universities. This was specifically mentioned in the student athlete meeting.
- The department, in general, does not regularly advocate for itself. This is connected to the void in leadership but may well be part of a larger cultural issue.
- The student population has an apathetic attitude towards Cougar athletics.
Recommendations

The following items are priority recommendations. They can all be initiated immediately, without a Director of Athletics in place.

Priority Recommendations

Clearly articulate the mission and vision for Cougar Athletics, as set by the University Executive Team – This must come from senior leaders in order to establish clarity of purpose and to create a strong alignment between faculty and department plans.

Hire a Director of Athletics – Once the mission and vision are set, the University should immediately conduct a search for the next leader of Cougar Athletics.

Develop a new scholarship strategy – At present, the system and distribution of scholarship dollars is not aligned with strategic objectives. Once those are set, a clear, long-term plan must be established.

Confirm Rams’ Football agreement – Given the importance of this partnership, this agreement must be signed as soon as possible. It is important to recognize that they University carries significant risk in this relationship due to the fact that the Rams’ football club controls most of the spending.

In conjunction with the Athletic strategic plan, launch a re-brand for Cougar Athletics – Initially, this will be focused on gathering feedback from student athletes, the campus community and key partners.

Clarify budget direction/commitments - The current structure of Cougar Athletics is unsustainable and some substantial changes are necessary. Once the department is clear on the University’s vision and expectations, the financial model will need to be clearly outlined in order that the department understands the resources available in order to develop a structure and make appropriate changes.

Following the on-site review, it is clear that the University must take action in order to provide coaches, staff and student athletes with the very best opportunity to succeed over the coming years.

The recommendations are presented within dimensions. These dimensions (strategy and leadership, programs and systems, performance management and alignment) provide some structure and connection among these important next steps for the University.
These recommendations are intended to be direct and focused. Further background can be found in the Observation and Rationale section.

In this instance, these recommendations are not presented in a prioritized format.

**Core Recommendations**

**Strategy and Leadership**

Lead by the University Executive Team; **clearly outline the mission and vision for athletics**. This mission must answer the following questions: How does the athletic department contribute to the overall university strategic objectives? What should the department and programs measure themselves against?

Following the hiring of a new Director of Athletics, **develop a strategic plan for Cougar Athletics** that aligns with the mission and vision outlined by the University Executive Leadership team.

Establish a clear **student athlete development plan**, including skill acquisition and experiential learning.

Clearly **define the commitment to excellence that is expected** within all funded varsity programs.

**Programs and Systems**

Ensure that the **department structure is “fit for purpose”**. Align the structure to the overarching mission and vision in an uncompromising way.

Strong consideration should be given to a new staff member who is responsible for **managing the student athletes' academic, community engagement and leadership experience**.

Consider **eliminating some programs (sports)** in order to more effectively use resources to support competitive excellence and fund a structure that is able to support coaches, staff and student athletes for many years to come.

**Performance Management and Alignment**

Develop a **performance management program** that assesses coaches and staff on an annual basis, ensuring alignment to the mission and vision.
Establish a Mission 2020 program that tracks the progress of the new strategic plan on an annual basis and is embedded in the report meetings that take place within the department.

The Mission 2020 program should produce an annual assessment of programs and their contribution to the mission, vision and strategic objectives.

University of Regina Athletics Framework

Any successful organization should be able to produce a framework that provides a snapshot of core business components that contribute to supporting the mission and vision. The following framework intends to clearly identify both the key elements of UofR’s athletic program and what one would expect to find within a highly successful Canadian university athletic department.

Ultimately, the University should develop its own framework – one that reflects the core dimensions required for success at the University of Regina. In this instance, the review team believes that the following framework is a point from which to build based on the feedback collected during the review.
University of Regina Matrix

Following the on-site interviews and review of relevant material, the review team produced a matrix to measure the current status of sport programs versus the potential impact that the program could have on university reputation given appropriate funding. If the university is committed to supporting programs that are focused on achieving excellence and, when successful, have a significant impact on the university’s brand, then this is a valuable comparison.

