

**THE UNIVERSITY OF BRITISH COLUMBIA**

**Review of the Department of Athletics & Recreation**

**Report of the Review Committee**

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## Table of Contents

Executive summary.....	3
Introduction.....	5
Organizational structure, mandate, & administration.....	5
Relations with other units/departments.....	8
Activities and programs.....	13
Quality and reputation of the Department's programs.....	18
Infrastructure and resources.....	19
Recommendations.....	24
Appendix 1: Review Terms of Reference.....	27
Appendix 2: Schedule of meetings.....	29

## **Athletics and Recreation Review Report**

### Executive summary

Athletics and recreation have a long history at UBC dating back to the first athletics teams and events organized by McGill University College of BC in 1908. The administration of athletics and recreation evolved over the years from a student-led system in the early days, to a program with volunteer faculty support starting around 1925, to a division within the School of Physical Education and Recreation (1946-1988; the first director of athletics was hired in 1953), to the standalone department of today. The current administrative structure traces its beginnings to the relocation of “Sports Services” and “Sports Facilities” from the School of Physical Education and Recreation (now Kinesiology) to the VP Students in 1988, and their subsequent unification as the Department of Athletics and Recreation (A&R) in 1994. The new department was designated an ancillary unit, and following a transition period, required to operate on a cost-recovery basis drawing on student athletic fees, facility rentals and program fees, but without support from the University’s General Purpose Operating Funds. The department currently supports successful varsity, recreation, and intramural programs under this structure; however, its independent status and entrepreneurial orientation may be reasons that linkages with other units on campus have not kept pace with the evolution and integration of services at the University, potentially limiting opportunities to collaborate in enhancing the overall student experience, providing benefits to faculty, staff, and members of the University Neighbourhoods Association, and strengthening the University’s reputation.

Section 1: *Structure, mandate, and administration*: While acknowledging the significant success of the varsity program, the reviewers note a lack of clarity around the mandate of UBC A&R, especially with respect to the handling of recreational and intramural programs. This may be as simple as identifying the factors by which recreation at UBC can be compared with practices at other institutions. The report also notes that Department members saw value in improved internal communications and a decision-making process that sought broad department input.

Section 2: *Relations with other units*: The review panel observed a degree of separation between the VP Students’ office and UBC A&R, with the result that there seems to be a lack of clarity on both sides about the Department’s role within the institution. A similar gap seems to have developed between A&R and Human Resources, which would like to draw A&R into its health and wellness plans for the campus, but which feels that there is some reluctance on the part of A&R.; the basis for this perceived reluctance should be further investigated, as it may relate to financial constraints as well as other factors. The AMS provides input to A&R through the University Athletics Council, but made representations to the review panel concerning the need for greater support for and recognition of athletes in AMS clubs currently not recognized or sanctioned by A&R. Plant Operations indicated that a closer working relationship and the

development of a long-term plan for athletics facilities would be beneficial to A&R. This section also examines the Department's relations with Alumni Affairs and the School of Kinesiology.

Section 3: *Activities and Programs*: Noting the excellence of the varsity program at UBC, the review panel found that more needs to be done to make the institution aware of the achievements of its student athletes. In examining the different programs and services provided by A&R, the reviewers noted that, while students are generally the primary focus of A&R, there is no clear mandate for the Department's provision of programs and services to faculty and staff. The reviewers also considered whether A&R might better integrate its programs with those developed by Student Services to promote health and wellbeing in the student body at large. The panel met with representatives of the University Neighbourhoods Association, who expressed concern about the cost of access to A&R facilities for permanent residents.

Section 4: *Quality and Reputation of the Department's Programs*: The reviewers acknowledged the high standards attained in the varsity program, but were presented with no formal comparators that might help them to determine the quality of the recreational and intramural programs offered by A&R.

Section 5: *Infrastructure and Resources*: The review panel was impressed by the calibre of some of the facilities, but noted that others are in need of renovation and replacement. The development of outdoor facilities, and the investment in artificial turf to extend the playing season and maximize use for all stakeholders, will serve the UBC community very well. More multi-purpose indoor space is needed to accommodate the current needs of students and the rising demand by non-student stakeholders. The costs of meeting such needs may require a different funding model for capital and operating than exists in the ancillary model that A&R is currently required to follow. The review found that, while A&R has carried out its fiscal responsibilities, the constant demand that it meet the bottom line has possibly hindered its capacity to integrate its services more closely with the University's broader educational goals.

## **Introduction**

The UBC Department of Athletics and Recreation is being reviewed as part of normal University practice to determine if the unit is fulfilling its mandate to provide sport and recreation programs to the UBC community. As a premier Canadian institution, one would expect the Department to excel. In the absence of a clear mandate from the University, the Department has charted a course largely independent of university leadership and input, and established its own mission: “To be Canada’s definitive provider of university sport, recreation and fitness programs for the benefit of students and the University as a whole.” While Thunderbird varsity teams have won more national titles than any other Canadian university varsity program, more than half of their successes occurring since the inception of the Department of A&R in 1994, clear criteria have not been established for measuring the Department’s overall success. A&R’s intramural sports program is, according to their self-study, the largest in the country although the absence of comparative data makes such comparisons largely subjective. The Department has successfully attracted external funds to support the construction of new facilities and fields. An exemplary winter sports complex with an arena that played host to ice hockey and sledge hockey during the Vancouver 2010 Olympic and Paralympic Winter Games was constructed largely with VANOC capital funds and a naming rights contribution negotiated by the Department. Some aspects of the Department’s operation undoubtedly need attention and could be improved, and this report will make recommendations for change in certain areas; at the same time, such recommendations are made in the spirit of wishing to make a good department even better.

### **1. Organizational structure, mandate, and administration**

**1.1 Current structure:** The Department of Athletics and Recreation was established in 1994 when Sports Services and Facilities were merged into one unit and designated an ancillary operation. The management structure follows the recommendations of a business plan developed by A&R in 2003, which introduced a system of associate directors overseeing the operations in varsity, recreation and intramurals, facilities and business operations, and development and alumni. The associate directors report to director Bob Philip, who has been in his position since the Department’s inception in 1994. The unit is included in the portfolio of the Vice-President, Students. At the time of this report, there were 76 full-time employees across all units.

The Department manages and maintains most sports and recreation facilities on campus, including the Thunderbird Football Stadium, the Student Recreation Centre, the War Memorial Gym, the Aquatic Centre, the Doug Mitchell winter sports complex, the John M. S. Lecky Boathouse, eight-court and four-court indoor tennis facilities, an artificial track, and fields for field hockey and soccer. Facilities not managed by A&R include the Osborne Centre which is an academic facility operated by the School of Kinesiology, and the Old Barn which is a community

centre operated by the University Neighbourhoods Association (UNA). A second UNA-run facility, the Wesbrook Community Centre, will open on South Campus in 2013. In addition, the Alma Mater Society operates the Student Union Building and supports a wide range of clubs that offer recreational opportunities for students and members of the campus community. AMS club activities are scheduled in facilities on- and off-campus, including academic facilities and the SUB, as well as A&R. AMS clubs pay user fees to schedule A&R facilities. Lastly, there are a number of exercise rehabilitation facilities on- and off-campus that are supported by academic units including the Department of Physical Therapy and the Division of Sports Medicine.

