

## UBC VANCOUVER STRATEGIC FRAMEWORK FOR VARSITY

This Framework is intended to guide the strategic direction of the UBC Vancouver Thunderbirds Varsity Athletics program.

The Framework identifies a shared vision and mission for the Varsity program, and the key pillars and foundations that will help us to collectively achieve that vision. It will provide the basis for subsequent strategic planning and implementation by a renewed leadership structure for Varsity, in consultation with our key stakeholders, and in partnership across the University.

There will be semi-annual reporting to the Board of Governors on progress within the Framework and subsequent strategic plans.

### Development of the Framework

Recognizing the importance of the Thunderbirds across our campus and community, the Framework reflects the input of our key stakeholders - coaches, student athletes, student leaders, varsity alumni, donors, staff, partners – as well as the Interim Leadership Team, the Executive Leadership Team and the Board of Governors.

Over the period of August to November 2015, the Interim Leadership Team and Executive Leadership Team consulted broadly with our stakeholders through a series of meetings and opportunities to input through email and web-surveys.

As a result of the focused consultation on the first draft, edits were made to in terms of:

- Addition of a new foundation: internal and external partnerships and communication
- Additional emphasis on supports for coaches to succeed
- Edits to academics section to highlight importance for success of varsity athletes, the academic motivation of athletes and for addressing recruitment and support issues.
- Enhanced focus on student engagement
- Edits to context section to ensure we captured key stats appropriately

Once these edits were incorporated, a second draft went out more broadly for feedback through a second round of meetings with key stakeholders, email invitations to provide input, and a web consultation. This second round of consultation found that there was general support for the framework, with a few additional edits including:

- Further edits to the context section to refine both the description and statistics of competitive success
- Other editorial comments to increase clarity

There were numerous operational comments received, and these will be passed on to the new Senior Athletics Director of the Varsity program to be addressed through the strategic and operational planning processes.

A key theme that emerged through the second, more broad consultation was the need for UBC to support the Framework to succeed. To be very clear - this is UBC Vancouver's Framework to support Athletics, not just the department's. To ensure we are clear in our approach, we have:

- made edits to the University Wide Approach foundation to explicitly include Executive Support
- Identified the key leads across the institution that will be involved in the development and implementation of the strategic operational plans, and
- to maintain visibility at the highest levels of the institution, created a semi-annual progress report to the Board of Governors.

### Next Steps

The next steps in moving from the Framework to action will be led by a newly created position of Senior Athletics Director, who will provide the central leadership for the UBCV Varsity program. The Senior Athletics Director will develop and implement key strategic operational plans under the Framework, in partnership across the institution, and in consultation with our key stakeholders. The Senior Athletics Director will also work with existing stakeholder bodies or develop new stakeholder bodies to provide ongoing input.

With Board approval of this Strategic Framework, a communication plan will be developed in order to ensure that we are effectively communicating the final version of the Framework to our key stakeholder groups.

## OVERVIEW OF THE STRATEGIC FRAMEWORK

The Strategic Framework for Varsity includes the following

- Vision
- Mission
- Pillars: key areas of activity that directly impact the achievement of the mission and vision
- Foundations: fundamental supports to the success of the Pillars
- Approaches to achieve the Pillars and Foundations
- Lead and Partnership identification under the University Wide Approach
- Key Year One deliverables
- Implementation of the Framework – how the Framework will inform Strategic Operational Plans and concrete action
- Expected Outcomes

# UBCV'S STRATEGIC FRAMEWORK FOR VARSITY

The Thunderbirds are a key part of UBC's tradition of excellence. There is a need to build on that tradition, to ensure that the Thunderbirds are successful both on and off the field of play, and are a source of pride and campus community as we move forward.

This draft presents a long-term framework to build on the Thunderbird tradition, through a university-wide strategic approach that leverages strengths from across campus to put the UBC Thunderbirds on a path to greater excellence.

## VISION:

UBC will be Canada's Leading Varsity Athletics Program - a centre of excellence for Intercollegiate and High Performance Sports, where student athletes can achieve their full potential. The Thunderbirds will be central to campus life and the student experience, building UBC pride, community engagement and UBC's reputation.