It is important to note that this assessment is based on the information available to the review team, as presented by the department, coaches and staff. The position of the programs on the matrix is limited due to the subjective nature of portions of the review.

There is no doubt that football has the potential to be the highest profile sport at the University of Regina (and other Canadian universities). Football has been included in the matrix; however, the financial situation for football remains unclear. During the review
the department was unclear on the financial model and budget principles for football. It is essential that an understanding and control over budget processes be established given the reputational risks that exist given the current circumstances.

Observations and Rationale

Strategy, Mission and Vision

At present, there is no strategic plan for the athletic program and the majority of people who participated in interviews commented on the lack of vision. This is an area of significant concern that must be addressed before progress can be made.

Interestingly, both the faculty and University Executive Team feel they have a strategy and vision that incorporates the role that athletics plays in university business. Members of the University Executive Team are able to articulate how important athletics is to the university, but those that work directly with student athletes (coaches, staff, practitioners) are at a loss to describe the strategy or that there is a clear vision. The executive leadership team’s desire to support athletics is clear – they want the teams to succeed and for student athletes to have exceptional experiences. However, the support they have provided has not been strategic. An example of this is the scholarship support. The university has the reputation within the Canada West Conference and across the CIS as being one of the frontrunners in providing significant financial support to student athletes. However, there is a lack of alignment between central leadership and the department with this initiative. Ultimately, the scholarship support is enabling mediocrity within programs. As well, one could make the case that the university could spend the money in a more strategic fashion and could quite possibly improve the student athlete experience if they invested a portion of that money in operations or student athlete development programs.

The on-going lack of strategic clarity has damaged motivation within the unit, as coaches are not clear on the definition of success. Coaches that are successful on the playing field have created their own definition of excellence and have the ability to clearly communicate their vision. Ultimately, coaches are developing strategic plans (without the awareness that they are) that fit their skill set. Some of the coaches tend to focus on community engagement or student athlete development (off the playing field), possibly due to the belief that they cannot compete with Canada West peers on the playing field. Although this results in some good experiences for athletes and community members it is not aligned to a central plan.

This lack of an aligned work-plan across the programs has a negative impact in several areas. One full time coach who strives for excellence on the field of play may be doing
additional fund raising to hire assistant coaches or provide more scholarship money. Another coach may create club programming to serve the community and raise some operational dollars. Comparing and celebrating success across the department is not possible given this, which results in disenfranchised coaches as each one may be working differently (some harder than others) to serve the university.

A clear vision must be set in order to align coaching behavior and the catalyst for this, ultimately, sits with the senior leadership team’s vision and mission. Often, Canadian university programs do not properly align the work of the athletic department with the overall university plan. As one of the most impactful outward facing programs on the University of Regina campus, senior leadership must ensure that the alignment with athletics is strong, particularly at a time when the organization is re-setting the future impact of Cougar athletics.

Once the Director of Athletics is in post, an athletic department strategic plan must be created in order to guide the work of coaches and staff over the next critically important years. It is important to note that the department cannot rely on the central university or faculty strategic plan to guide their work – their own strategic plan will drive the daily behaviours of department members.

**Department Structure**

Given the lack of a definitive mission, vision or strategic plan, the likelihood that the department would be fit for purpose (structured appropriately) was remote and the observations support that.

At present, the organizational structure and administrative roles and responsibilities are in place to attend to basic operational requirements: events, finance, communications, athletic therapy, compliance, etc. Given the number of teams and student athletes the structure is not able to provide effective support. Only basic services are provided, which results in frustrated staff and coaches. In addition, this also results in the University carrying risk with compliance, student safety and finance.