**1.2 Mandate of the Department:** The Terms of Reference for the External Review ask that the review team estimate “the Department’s success in achieving its existing mandate, and the appropriateness of the current mandate.” The nature of that mandate is “to provide university sport, recreation and fitness programs for the benefit of students and UBC as a whole” (Business Plan, p. 3, appendix II). A modified version of this statement appears in the self-study (p.4) under “Mission Statement”: “To be Canada’s definitive provider of university sport, recreation and fitness programs for the benefit of students and UBC as a whole.”

There is no question that the Department has achieved great success in meeting the demands placed on it. As will be reflected in other parts of this report, varsity sports at UBC have attained enviable records of success at the intercollegiate, national, and international levels; the intramural program is reported by the Department to be the largest of its kind in North America; the Department organizes 25 intramural events and tournaments annually, ranging in size from 30 to 3000 participants. However, much of the review panel’s time during the on-site visit was occupied with the question of whether the Department is in fact providing services that are to the benefit of UBC “as a whole.” We repeatedly heard from members of the University community that there is a “disconnect” and lack of engagement, and a need for relationship building between the UBC and the A&R communities. Some of the respondents who met with the panel felt that the Department has in some ways developed as an autonomous unit, and is not currently aligned with the University’s priorities for a collaborative approach to student support services. UBC residents, represented by the UNA, seem to feel that the University in general, and A&R in particular, are not fully acknowledging that the residential community is a growing part of UBC, and that its needs should be more adequately recognized, given the fees that the UNA is paying to the University/A&R. A number of AMS clubs with an athletic component to their activities also feel that their needs are not being met within the current relationship between the Department and the AMS.

To its credit, the Department recognizes that it may not be meeting all needs or satisfying all expectations across the University, and hopes to address some of these concerns in the steps outlined in its “Five-Year Business Plan (January 2011)” (Self-Study appendix II). In a list of “Areas of concern” (Self-Study, p.10), the Department observes that “[the] role of athletics within the University needs to be articulated,” and the panel agrees that this is an important

priority. At the heart of the issue lies a lack of clarity about what the Department's priorities should be. In his meeting with the review panel, the Director indicated his awareness of the conflicting demands being made upon the Department, and his uncertainty about the University's expectations with respect to the allocation of resources. Accordingly, **the panel recommends that the University administration define the Department's mandate more clearly, and indicate what it believes should be the Department's role and priorities in the context of university-wide visioning and strategic planning that addresses the impact and benefits of sport, physical activity, fitness and recreation on student life and the student experience as well as for the broader campus community including faculty and staff and the UNA. Further it was noted that the University is developing measurable objectives related to the nine core strategies in its strategic plan "Place & Promise." The panel hopes that such objectives will be developed for sport, recreation, and fitness.**

Clarity and specificity around the continuum of sport and physical activity offerings by A&R is critical. Once there is a UBC/A&R revised vision/mandate, a review of the current model and the continuum of programming should be conducted. This is important in a number of areas that we heard about including: facility and capacity issues, funding and budget allocation, competitiveness of the intercollegiate programs, ability to focus intercollegiate and high performance staff on established priorities, ability to respond to the needs of AMS high performance sports clubs, activity opportunities for faculty and staff, and programmatic offerings

At the heart of some of these concerns is the Department's status as an ancillary unit, and the consequent pressures it faces to meet the demands of the "bottom line." This undoubtedly figures into any consideration of its success in fulfilling its mandate; we address this matter in the section on Finances below.

**1.3 Administration:** The Department is well served by a staff of dedicated, hardworking professionals who are committed to achieving excellence at every level. In varsity sports, staff members meet or surpass their goals in recruiting top athletes and coaches, who in turn bring the University the extraordinary successes that have made UBC nationally prominent in many sports. At the same time, the panel was made aware that the process of decision-making is not entirely clear to all members of the Department; as one correspondent put it, "there is a lack of open communication and a tendency for any that occurs to be top-down." The staff members involved in business operations work closely with the Director, but it is not clear to the review panel that other members of the Department are widely or regularly consulted about the direction in which the Department is moving. A case in point is the Department's push to join the NCAA; though such a move would have had ramifications for all members of the Department, some felt that their views had not been canvassed or sufficiently taken into account. **The review panel recommends that the Department seek to improve its methods of communicating and planning with all members of staff in the unit, part-time as well as fulltime members.**

## **2. Relations with other units/departments**

A&R serves students, faculty, and staff from every area of the University, and increasingly it is being asked to meet the recreational needs of the growing residential population in the University Town that is represented by the UNA. Given the nature of its contacts around the campus, one would expect a good deal of cross-unit collaboration, and indeed the Self-Study (p.27) lists a number of such collaborations. However, colleagues from units across campus expressed concern at the lack of collaboration, which over time has had a negative impact on A&R's relationships across units within the UBC community.

**2.1 President's Office:** Athletics & Recreation reports to the VP Students. This portfolio has undergone some changes in recent months, and the new incumbent is still familiarizing herself with the various units that report to her. However, it would appear that for some time the Department has been left largely to its own devices, and had relatively little contact with, or direction from, senior administration. Matters relating to the role of A&R have rarely been the subject of discussion by the Executive. The University's strategic plan *Place and Promise* speaks of the importance of creating a "healthy workplace," but there is no reference to the role that might be played by A&R in this endeavour. Because A&R has no curricular involvement, the Department has had little or no direct contact with the academic side of the University, a separation that has led to some misunderstanding, or perhaps more to the point a lack of understanding, on both sides.

The panel believes that the academic side of the university can be of great assistance in providing some accommodation for varsity athletes whose academic obligations are frequently in conflict with athletic pursuits. The provision of guaranteed housing for athletes has been a significant help. One presentation outlined the accommodations made for students with disabilities and suggested that similar efforts be made to accommodate athletes who may need to miss classes or exams in conjunction with their practice or competition schedules. The system of preferred registration for courses that is being trialed this year is a very positive development, and will permit athletes to adjust timetables around their training as well as competition schedules. A more clearly defined University policy around academic accommodation for athletes including opportunities for athletes to sit exams while travelling would also be beneficial.

A&R feels that its importance to the University is not fully recognized, and its needs are not adequately addressed, in part because it lacks a "champion" to advocate on its behalf at the highest levels. One result of this is a lack of clear direction to the Department about how it should best carry out its mandate; had there been greater involvement by senior administration, the difficulties resulting from the drive for NCAA membership, for example, might have been averted at an early stage.

From discussions with members of the Executive, the panel believes that there is a new awareness of the importance of all sides working more closely together in the future. **The panel recommends that the VP Students and the Director of A&R discuss ways of building a new and stronger relationship, founded on a better understanding on both sides of what is needed to meet the University’s goals and expectations with respect to athletics and recreation.**

There are several additional opportunities for VP Students to help operationalize an agreed upon University vision for A&R with respect to varsity sports, recreation and intramurals. A new and stronger relationship of A&R with the campus is certainly dependent on a common understanding of vision, goals, and expectations, but it is also dependent on A&R being represented at the appropriate tables related to University services and functions. For example, one area that should be carefully examined within the VP Students portfolio is how student-athletes are recognized, accommodated and integrated into UBC student life. Similarly, attention should be given to how students who attend or volunteer for varsity sports events and who participate in A&R recreation and intramurals programs identify with this experience and with the University. There are potential opportunities here to celebrate and promote shared student experiences around sport and physical activity, as well as to involve A&R more directly with campus health and wellness services.