It was clear during the review that there is a lack of budget clarity within the department, specifically related to how earmarked funds from different sources were allocated to the department central spending and to individual teams. This makes it difficult to assess the level of support, but also leads one to believe that there is a lack of accountability (when this might not be anyone’s intention). The department lacked answers to fundamental questions on several occasions. Thus it would seem likely that staff do not fully understand the financial operations and funding model and this may lead to mistrust and friction between staff.
There may also be a risk of a student questioning the funding model and the department would be challenged to explain this. This creates risk for the department that could be easily rectified with a clearly articulated funding model.

Similarly, the CIS compliance systems carry an element of institutional risk, due to: staff inexperience, the lack of overall leadership in the department and system integrity. CIS programs are required to maintain eligibility and scholarship integrity; the institution itself ultimately monitors this process. Over the coming years, there will be greater eligibility and scholarship oversight and the university must ensure that the systems in place to monitor this area are sound. It is clear that the department is committed to CIS rules and wishes to be seen as a leader with regard to compliance and alignment to CIS rules and regulations, but improvements are required.

The following are additional observations regarding the department structure:

One staff member responsible for events, marketing and sponsorship is unsustainable given the importance of these areas and the workload. The .5 FTE development position is not providing any significant support to raising money for Cougar athletics. There may be some positions within the department that could benefit from restructuring with non-credit programming, but there are some that must remain entirely focused on athletic department business, such as fund development, sports information and communication, and compliance. The athletic therapy program is sustainable at its current size (two FTEs) but must be monitored as it operating at full capacity. Clarity around oversight of this area should also be considered when creating the new department structure.

Ultimately, the structure is a common one among Canada West universities. There is an opportunity to ensure that the structure and the roles align with competitive excellence and supporting the student athlete experience.

**Alignment**

Across the University campus, there is a desire to have a healthy, impactful athletic department, but there lacks the alignment necessary to take advantage of this.

Senior leadership and key units within the university are both committed to Cougar athletics and uniformly frustrated by the lack of engagement with the department. This is due to the lack of a clear mission as well as workload issues and self-identified priorities for department staff and leadership. Since there is a lack of a plan and fundamental leadership, staff and coaches prioritize whom they engage with on and off campus.
Once the mission and vision are established and shared with the university community, core groups such as enrolment services, housing, development and central communication, will contribute to a significant return on investment due to the alignment of these functions. However, this will have to be managed and monitored closely as the daily pressures will pull coaches and staff away from important intra-partnership work within the university.

**Structural Fit Within The University**

Given that athletics serves the entire community, it is the opinion of the review team that the department should sit outside of a faculty and report to student or administrative services. However, given the current state of the athletic department and the importance of the next half-dozen years, the department is best served by remaining in the Faculty of Kinesiology.

The current Dean of the Faculty of Kinesiology is core to this recommendation. Given that he has strong leadership skills and is respected by senior leadership, it creates a healthy leadership paradigm for varsity teams. Ultimately, someone must lead through this challenging time and the current Dean is well positioned to do this.

Over the longer-term (five to 10 years), it is recommended that the University shift the Athletic department out of the faculty and into an appropriate unit within the University. This will allow for greater alignment between Athletics and key departments across campus, as barriers, whether intended or not, exist when an Athletic department sits within an academic faculty.

**Performance Management**

Given the leadership vacuum and the lack of a clear mission, the department has suffered from an ineffective performance management system. An appropriate performance evaluation process (aligning performance with the strategic objectives) is necessary in order for the program to take full advantage of staff and resources. At this time there is no evidence that coaches are held accountable for improving their programs and their program’s performance is driven purely by the coaches’ motivation and abilities. As a result, some coaches are doing extra work to fundraise for assistant coaches (putting stress on them and making it difficult to excel as a coach) in order to achieve athletic success, while others are focusing on community involvement, while others seem to be doing neither. Similarly, department staff are not evaluated on a regular basis and in line with short and long-term targets.
The UofR Athletics' Brand

The athletic program is in need of a brand identity re-invention – both on the playing field and off. This aligns perfectly with the opportunity to launch the “New Cougar Pride!!” and the university should seriously consider establishing a vibrant athletic brand in a parallel path with the new strategic plan and structure.