**2.2 Department of Human Resources:** The panel learned that HR has sought to develop a package whereby faculty and staff might be given more flexible access to recreational facilities than is available at present. This is part of the Human Resources “Focus on People” campaign, which strives to develop UBC as a healthy and sustainable workplace. However, HR believes that A&R is reluctant to enter into any serious discussion about these matters; indeed, the panel was told that it took three years to arouse any kind of response from A&R. The HR department believes that its proposals represent the best interests of the institution as a whole, but that these proposals are meeting with some resistance because they do not serve the interests of A&R, and/or because the A&R funding model does not support these initiatives given that the source of funding is primarily student fees and user fees. The basis for the perceived reluctance should be further investigated, as it may relate to financial constraints within both the HR and A&R funding frameworks, as well as other factors.

The panel recognizes in this situation another reflection of the dilemma faced by a unit that, as an ancillary with no access to GPOF, is always conscious of its bottom line and the need to allocate its resources consistent with student and user fees funding the operation. To make special allowances for faculty and staff might mean redirecting or reducing services and resources elsewhere. **The panel recommends that the VP Students, the AVP HR and the Director of A&R meet to find new ways of addressing the health and well-being of faculty and staff, perhaps by identifying alternative budgetary resources that could be applied to the needs and interests of this group.** On this subject, see also 3.2.2 below.

**2.3 Student Associations (AMS and GSS):** There are 200 or so students who belong to about a dozen AMS clubs that are involved in athletics at a high performance level, including wrestling, water polo, tennis, ultimate, lacrosse, fencing, curling, and triathlon. The AMS provides some of these clubs with very limited support, but most are self-funding, and must meet all their own expenses. Though some participants reach national and even international standards, their sports are not classified as varsity level, and thus they receive no concessions or discounts for the use of athletic facilities. The AMS believes that consideration should be given to helping these groups by providing cheaper access to facilities, some assistance in fundraising, and recognition of the need for academic concession. (The panel learned subsequently that A&R provides \$30K annually to support AMS sports clubs; it would perhaps serve the Department's interests to have this fact more widely known in the campus community.) The panel is sympathetic to the position taken by the AMS, while understanding the need for A&R to use its resources in ways that it believes will best serve the interests of the University as a whole. Nonetheless, the AMS is an important ally and strategic partner in the campaign to promote student health and well-being, and A&R should give careful consideration to its concerns.

One club (Wrestling) has sought to be recognized as a varsity sport, but maintains that its request has been rejected by A&R without a clear explanation of the criteria for the sanctioning of varsity programs; the issue has gained the attention of the University's Ombudsperson, who believes that the Department needs to explain the process and the rationale for its decision. The panel was not made aware of the process by which applications to A&R on such matters are handled; **it recommends that, in order to clarify its reasons for declining applications for varsity status, the Department develop and make known a process of application and appeal.**

However, it appears that informal discussion has already begun on a possible solution: high-performance sports groups currently not designated as varsity sports could be designated as "club" sports; these would be student run, as at present, but might qualify for special consideration with respect to facility access and fees. **The review panel recommends that the Department of A&R meet with the AMS to discuss how high-performance sports groups within the AMS might be given recognition in the form of special "club" status and access to facilities, services, and academic accommodation.**

Graduate students have the same access to recreational facilities as undergraduates, and pay the same fees, with an additional \$50 for membership in the GSS. Part of that additional fee is used to meet some expenses incurred in putting on special recreational events; the GSS representative was under the impression that these costs were required by A&R, and should be waived. A & R, however, noted subsequently that the recreational activities referred to are organized by the GSS itself, and have nothing to do with A & R, which does not receive additional fees. **The review panel recommends that the Department and VP Students meet with the GSS to clarify**

**what programs, services, and facility access are currently available to the graduate student community at UBC.**

**2.4 Plant Operations:** UBC A&R has maximized opportunities created through grants and donations to build some excellent facilities, but development in this area has largely been driven by opportunities for revenue as opposed to a needs assessment of the student and greater university community. In addition, the level of maintenance in some facilities has become an issue, driven in part by a focus on cost saving. The panel heard from representatives of plant operations at UBC that they were unaware of any long-term facilities planning by A&R; it was suggested that the Department and the University might both benefit from a closer relationship between A&R and those units responsible for infrastructure development and building operations on the campus. **The panel recommends that the Department meet with Infrastructure Development and Campus & Community Planning to discuss the creation of a space audit and a long-term facilities plan based on a needs assessment of the student body, the greater university, and community stakeholders.**

**2.5 Alumni and Alumni Association:** At present UBC A&R combines the task of alumni engagement with the duties of development; indeed, this seems to make sense, given that 95% of donors to A&R are former Thunderbirds. The Department engages alumni annually through a number of high-profile events, including the Big Block Banquet and the Millennium Breakfast, and alumni are also sent *Blue + Gold*, the official magazine of the UBC Thunderbirds and Thunderbird alumni (currently numbered at over 9000). However, given the heavy duties of fundraising, the Department has been discussing the appointment of an alumni officer, the cost of the position to be shared with the VP Development and Alumni Engagement. This would help to broaden the Department's appeal to alumni at large (there are over 170,000 in the Lower Mainland alone), though there will always be some conflict between the Department's interests and those of the prospective donor's faculty. Good communications and the careful management of the prospect clearance system on campus will facilitate an ongoing dialogue and enhanced relationships between the Department and the faculties. The review committee is not aware of any policy regarding alumni interaction with A&R; as one member of Alumni Affairs stated, there is a lack of clarity about the vision for A&R at UBC, and a need for a "crisper articulation" of its priorities. **The review panel recommends that the Department engage an alumni officer as soon as possible, to give the development officer more time to manage donor contact and develop strategic priorities, and to enable the Department to engage with the broader body of alumni who might potentially contribute to a variety of its projects and programs.**

**2.6 School of Kinesiology:** As noted, the Department of A&R and the School of Kinesiology have a historical association in that A&R was once part of the School. Following the administrative separation of the two units in 1988, many of these associations were dismantled; coaches were given the option to move full-time into A&R and all but a few took this

opportunity; most athletics facilities were shifted from the School to the Department of Sports Facilities in 1988 and subsequently to A&R in 1994.

Despite these changes and the evolution of the mission of the School away from physical education to kinesiology and health science, the School and A&R have continued to work together on a number of fronts. The Bachelor of Kinesiology is a program of choice for many varsity athletes, and many of the student volunteers for varsity events and for recreation and intramurals are BKin students. Kinesiology has had the largest number of Academic All-Canadians in the University for several years, and routinely has more high performance athletes per capita than any other program. A&R and Kinesiology share several scholarships and awards for student athletes. A number of varsity coaches obtained their undergraduate and/or graduate degrees from Kinesiology, and the School continues to work with the Athletics coordinator to help manage timetables for BKin student athletes, and to expedite review of recruited athletes who apply to the Kinesiology undergraduate and graduate programs.

Facilities-wise, the School shares the War Memorial Gym with A&R, and has worked collaboratively to cover costs for common areas such as meeting rooms. The School operates the Osborne Centre and offers A&R preferred rates for use of space after the academic day, such that they can still generate revenue from facility bookings. The School took over two programs that A&R cut for financial and mission-related reasons, and has successfully integrated these into its teaching, research and community engagement activities, enabling the two programs to continue.