Launched in the late 1980’s, the current brand/logo mark feels old and tired to many in the department and is need of an update. It does not present an ambitious commitment to excellence on and off the field of play. A re-branding exercise can articulate to stakeholders the qualities that make Cougar Athletics unique and symbolize a renewed focus on striving for excellence. Additionally, it can be a rallying point and mechanism to contribute to better collaboration across campus as well as improved alignment to the core mission of athletics.

The fact there are two sport brands and logos (Cougars and Rams) does cause confusion. It is clear that there are significant advantages to having kept the Rams name, primarily related to fund development opportunities for the football program. Several individuals believe that it is an eventuality for the football team to take on the Cougars name at some point in the future. Again, this provides another opportunity to align programs and clarify the Cougar brand. Ultimately, senior leadership will need to decide if a change such as this carries significant risk to fund development.

Programs, Categorization and Investment

Given the current resources, general understanding of the department mission and the opportunity to focus resources to effectively serve the university community, supporting 16 programs is unsustainable.

It is clear that the department and the university as a whole have taken a balanced approach to supporting programs. Regardless of the impact that teams have on the university mission, budgeting principles are focused on equality across programs rather than prioritizing programs that may have a greater impact on institutional branding or basic followership numbers (attendance).

The university has a unique opportunity to categorize the sports they wish to support in-line with the impact they have on strategic objectives. If the desire is to support sport programs that have a positive impact on the university’s brand then funding must be targeted to those programs that have the prospect of having the greatest impact. In terms of the holistic development of student athletes, this can be a core principle for all
varsity programs and categorization should not have an impact on this. For example, if football was chosen as a category one sport (excellence on the field of play has the greatest impact on institution reputation) and swimming was categorized in such a way that it had a low impact on the university brand, a well-organized student athlete development plan could impact student athletes on each team in the same way. The only difference between the two programs would be the funding to support competitive excellence.

Another example that requires a thorough examination is the distribution of scholarship dollars. There are some “low-impact” sports that are receiving an exceptionally large portion of scholarship funding as compared to the impact the sport has on the mission as well as, possibly, the time commitment required to represent the University of Regina.

**Gender Equity**

It is highly recommended that the University pay considerable attention to gender equity when making and announcing any changes to the athletic department. They will need to explain their position and the impact that it has on male and female students on campus. The impact may be one of quantity (number of opportunities for young men and women) or quality (support in place for particular programs). Regardless, clear rationale will need to underpin the decisions both in the short and long-term.

**Summary**

The University of Regina has an unprecedented opportunity to take steps to set the stage for success, both on the field of play and off, for years to come. This will require a definitive mission and vision, a “fit for purpose” department structure and the appropriate number of sponsored programs/teams, as well as a commitment to regularly track the progress of the new plan and its alignment to strategic objectives.

The good news is that there is a desire to make changes and support this important program. This extends from the athletes to the President’s Office and the motivation is clear as well as ambitious.

The time is now to take action in order for Cougar Athletics to become an even stronger point of pride for the University of Regina and the city of Regina.
Appendix

Terms of Reference and Agenda

Page 1/3

Review of University of Regina Athletics Programming and Operations
Terms of Reference

Review initiated by the University of Regina through the Faculty of Kinesiology and Health Studies

Date of Review: October 4 – 7, 2016

Projected Date of Review Report Completion: November 30, 2016

Review Sponsor: Harold Riemer, Dean, Faculty of Kinesiology and Health Studies

Review Team:
- Dr. Harvey King, Director, Centre for Continuing Education, University of Regina
- M. Sandy Slavin, Former Athletic Director, University of Lethbridge
- Ms. Stephanie White, Former Associate Athletic Director, Ryerson University
- Mr. Ron Wuestila, President, RW Sport Performance Consulting

Preamble:

The Athletic programming and operations at the University of Regina were last reviewed in 2004/2005. Much has changed in that period of time. Certainly, expectations from athletes, the community, the leagues we participate in have increased over that period of time. Costs for running programs have increased steadily, and occasionally, dramatically. While the University has grown during that time period (approaching 15,000), growth has come in a few disciplines (e.g., Kinesiology, Engineering, Nursing & through International student growth) while more traditional programs (e.g., Arts, Fine Arts) have seen dramatic declines – not unlike other institutions. Further, the funding envelop from the Provincial government, while having increased in absolute terms, has not kept pace with negotiated collective agreements and rising costs. At the same time, at the University of Regina, the percentage of the total revenue for the University coming from students (through tuition and fees) has increased steadily (currently around 40%) and our tuition costs (for full-time students) has become the most expensive in Western Canada. International students, paying three times the level of tuition, have also accounted for considerable growth in revenue from tuition. Much of our funding for athletics is collected through a student fee (Rec and Athletic Fee) now charged to all students at a rate of $90.40 per semester (when enrolled full-time or part-time) (exception: those in Co-op term or out of Regina fieldwork placement, etc.). This rate has grown at the rate of tuition increases over the past number of years. The University has, over the past number of budget cycles needed to cut budget from some or all units (Including the elimination of positions) and it anticipates continued challenges in this regard. At the same time, there has been increasing scrutiny on campus with regard to how money is being spent and allocated. This scrutiny is coming largely from faculty and staff.

Scope and Purpose of the Review:

Overall, the University of Regina (includes the Faculty of Kinesiology & Health Studies and Athletics) are committed to creating an organization consistently characterized by excellence academically, competitively, and in the community. Moreover, the University and Faculty are committed to sustainability (including but not limited to fiscal sustainability), to ensure a place for athletics at the University of Regina in the years to come. The purpose of this (or any) review is to reflect upon and evaluate the direction and performance of athletics during the past 5 to 10 years; has our approach to athletics served us well? To that end, the review provides a mechanism to examine the current state and provide recommendations that foster progress toward this vision while being mindful of the various challenges faced, not only by Athletics, but the University generally. Remembering that the review should also look to the future, the final outcome and report should chart a course (provide the foundation and plan) to accomplish the University’s and the Faculty’s stated goals and objectives: program excellence and sustainable future. The report should outline, specifically, what will be required to create an athletic delivery model that results in (a) student success, (b) sustainable competitive success, and is also (c) financially sustainable.
The overall goal of the review is to provide recommendations to the University of Regina and the Faculty of Kinesiology and Health Studies about the direction Athletics needs to go. In general, the review team would provide a summary of what has worked well, what has not worked well, and specific and realistic suggestions for how we might ensure our programs and delivery are (a) characterized by excellence and (b) sustainable for the next 10 years.

Some advice and recommendations regarding the following would be welcomed:

(a) what should student success look like in the delivery of athletics;
(b) what is an appropriate goal for competitive success (what should that mean);
(c) what is required to make competitive success sustainable;
(d) what will be necessary to achieve financial sustainability;
(e) how might we best address the increased demand for resources in an environment where traditional resources are beginning to shrink;
(f) the role for our existing Club Sports (also administered through the Faculty) within Athletics;
(g) how we might best fund our athletic teams;
(h) how best to distribute resources to the various programs;
(i) how to facilitate excellence;
(j) the potential risks and opportunities related to the business side of the operation; and,
(k) how best to support athlete goals and aspirations competitively and academically.

In conclusion, while looking back is certainly necessary, the look back should illuminate the road forward. Providing the University of Regina and the Faculty of Kinesiology and Health Studies with a set of recommendations for consideration concerning future directions, and how our operations might be enhanced are an important outcome for this review.

**Background Information Provided to the Review Team:**

(a) Information regarding University and Faculty strategic plans;
(b) Information about the operation of Athletics at the University of Regina
(c) Submissions from each of the athletic teams have been requested;
(d) Budget information
(e) Performance (competitive record) information
(f) Compliance, Academic, and Scholarship Information
(g) Marketing and Sponsorship Information
(h) Submissions from external agencies and partners
(i) Submissions from interested parties
(j) Other relevant documents

**Note regarding Confidentiality**

Statements and information provided to the review team will be treated confidentially and with anonymity when appropriate. However, statements and information provided to the review team will form the basis for the recommendations provided in the final report.

**Key Stakeholders Invited to Participate in the Review:**

All these groups/individuals have been/will be invited/scheduled to present/meet with the review team, although not all may choose to do so.

a. Members of the University of Regina Senior Administration (VPA/Provost; VP Admin; President)
b. Faculty of Kinesiology and Health Studies Administration (Dean, Budget Manager)
c. University of Regina Athletics (Athletic Director and Administrative) Staff
d. University of Regina Fulltime Coaching Staff
e. University of Regina External Relations/Donor Relations Liaison
f. President of the Regina Rams Football Club (Community Partner)
g. Members from community based sport governing associations/partners
h. University of Regina Medical Staff
i. Student athletes
j. Selected University of Regina Community Partners/Supporters
k. Broader Faculty, University and Community members

Final Schedule (assuming all stakeholders participate):

Sunday October 2

19:02 Sandy Slavin Arrives Regina AC 8434 via Calgary - Check In at Travel Lodge (Pick Up – Harold)

Monday October 3

15:40 Stephanie White arrives Regina AC 1115 (Harold Riemer to pick up & check in at hotel)
17:45 Pick-up at hotel to take to dinner (Driver: Harold)
18:00-20:00 Dinner [Location: Memories] (Stephanie, Sandy, Harvey, Harold, Tanya, Melanie)

Tuesday, October 4

13:15 Ron Wuchita arrives Regina WS 314 (Check into hotel – come to campus; Harold Riemer to pick up)
14:00 Arrive on Campus in CK Building
14:10 – 14:30 Initial Meeting of the Review Team* with Harold Riemer, Dean
14:30 – 16:30 Time to prepare for meetings that follow – Review Team (Harold available to answer questions)
16:30 – 17:00 Matthew Litke, Events and Sponsorship; Megan Jalbert – Scholarship/Compliance
17:00 – 17:45 Dan Johnson, President, Rams Football Club Board
17:45 – 18:15 Tour of Facilities - Riemer
18:45 Travel to Dinner
19:00 – 20:30 Dinner Meeting with Harold Riemer, Dean (Location: Creeks Bistro)
20:45 Return to Hotel

Wednesday October 5

7:15 Pick-up Review Team from Travel Lodge (Driver: Harold)
7:30 – 8:00 Review Team Meets, Prepares for the Day (Coffee, Juice, Muffins, Fruit, Yogurt, Oatmeal provided)
8:00-8:30 Student Athletes
8:30-9:00 Bob Multman Women’s Soccer
Break
9:15-9:45 Dave Taylor Women’s Basketball
9:45-10:15 Melanie Sanford Women’s Volleyball
10:15-10:45 Abderrahmane Tissira Swimming
Break
11:00 - 11:30 Steve Bryce Football
11:30 – 12:00 Steve Burrows Men’s Basketball
12:00 – 13:30 Working Lunch (Catered) Eric Exner & Jill Fulton (Budget & Finance) beginning at 12:20
### Break

13:45 – 14:15  Braden Konschuh/Andrew Hamilton Sports Information/Communication  
14:15 – 15:00  Kim McKechnie, Director, Communications, Alumni, Marketing  
15:00 – 15:45  Bruce Anderson, AVP Development  

**Break**

16:00 – 17:30  Vianne Timmons – President; Dave Button – VP Admin; Tom Chase – Provost & VP Academic  
17:30 – 18:00  Regina Optimist Dolphins, Swimming

18:15 – 20:15  Dinner (On Campus or Off Campus – can decide that day) – Review of the Day – Report Discussion, Review Team (Harold available to answer questions, etc.) (Note, if you would like to go off campus, this can be done, I can come by later to answer questions, etc.)