On the research front, the two units are collaborating on a study of how to reduce the environmental impacts of A&R facilities and events; the research is being conducted by the Centre for Sport and Sustainability, a research centre in the School and a UBC legacy of the Vancouver 2010 Olympic and Paralympic Winter Games.

Despite these many areas of collaboration, however, the fact that the two units are administratively independent and that one is an ancillary and the other an academic unit restricts the opportunities for fully integrative programming. As one member of the School put it, structurally their relationship is more one of “coexistence, not integration.”

The review panel felt that the potential for collaboration should be reviewed. There appears to be an opportunity for varying degrees of partnership and collaboration which could include shared contributions to policy development, experiential practicums and co-op placements within A&R, leadership around best practices for supporting student athletes, and evidence-based statements about linkages of sport, recreation, physical activity and health. Partnership and collaboration could also include more formalized student development in the form of placement opportunities in the areas of sport and physical activity and cross-departmental development opportunities and training for students. Expectations around how the School and A&R interact should be realistic so as to not perpetuate expectations that are not supported by the respective missions and administrative structures of the two units. **The review panel felt that A&R and**

**the School of Kinesiology should continue to explore avenues of possible collaboration and cooperation in areas that fit within their respective mandates.**

### **3. Activities and Programs**

**3.1 Varsity Sports:** The Department is dedicated to excellence in intercollegiate and high-performance sports; the self-study states unequivocally that “Providing a quality overall experience for UBC’s student-athletes is paramount to the mission of UBC Athletics and Recreation” (p.11). Given this priority, it is not surprising that a third of its \$18.4 million budget goes into varsity programs. The results are little short of spectacular, with 80 CIS national championships, over 150 Canada West championships (seven in 2010-11 alone), 231 Olympians winning 64 medals, and a consistently high number of Academic All-Canadians achieving 80% or more in the classroom (in 2010-2011 UBC was highest in the nation in this category, with 107 AACs). Athletes have the benefit of some of the best coaching in Canada. A majority (about 75% of the 612 students currently in varsity programs) receive scholarship support, from \$3000 to \$5000 per year—not a great deal when compared to scholarship provisions in the US, but certainly helpful in meeting the cost of fees, transportation etc. In 2010-2011 a total of \$1.17 million was awarded to UBC student athletes in the form of scholarships from all sources. It is interesting to note that the Athletics budget of the University of Oregon, at \$75 million, is over 10 times the UBC budget for varsity sports.

UBC should be extremely proud of its record in varsity sports; sadly, the University seems largely unaware of the calibre and success of its student athletes at national and international levels. Student athletes themselves are only too conscious of this, and attribute it to several causes: the focus of the student body as a whole on academic achievement—UBC does not have a strong “sports culture”; a lack of involvement by athletes with the AMS; limited engagement of the students and greater university community with varsity athletic programs; not enough publicity about sports activities around the campus; and the fact that many, if not most students live a long way from the University—UBC is a “commuter campus,” and most students have gone home before major sporting events begin in the evening.

At one level, this problem could in part be alleviated by revising the schedules for some events and using social media to supplement traditional media. A&R already has a dedicated media person who liaises with the press to get sports coverage for the Thunderbirds; and the Department of Public Affairs picks up the occasional “big” story that may transcend the sports pages. However, collaboration between the two units could be improved. The Department of Public Affairs was caught flat-footed over the recent football story concerning a player’s eligibility. A further difficulty is A&R’s isolation within the University’s culture, and thus its lack of “presence” and/or relevance in most students’ awareness and university experience.

At a deeper level, therefore, it will be important for the VP Students and A&R to undertake a review of student (and alumni) awareness of and interest in varsity sports, to look for opportunities to enhance school identity and spirit through better engaging traditional forms of involvement such as live event coverage (e.g., carried on monitors in the Student Union Building), spectating and volunteering, as well as through new media that might include podcasted games highlights, online pictures, and summaries posted on social media. Potential collaborators with A&R include the AMS, the student radio station (CiTR), the Ubyyssey, the UBC Film Studies Program, and Student Communications Services (part of Enrolment Services). The goal would be to help A&R integrate more fully into the everyday life of the University and develop a greater sense of connectedness with students, faculty, staff and the broader University community, including the UNA. **The review panel recommends that a review of student awareness of and interest in varsity sports be conducted and a concerted effort be made to enhance access to and visibility of varsity events. The panel further recommends that the VP Students and A&R identify stakeholders who could potentially collaborate on the production of regular and widely-disseminated stories about sport and recreation at UBC, especially the achievements—academic as well as athletic—of UBC’s top athletes.**

The Department strives to provide its elite athletes with support in several important areas. In addition to guaranteed housing on campus for first-year student athletes, A&R has secured 100 housing spots for returning student athletes who are unsuccessful in the annual housing lottery. Students needing academic support can turn to a body of tutors provided by the Department in a number of academic fields. Enrollment Services and the academic faculties are collaborating with A&R to enable priority registration for student athletes and apply new broad-based admission standards to extend the pool of potential elite athletes.

An area in which student athletes are sometimes penalized is that of academic accommodation. The University Calendar states that students may be granted academic concession if they face “conflicting responsibilities,” a term which includes “representing the University, the province or the country in a competition or performance” (*UBC Vancouver Academic Calendar 2011-2012*). The panel heard that a majority of faculty members are sympathetic to the demands upon a student athlete’s time, but that a significant number still object to making any special arrangements or allowances. A senior advisor to the President assured the review panel that the University recognizes the importance of academic accommodation to the needs of multi-talented students, and of establishing an approach that would be applied system-wide. **The review panel recommends that the VP Students take up the question of academic concession with the Provost and the University Registrar, to determine how best to educate the University on its application and importance in the case of student athletes representing UBC in national or international competition.**

**3.2 Recreation and Intramurals:** According to the Self-Study (p.21), in 2010-11, “41.5% of all UBC students participated in one of Intramural sports, Instructional programs, drop-in sports,

the BirdCoop or the Aquatic Centre.” Over the same period, there were 10,000 memberships registered in the BirdCoop (the gym and fitness centre in the Student Recreation Centre). Instructional and outdoor programming is open to all members of the University and the extended community; fees charged for these activities are intended to meet the cost of operation. Intramural leagues, drop-in sports, events, and tournaments are limited to UBC students, faculty and staff; since these activities are regarded as a service, fees for participation are much lower.

Much of the input received by the reviewers during the two days of their onsite visit, and some of the written submissions received earlier, were concerned with the extent to which the A&R is fulfilling its mandate in the area of intramural and recreational programming. There is no question about the popularity of the programs—many have waiting lists—and the facilities are in constant use. The cost of student membership in the BirdCoop has been dramatically lowered in recent years from \$248 per 8 months in 2008 to \$50 per 8 months today. Students are heavily involved in the day-to-day administration of UBC REC: 120 student volunteers help to deliver the intramural program, and another 200 students are employed through work study opportunities. Several special events occur on an annual basis, such as the Day of the Longboat and Storm the Wall, that attract large numbers of students and have attained the status of UBC traditions.

In many respects, the UBC community has reason to be pleased with the growth and diversity of UBC REC over the past decade, given the limitations in indoor facilities on campus. Intramurals is well established, and is also one of the A&R programs that stands to have increased benefits for the student body by expanding the diversity of programming to meet student needs and increasing overall participation. In so doing it could become more representative of the student body, help address “commuter campus” issues through greater student involvement, strengthen links to the community, and develop student leadership opportunities.

**3.2.1 Students in REC Programs:** Students are generally well served by REC programs, as is reflected by the large number participants, but there is some question about the extent to which the Department sees itself as an active partner in promoting student health across the campus through sports and recreational activities. The review panel heard that A&R has a “fabulous” relationship with the Student Health Service, but an attempt to integrate the Department’s activities with campus-wide programs aimed at improving students’ mental and physical health has apparently not been successful. Similarly, the Department seems not to be responsive to efforts by Student Development and Services to build joint programs aimed at enhancing equity, diversity, and social awareness across the University. In the view of members of these units, the Department is too focused on its varsity goals, and needs to expand its horizons to incorporate the goals of the university as a whole.

The review panel took note of these concerns; at the same time, it was made aware by A&R that UBC Athletics has partnered with the UBC Learning Exchange “to provide opportunities for

student-athletes to perform community service in a variety of schools and community centres in inner-city neighborhoods” (Self-Study, p. 11). The Department has also introduced a “Bridge through Sports” program for First Nations youth. Such initiatives are laudable, and undoubtedly of value to the student athletes who participate. If there is a problem here, it would seem to be that A&R is developing its own programs in the areas of health promotion and social awareness, in isolation from similar activities taking place in the rest of the University. The review panel sees nothing wrong with the Department’s wish to promote social awareness in student athletes through a combination of education and sports programming; however, it might be possible to extend and strengthen this kind of character development and learning by collaborating with other units in joint programs based on the opportunities created by athletic, recreational, and intramural activities. **The review panel recommends that under the auspices of the VP Students, A&R engage in discussions with Student Development and Services, Student Health Services, and Counseling Services with a view to formulating a more coherent and unified approach to issues of student health and wellbeing as these relate to sport and recreational activity across the University.**

**3.2.2 REC Services for Faculty and Staff:** Another concern with respect to A&R’s handling of recreational activities on the UBC campus is the question of access to such activities by faculty and staff members. While REC welcomes their participation, they are expected to pay fees only slightly lower than those charged to the general public. Many UBC faculty and staff users feel that, as members of the University, they should be charged at the same level as students, or even not charged at all. The University itself is pursuing a policy of creating a healthy workplace, and Human Resources has sought for several years to engage the Department in discussions about increasing access and reducing fees to faculty and staff, but until quite recently the Department has seemed resistant to such an approach. (See 2.2 above.) Some steps have been taken towards expanding services to faculty and staff, such as recent partnerships with Population & Public Health, Physical Therapy, Dentistry, and Mathematics to introduce yoga programs into the workplace. For the most part, however, the Department feels it cannot move forward on this front without some direct financial input by the University, as well as building the facility capacity to meet the varied community needs and interests; without additional resources any expansion of programs, services, and access to facilities will undoubtedly have a negative impact on current programs being offered by A&R. One way to meet the financial need is for the University to subsidize faculty and staff members wishing to use REC services through extensions to existing benefit and health plans.

More resources—space, equipment, staff—will be needed if REC is to expand sufficiently to meet all the demands being placed upon it. New opportunities for growth may arise with the completion in several years of the new SUB, and the opening-up of space in the old building. However, until that occurs, some joint action needs to be taken that will help the University to meet its goals with respect to the health and wellbeing of faculty, staff, and students. It is unreasonable to expect A&R to serve more users without additional facilities. **The review panel**

**recommends that consideration be given at senior administration levels to joint funding by the University and A&R of new and/or renovated recreational facilities, including space and equipment, in order to meet the heavy demands placed upon UBC REC and facilitate easier access by faculty and staff.**

**3.2.3 UBC Residents and the University Neighbourhoods Association:** About 7,500 people now live year-round on the UBC campus, many in market-price housing. Over the next dozen years, that number is expected to at least double. Residents make use of REC programs and facilities: for a term's access, they pay rates comparable to those charged to students (Self-Study, p.6). This does not seem unreasonable, although the representative of the UNA who met with the review panel appeared to think so, in view of the approximately \$500K that the UNA pays the University each year for access to its cultural and athletics facilities. It is not known how many residents actually make use of the facilities, and some apparently feel that the \$500K is an unwarranted tax upon the whole for the benefit of a very few. The UNA evidently does have contact with the Department of Athletics & Recreation through representation on the University Athletics Council, but feels that its views and concerns are being ignored. The Association's view is that A&R is altogether too student-oriented, and does not understand that year-round residents are now members of the University community too.

There would seem to be some misunderstanding here. On the one hand, the UNA feels that its needs are not being appreciated by A & R; on the other, the Department believes that it does indeed take residents' needs seriously, and states that it provides programs designed for the UNA according to the terms of a contractual agreement. The University and the residential community need to come together to arrive at a resolution that satisfies both sides. One option is to lower the \$500K community access tax levied by the University; another could be its complete removal, leaving individual residents to pay the regular cost for any services or facilities they make use of. A third option might be the introduction of a new model of recreational services based on the community centre approach. The UNA is already developing such services through the Old Barn Community Centre; an expansion of this approach by UBC A&R might satisfy the needs of residents without creating an unwanted impact on REC services to students. The review panel understands that A & R is planning to expand benefits for UNA residents, and developing a survey to ascertain their needs and interests. Whatever solutions are eventually settled upon, the review panel would encourage the University and A&R to approach this growing community population with a view to collaborative community building and avoidance of the "us and them" relationship that was evident in the UNA's presentation to the review panel.

It is also important for there to be internal clarity around the UNA and the contractual/relational expectations of UBC departments with respect to the UNA. If UBC has negotiated agreements that impact A&R there should be internal discussions on how best to manage those obligations and review the UBC rationale for the inclusion/provision of A&R services as they are currently outlined. There does not seem to be a unified internal approach to the relationship management of UNA obligations, servicing expectations, and/or long-term planning considerations with

respect to the UNA and A&R. Until this review can take place, there should be some attempt to accommodate current concerns; **the review panel thus recommends that the Department of Athletics & Recreation and the University Administration meet with the University Neighbourhoods Association as soon as possible to determine the best ways of meeting the Association's current concerns about residents' access to UBC recreational services.**

#### **4. Quality and Reputation of the Department's Programs**

The Terms of Reference for this review ask for “An assessment of programs relative to the best of their kind offered in Canada and North America,” and judgment of “the appropriateness of the methods of student participation, satisfaction, and engagement.” With respect to the former, it is possible to say, based purely on outcomes, that the UBC Thunderbird athletic program is one of the best in Canada. Measured by the number of championships and national titles in the CIS and NAIA, and by the number of Olympians it has produced, UBC's reputation as a major force in varsity sports on the national and international scene is assured. What is less certain is how we should measure the quality, outcomes, and success of the recreational and intramural programs offered by A&R. There are few metrics to help in this area; for example, figures are available for how many REC memberships were issued in 2010-2011, but it is not known exactly how many students actually participated in and benefited from REC programs. As a result, there are currently no means of assessing the quality or appropriateness of resource allocation to the recreational interests of the student body, or to meeting the expectations and interests of the UBC greater community. Benchmark studies are not included in the self-reporting document and there is no reference to needs assessments conducted on campus. The review panel heard from some of the presenters from other units on campus that the allocation to recreation and athletics should be reviewed by the university. This review has highlighted the need for such information; perhaps it is an appropriate time for the University, alone or in concert with other institutions, to compile such information in an attempt to establish some norms to help in the future determination of priorities. **Accordingly, the review panel recommends that the University and A&R look for ways of obtaining the kind of information about sports and recreational programming at other institutions in Canada and elsewhere that would enable them to establish appropriate norms and comparators for the purpose of benchmarking.** Such a project might be undertaken in collaboration with other Canadian institutions in the spirit of mutual benefit. An internal needs assessment and audit of the current resource allocations would be appropriate given the feedback received through this review. It is important to note that such assessments and comparisons with other institutions should address both operational and capital resources. Generally, a strong recreational program has greater capital, or facility, needs than operational. Varsity programs, while certainly dependent on facilities, are heavily dependent on leadership resources for coaching, administration and the like.