20:15  Return to Hotel

### Thursday October 6

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:15</td>
<td>Pick up from Hotel (Driver: TBD)</td>
</tr>
<tr>
<td>7:30 – 8:00</td>
<td>Review Team Meets, Prepares for the Day (Coffee, Juice, Muffins, Fruit, Yogurt, Oatmeal provided)</td>
</tr>
<tr>
<td>8:00 – 8:30</td>
<td>Shane Smith, Women’s Volleyball</td>
</tr>
<tr>
<td>8:30 – 9:00</td>
<td>Bruce McCannel &amp; Wade Huber, T &amp; F/CC Head Coach</td>
</tr>
<tr>
<td>9:00 – 9:30</td>
<td>Sarah Hodges, Women’s Hockey</td>
</tr>
<tr>
<td>9:30 – 10:00</td>
<td>Todd Johnson, Men’s Hockey</td>
</tr>
<tr>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>10:15 – 11:00</td>
<td>John Smith, AVP – Student Affairs; Bettina Welsh, Director – Student Affairs Operations; John Kincaid, Director – Enrollment Services</td>
</tr>
<tr>
<td>11:00 – 11:25</td>
<td>Alison Fisher, Recreation – Sport Clubs</td>
</tr>
<tr>
<td>11:25 – 11:55</td>
<td>Greg Barthel, Men’s Volleyball</td>
</tr>
<tr>
<td>11:55 – 12:20</td>
<td>John Papandreas, Director, Recreation – Sport Clubs</td>
</tr>
<tr>
<td>12:20 – 12:50</td>
<td>Leo Mcghee, Men’s and Women’s Wrestling</td>
</tr>
<tr>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>13:00 – 14:15</td>
<td>Lunch Meeting (Catered) Dick White, Former Athletic Director</td>
</tr>
<tr>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>14:30 – 15:00</td>
<td>Athlete Health &amp; Performance Initiative Kim Dorsch, Melanie Sanford, Barday Dahlstrom</td>
</tr>
<tr>
<td>15:00 – 15:30</td>
<td>Athletic Therapy Nicole and Erica</td>
</tr>
<tr>
<td>15:30 – 16:30</td>
<td>Interim Athletic Directors Curtis Atkinson (250-851-8535), Tanya Reynolds</td>
</tr>
<tr>
<td><strong>Break</strong></td>
<td></td>
</tr>
<tr>
<td>16:45 – 17:15</td>
<td>Marj Walton, &amp; John Barden, Swim Sask</td>
</tr>
<tr>
<td>17:15 – 17:45</td>
<td>Kate Scheunwater, U of R, External Affairs, Development</td>
</tr>
<tr>
<td>17:45 – 18:15</td>
<td>Aaron Denyen, Executive Director, Sask Volleyball</td>
</tr>
<tr>
<td>18:30</td>
<td>Return to hotel (Driver: Tanya)</td>
</tr>
</tbody>
</table>

### Friday Oct 7

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00</td>
<td>Stephanie White Departs Regina – Vancouver AC 8571 (Darren Cadow to deliver to Airport)</td>
</tr>
<tr>
<td>7:45</td>
<td>Pick up from hotel (Harold)</td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>8:00 – 10:30</td>
<td>Final meeting of Review Team (Stephanie joins via phone at 9:00) Report Discussion (Coffee, Juice, Muffins, Fruit, Yogurt provided) (Harold and Tanya available to answer questions if required)</td>
</tr>
<tr>
<td>9:35</td>
<td>Sandy leaves for Airport (Megan Jalbert will take to airport)</td>
</tr>
<tr>
<td>10:45</td>
<td>Sandy Slavin Departs Regina – Calgary AC8439</td>
</tr>
<tr>
<td>11:30 – 13:00</td>
<td>Lunch Meeting – Discussion of Report, Off Campus (Location TBD) Wuotila, Riemer</td>
</tr>
<tr>
<td>13:55</td>
<td>Ron Wuotila Departs Regina – Calgary WS 315 (Harold Riemer)</td>
</tr>
</tbody>
</table>