The self-study provided by the Department did contain some tables pertaining to participation, but there was no information relating to student opinion concerning the quality or extent of the services provided. As the Department moves toward clarity of its roles/goals/responsibilities, it should also look at developing a clear monitoring and evaluation strategy whereby targets and programs are reviewed and monitored with specific monitoring and evaluation objectives. If the Department is not already engaged in collecting such assessments, **the review panel recommends that the Department enter into a regular and detailed survey of user opinion concerning varsity, intramural, and recreational programs, and that ongoing monitoring and evaluation strategies and processes be established.**

## **5. Infrastructure and resources**

**5.1 Facilities and Maintenance:** The Department of Athletics & Recreation manages eight major facilities and thirteen playing fields on the UBC campus at Point Grey (listed on pp. 26-27 of the Self-Study, but elsewhere the number of fields is given as 15: Appendix II, p.16). Several facilities are new, or newly-upgraded, including the 8-court Tennis Centre (which is essentially a public facility), the John M. S. Lecky Boathouse, and the Doug Mitchell Thunderbird Sports Centre. Two major issues confront the Department with respect to its facilities: the costs of maintenance, repair, or replacement; and the pressing need for increased space for recreational, intramural, and instructional programs.

**5.1.1 Costs of maintenance and growth:** Some of the facilities under the supervision of UBC A&R are new or near-new, and in excellent condition: the Doug Mitchell Thunderbird Sports Centre, the UBC Tennis Centre, the John M. S. Lecky Boathouse, for example. Others are beginning to suffer wear and tear from long and intense use—notably the War Memorial Gym and the Aquatic Centre. Thunderbird Stadium, the home of the football Thunderbirds, is also in need of renovation, although its field has recently been upgraded. It seems to some observers and REC participants that A&R is paying much more attention to the facilities that are considered part of its business operations, such as the Tennis Centre, and not enough to areas used by its recreational participants. The panel’s attention was drawn in particular to complaints about the crowding at the Aquatic Centre, the limited changing-room space, and recurring problems with showers and toilets. The panel learned that a new Aquatic Centre is planned for some time in the next two or three years; this may explain the reluctance of A&R to sink resources into the current pool, but nonetheless **the panel recommends that UBC A&R maintain all its facilities at a level that meets or surpasses minimum health and safety requirements and satisfies the needs of all users.** A & R has indicated that it already contracts with Plant Operations to maintain facilities and to meet health and safety requirements; however, the quality and life expectancy of its facilities would undoubtedly be enhanced by more frequent

consultations and planning with Building Operations, and by a more active process of preventative maintenance than is evidently followed at present.

UBC's athletics facilities are in constant use, and need constant attention. Like much of the rest of the University, A&R is faced with the problem of maintenance costs: revenues must be applied to current needs, and because they do not rise as quickly as expenses, it is difficult to set aside the much-needed funds for long-term maintenance and repair. As the Department notes ruefully in its Business Plan of 2011 (p.11), "Due to lack of cash surpluses in the past, facilities have not been maintained." The Department is also conscious of the need to build the University's sustainability goals into the construction and operation of its facilities, through the application of current building codes, refits, and waste reduction. Such measures are important and necessary, but involve additional cost. Current plans include the building of a Field House, to make possible expansion of intramural and recreational programs; replacement of the Aquatic Centre by 2014; expansion of the SRC (conditional upon the entire cost being met by students); and the rebuilding of the War Memorial Gym. Expansion of the SRC, however, is at least 20 years away (see p.11 of the Business Plan in Appendix II); and discussions about the WMG are still at a very preliminary stage.

The University needs to explore possible deferred maintenance models that would help meet the pressures of aging infrastructure at the same time as planning for new infrastructure to accommodate growth. Once the Department's vision and strategic goals have been more clearly developed and articulated, the entire facilities/infrastructure plan should be reviewed with that lens. How will the appropriate facilities assist in operationalizing A&R's goals? What are the priorities from the perspectives of different stakeholders? Such questions need to be answered in order to inform decisions about both short-term maintenance and long-term planning.

**5.1.2 Space Needs:** In addition to the question of costs, the review panel was made very aware of the pressing need for more space, especially with respect to the needs of recreational and intramural users. The SRC is in constant demand, as is the Aquatic Centre, and as the campus population grows, the pressures on space are going to increase (current plans see the resident population increasing to over 20,000 in the next decade). Though no firm figures are available, the members of the panel agreed that the amount of gym space at UBC is very low in comparison to other institutions with which they are familiar. Possible relief is in sight with the creation of a new Student Union Building—A&R hopes to secure renovated space in the old building.. Another direction that might be explored is the possible use of existing space around the campus—faculty buildings, residences, etc.—to offer programs that have little or no need of special equipment (exercise or yoga classes, for example). This would have an additional advantage in that it would expand the Department's contact with the UBC community at large.

The current Business Plan calls for a five-year capital plan "based on required UBC A&R facility upgrades of approximately \$10.7 million" (p.3); the funds would in part be raised by increasing total revenues from \$18 million to \$21 million "by expanding business segments and increases in the Athletics and Recreation fee" (p.26). In the opinion of the review panel, much

more thought needs to be given to this approach, particularly in light of conflicting views about the Department's role and mandate. Before any further planning about the development of new or refurbished facilities can take place, the Department needs to have much greater clarity about the University's wishes and expectations with respect to its mandate, coupled with a financial plan that recognizes the heavy burden placed upon the unit's resources by the costs attendant upon growth and renewal. **The panel recommends that, following discussion about the Department's mandate (see recommendation 1), the University work with the Department to examine the possible utilization of existing space around the campus for A&R programs, and plan the financing of renovation of existing facilities and the building of new facilities to meet future space and recreation needs.**

**5.2 Financial Structure and Business Operations:** When the Department of Athletics & Recreation was first established in 1994, it was given ancillary status and expected to meet all expenses through cost-recovery. This it has done very effectively, and the current administration is to be commended for its success in meeting its financial responsibilities in increasingly challenging circumstances. One of its achievements has been to meet criticism of its fee structure by substantially reducing charges to student users, who now pay only \$25 per term for use of the fitness facilities. The student athletic and recreation fee now represents 44% of total revenues, down from 54% in 2004-05 and 80% in 1999.

Budgeted revenues for 2011-12 are approximately \$18.8 million, and expenses are calculated at \$17.4 million. Salaries and benefits represent 55% of total expenses. In round terms, the Department's operating revenues come from student fees (44%); business operations (facility rentals, sports camps, fitness programs etc.) (46%); intramurals and recreation (4%); and "other" sales and services (6%) (Appendix IV, p.4). The principal source is the \$215 athletics, recreation, and intramurals fee paid by all students, graduate and undergraduate, and collected by the Alma Mater Society. Users also pay fees for membership in the BirdCoop fitness centre. The University Neighbourhoods Association pays approximately \$500K annually to give its members access to UBC facilities, in addition to which residents pay a fee for use of the fitness centre.

Although UBC A&R seems to be in a secure financial position, the review panel was told that, given current revenues, the growth enjoyed in the recent past is not sustainable. The varsity program already takes almost a third of the Department's revenues, and according to the Department's CFO, spending associated with the program will soon be "unmanageable" if continued at the current rate. Future capital projects threaten a serious drain on the Department's finances also: it will be expected to contribute \$9.5 million towards the construction of a new pool, a project that was thought earlier would be entirely funded by the University. Revenues from business operations may not be as much as anticipated: rentals of space for big pop concerts is likely to be down, given that the number of such concerts is decreasing, and the Department is unlikely to obtain the necessary liquor permits that are an important factor in drawing audiences.

The possibility also exists that the Department will find itself competing for users with the University Neighbourhoods Association, which is planning to build some of its own facilities and thus eat into the Department's fee and rental funding base. Given the University's position that it should "stay out of trouble and solve your own problems," as one respondent put it, the Department now faces some serious decisions—including the possibility of reducing the number of varsity teams.

Because student fees are a significant contributor to the Department's revenues, it is not surprising that the Business Plan of January 2011 proposes raising those fees by a maximum of 3% (Appendix II, p. 24) in order to meet some of the expenses attached to future growth. However, in the review panel's opinion this would be a serious mistake. Throughout this report the reviewers have sought to reflect a widespread view that the Department has perhaps separated itself too much from the University in its goals and ambitions, and should be encouraged to work more closely with other administrative and academic units to provide students with the best educational experience possible. As long as the Department is required to operate completely as an ancillary unit, it will always be forced to look to the bottom line as a criterion for determining its policies and priorities. **The Review Panel recommends that the senior administration of the University consider whether there should be an adjustment of the unit's ancillary status and its funding base, to enable it to respond more flexibly to the many demands placed upon it.** A preliminary step in this direction might be an internal audit of the Department's business operation, to give the University's administration a good grasp of the fiscal pressures experienced by the Department in the different areas for which it is responsible.

**5.3 Development** (see also 2.5 above): Fundraising plays an important role in UBC A&R; over the last 10 years the Department has raised over \$50 million, and is setting itself a goal of another \$50 million as its share of the current UBC campaign. The Department's development team of three people works closely with other units within A&R to determine fundraising priorities, and collaborates with the Alumni office on important events focusing on alumni recognition, such as the Homecoming football game and the Alumni Achievement Awards. There is no dedicated Alumni officer in A&R; one of the development team adds alumni matters to his portfolio. This unsatisfactory situation is being addressed in consultation with the central Development office; Development is willing to share an alumni officer with A&R, provided the Department is willing to share the cost. Such an appointment, in the reviewers' opinion, makes good sense, since it would free the Development team to focus on important potential donors (see section 2.5 above).

The Department's success in raising funds for capital projects and endowments is out of all proportion to its size. The Telus Millennium Breakfast, for example, which has surpassed \$9 million, is the largest athletic scholarship endowment in the country. The review panel heard that, while 9% of the general student body at UBC makes a donation of some kind to their alma

mater, 38% of athletics alumni do so. This is undoubtedly a reflection of the Department's success in creating team loyalty and school spirit among varsity athletes. The question facing the Department is whether it should be directing the same energy in fundraising and development towards other areas of its responsibility: that is, to programs in recreation and intramural competition. The review panel recognizes that the challenge will be to identify potential donors and arouse the same kind of enthusiasm for these kinds of activities. Possibilities do exist: for example in naming rights. However, there is a danger that in moving in this direction, the Department may jeopardize the success that has marked fundraising for varsity-level projects.

As in other areas of the activities of UBC A&R, any decisions about the directions to be given to A&R's Development team hinge upon the definition of the Department's mandate. Once that is clearly articulated, the Department will have a stronger sense of what its fundraising goals should be, and how best to pursue them.

## RECOMMENDATIONS

The review panel recommends:

- 1. That the University administration define the Department's mandate more clearly, and indicate what it believes should be the Department's role and priorities in the context of university-wide visioning and strategic planning that addresses the impact and benefits of sport, physical activity, fitness and recreation on student life and the student experience as well as for the broader campus community including faculty and staff and the UNA. Further it was noted that the University is developing measurable objectives related to the nine core strategies in its strategic plan "Place & Promise." The panel hopes that such objectives will be developed for sport, recreation, and fitness. (p. 7)**
- 2. That the Department seek to improve its methods of communicating and planning with all members of staff in the unit, part-time as well as fulltime members. (p. 7)**
- 3. That the VP Students and the Director of A&R discuss ways of building a new and stronger relationship, founded on a better understanding on both sides of what is needed to meet the University's goals and expectations with respect to athletics and recreation. (p. 9)**
- 4. That the VP Students, the AVP HR and the Director of A&R meet to find new ways of addressing the health and well-being of faculty and staff, perhaps by identifying alternative budgetary resources that could be applied to the needs and interests of this group. (p. 9)**
- 5. That, in order to clarify its reasons for declining applications for varsity status, the Department develop and make known a process of application and appeal. (p.10)**
- 6. That the Department of A&R meet with the AMS to discuss how high-performance sports groups within the AMS might be given recognition in the form of special "club" status and access to facilities, services, and academic accommodation. (p. 10)**
- 7. That the Department and VP Students meet with the GSS to clarify what programs, services, and facility access are currently available to the graduate student community at UBC. (p.10)**
- 8. That the Department meet with Infrastructure Development and Campus & Community Planning to discuss the creation of a space audit and a long-term facilities plan based on a needs assessment of the student body, the greater university, and community stakeholders. (p.11)**
- 9. That the Department engage an alumni officer as soon as possible, to give the development officer more time to manage donor contact and develop strategic priorities, and to enable the Department to engage with the broader body of alumni who might potentially contribute to a variety of its projects and programs. (p. 11)**

- 10. That A&R and the School of Kinesiology continue to explore avenues of possible collaboration and cooperation in areas that fit within their respective mandates. (p.12)**
- 11. That a review of student awareness of and interest in varsity sports be conducted and a concerted effort be made to enhance access to and visibility of varsity events. The panel further recommends that the VP Students and A&R identify stakeholders who could potentially collaborate on the production of regular and widely-disseminated stories about sport and recreation at UBC, especially the achievements—academic as well as athletic—of UBC’s top athletes. (p. 14)**
- 12. That the VP Students take up the question of academic concession with the Provost and the University Registrar, to determine how best to educate the University on its application and importance in the case of student athletes representing UBC in national or international competition. (p. 14)**
- 13. That under the auspices of the VP Students, A&R engage in discussions with Student Development and Services, Student Health Services, and Counseling Services with a view to formulating a more coherent and unified approach to issues of student health and wellbeing as these relate to sport and recreational activity across the University. (p. 16)**
- 14. That consideration be given at senior administration levels to joint funding by the University and A&R of new and/or renovated recreational facilities, including space and equipment, in order to meet the heavy demands placed upon UBC REC and facilitate easier access by faculty and staff. (p.16)**
- 15. That the Department of Athletics & Recreation and the University Administration meet with the University Neighbourhoods Association as soon as possible to determine the best ways of meeting the Association’s current concerns about residents’ access to UBC recreational services. (p. 18)**
- 16. That the University and A&R look for ways of obtaining the kind of information about sports and recreational programming at other institutions in Canada and elsewhere that would enable them to establish appropriate norms and comparators for the purpose of benchmarking. (p. 18)**
- 17. That the Department enter into a regular and detailed survey of user opinion concerning varsity, intramural, and recreational programs, and that ongoing monitoring and evaluation strategies and processes be established. (p. 19)**
- 18. That UBC A&R maintain all its facilities at a level that meets or surpasses minimum health and safety requirements and satisfies the needs of all users. (p.19)**

**19. That, following discussion about the Department's mandate (see recommendation 1), the University work with the Department to examine the possible utilization of existing space around the campus for A&R programs, and plan the financing of renovation of existing facilities and the building of new facilities to meet future space and recreation needs. (p.21)**

**20. That the senior administration of the University consider whether there should be an adjustment of the unit's ancillary status and its funding base, to enable it to respond more flexibly to the many demands placed upon it. (p.22)**

**Respectfully submitted,**

**Anita Comella  
John Mills  
Thérèse Quigley  
Robert Sparks**

**27 April 2012**

## **Appendix 1: Review Terms of Reference**

The University of British Columbia

Department of Athletics and Recreation

### TERMS OF REFERENCE OF THE REVIEW COMMITTEE 2012

#### **Purpose**

The Review has two purposes. The first purpose is to review and evaluate the priorities, scope and quality of the Department's physical activity and sport programs and its Intercollegiate and high performance sport activities. The second purpose is to review the effectiveness of the Department's relationship with the University as an ancillary unit.

#### **Terms of Reference**

1. The scope, quality and relevance of the Department's activities and programming. Are activities appropriate to meet the desired participation for students, faculty and staff at the University of British Columbia? The extent to which programs within the Department address the student experience, student engagement, student leadership and work opportunities.
2. The scope and nature of the Department's relationships with the University residents and the broader community. What has been the impact of the Department's programming in terms of outreach, demand and involvement?
3. The scope and nature of the Department's relationship with academic departments and units such as kinesiology, at the University of British Columbia. Has the program developed or sustained fruitful partnerships with other departments in order to foster greater student and faculty participation, academic research, and creative professional activities?
4. The Department's success in achieving its existing mandate, and the appropriateness of the current mandate.
5. How is the Department's mandate perceived by its stakeholders (students, staff, faculty, University residents and the broader community)?
6. The appropriateness of the division of financial resources and personnel directed toward Intercollegiate and High Performance sports relative to supporting opportunities for students who are more recreationally inclined and students who do not currently participate in any athletic/recreational opportunities at UBC.
7. Assessment of programs relative to the best of their kind offered in Canada and North America.

8. The appropriateness of the methods used for the evaluation of student participation, satisfaction and engagement.
9. The appropriateness and effectiveness of the Department's financial structure. How well has the Department managed resource allocation, including infrastructure support, facilities development and maintenance? What is the best financial model for the Department? Are the current and any proposed plans for new initiatives appropriate to sustain and increase the financial stability of the Department?
10. The appropriateness and effectiveness of the Department's organizational structure, specifically its linkage and relationship with Finance, Resources and Operations (FRO), Communications, Human Resources, and Development and Alumni Engagement.

## **Appendix 2: Interview Schedule**

### **Athletics and Recreation Department External Review February 1 and 2, 2012**

#### **Schedule of meetings**

#### **Wednesday, February 1**

*Meeting location: BC Gas Room, 7<sup>th</sup> Floor, Walter C. Koerner Library, 1958 Main Mall*

8:00 – 9:00 am	Review Team breakfast meeting with, VP, Students
9:00 – 10:00 am	Bob Philip, Director, Athletics & Recreation
10:00 – 10:30 am	Richard Price, Senior Advisor to the President
10:30 – 10:45 am	Break (IT to set up Skype)
10:45 - 11:15 am	Kavie Toor, Assoc Director, Facilities & Business Development (via Skype)
11:15 – 11:45 am	Alnoor Aziz, Assoc Director & CFO (via Skype)
11:45 – 12:15 pm	Jeff Todd, AVP Alumni & Executive Director Alumni Association Ian Robertson, Past Chair Alumni Association
12:15 – 1:00 pm	Lunch
1:00 – 1:30 pm	Majid Hosseini, VP Services, Graduate Student Services Laura Thompson and Jose Cordonier, Thunderbird Athletics Council reps
1:30 – 2:15 pm	Ian Burgess, Comptroller, Finance, Resources & Operations and Treasurer and Secretary, University Neighbourhoods Association
2:15 – 3:00 pm	Break
3:00 – 3:45 pm	Nancy Knight, AVP Campus & Community Planning John Metras, Managing Director, Infrastructure Development David Woodson, Managing Director, Building Operations
3:45 – 4:30 pm	Lisa Castle, AVP Human Resources Linda McKnight, Director, HR Advisory Services
4:30 – 5:00 pm	David Farrar, Vice President Academic & Provost
5:00 – 5:30 pm	Debrief
5:30 pm	Return to hotel

**Thursday, February 2**

***Meeting location: Place Vanier Upper Atrium, Rm 206 Common Block, 1935 Lower Mall***

9:00 – 9:45 am	Janet Teasdale, Senior Director, Student Development & Services Louise Nasmith, Principal, College of Health Disciplines Patricia Mirwaldt, Director, Student Health Cheryl Washburn, Director, Counselling Services
9:45 – 10:30 am	Theresa Hanson, Assoc. Director, Intercollegiate & High Performance Sport
10:30 – 10:45 am	Break
10:45 – 11:15 am	David Sanderson, Professor, School of Kinesiology Wendy Frisby, Professor, School of Kinesiology
11:15 – 11:45 am	Ana-Maria Hobrough, Senior Director Campus Based Fundraising Steve Tuckwood, Assoc. Director of Development, Athletics
11:45 – 12:15 pm	Mike Tan, Assoc. Director, UBC REC
12:15 – 1:15 pm	Lunch at Place Vanier Cafeteria
1:15 – 1:45 pm	Deb Huband, Women’s Basketball Coach Shawn Olson, Head Football Coach
1:45 – 2:15 pm	Jan Fialkowski, General Manager, University Neighbourhoods Association Thomas Beyer, Acting Chair, University Neighbourhoods Association
2:15 – 2:45 pm	Jeremy McElroy, outgoing President, Alma Mater Society Matt Parsons, incoming President, Alma Mater Society
2:45 - 3:00 pm	Break
3:00 – 3:30 pm	Lucie McNeill, Director, Public Affairs Randy Schmidt, Assoc Director, Public Affairs Janeen Alliston, Director, Student Communications Services, Enrolment Services and Student Development & Services
3:30 – 4:00 pm	Peter Smailes, Treasurer
4:00 – 5:45 pm	Discussion of draft report