Achieving that vision will:

- Support our Student Athletes to be the leaders of tomorrow, both on the field of play and off
- Enhance the student experience for all students, building a strong community and sense of school pride
- Enhance UBC's reputation for excellence and engagement locally, nationally, and internationally
- Support UBC's community engagement goals.
- Increase our partnerships with Canada's high-performance sports systems at both the professional and amateur level, and support Canada's amateur and professional sports systems to greater success

## MISSION

To achieve that Vision, the proposed mission statement for the Thunderbirds is:

**EXCEL. ENGAGE. INSPIRE: Excellence on and off the field of play, engaging and inspiring our community and the world**

## PILLARS AND FOUNDATIONS

The Mission and Vision are supported by pillars and foundations:

### PILLAR: KEY AREAS OF ACTIVITY THAT DIRECTLY IMPACT THE ACHIEVEMENT OF THE MISSION AND VISION

- Student Athlete Success
- Athletic Excellence
- Community Engagement
- Alumni Engagement

### FOUNDATION: FUNDAMENTAL SUPPORTS TO THE SUCCESS OF THE PILLARS

- University Wide Approach with Executive Support
- Internal and External Partnerships and Communication
- Excellent Facilities
- Development and Fundraising
- Entrepreneurial Approach to Alternative Revenue Generation
- Strategic and Efficient Use of Resources

More information on the strategic approach to achieving the Pillars and Foundations can be found on the following pages.

## Vision

UBC will be Canada's leading Varsity Athletics Program - a centre of excellence for Intercollegiate and High Performance Sports, where student athletes can achieve their full potential.

The Thunderbirds will be central to campus life and the student experience, building UBC pride, community engagement and UBC's reputation.

## Mission

EXCEL. ENGAGE. INSPIRE

Excellence on and off the field of play, engaging and inspiring our community and the world

## Pillars

### Student Athlete Success

Student athletes are supported to achieve their full potential in their athletics, academics, and the role they hold in their communities during their time at UBC and beyond.

### Athletic Excellence

UBC Thunderbirds are supported for athletic excellence and competitive success through modern best-practices in coaching and sports science, with systems and partnerships that establish UBC as a leader in intercollegiate and high performance sport.

### Community Engagement

Students and the community are engaged with the Thunderbirds, as an integral and vital part of UBC's student experience and community engagement, and a key driver of school spirit, campus community, affiliation with UBC, and UBC's reputation.

### Alumni Engagement

Alumni are a core part of the Thunderbirds family, and will be engaged with the Thunderbirds through high quality alumni engagement activity that promotes and advances athletics, builds pride in UBC, and is valued by/relevant to alumni.

## Foundations

University Wide Approach with Executive Support

Internal and External Partnerships and Communication

Excellent Facilities

Development and Fundraising

Entrepreneurial Approach to Revenue Generation

Strategic and Efficient Use of Resources

## PILLARS – KEY AREAS OF ACTIVITY THAT DIRECTLY IMPACT THE ACHIEVEMENT OF THE MISSION AND VISION

Pillar	Context	Approach	Who	Year One deliverables
<p><b>Student Athlete Success:</b></p> <p>Student athletes are supported to achieve their full potential in their athletics, academics, and the role they hold in their communities during their time at UBC and beyond.</p>	<p>Student athletes, given the demands of their athletics programs, need specialized but integrated supports to achieve their full potential, as students, athletes, leaders, and ambassadors for UBC. The greater supports we can provide student athletes, the better positioned they will be to reach success, while modeling competitive spirit, teamwork, discipline and perseverance to fellow students.</p> <p>The Department of Athletics and Recreation has a small team devoted to supporting Student Athletes. However, there are systems across campus that can also be mobilized in support of our athletes' success.</p>	<p>Develop a holistic, leading-edge model to increase support for student athletes' academic, athletic and personal development through partnerships between Athletics and other departments across campus:</p> <ul style="list-style-type: none"> <li>Registrar – Financial aid, Enrolment Services Professional support, registration, etc.</li> <li>Student Development and Services (for orientation, misconduct, academic supports, leadership programs, access and diversity, counselling, etc.)</li> <li>Housing</li> <li>Faculties</li> </ul> <p>Enhance scholarships and financial aid supports for our student athletes through targeted development initiatives (see Development commitment for more information).</p>	<p>LEADS: Senior Athletics Director Director of Athletics, Operations</p> <p>PARTNERS: Coaches, Registrar, DAE, Student Development and Services, Centre for Student Involvement and Career, Access and Diversity, Registrar (ESPs), Associate Deans from select faculties, SHHS)</p>	<p>New model for integrated Student Athlete Success in partnership across campus, with targeted supports from Registrar (Enrolment Services Professionals, Admissions), Student Development and Services and Housing.</p> <p>Enhanced supports within the department (Student Athlete Academic support staff).</p> <p>Exploration of additional academic accommodations, early access policies, and other academic policy issues with Registrar and Faculties.</p> <p>Development and Fundraising - develop cases for support for recruitment and scholarships/awards.</p> <p><b>ASSOCIATED PLANS:</b></p> <p>Integrated Student Athlete Success Strategic Operational Plan</p> <p>Varsity Team Plans: Student Athlete Success component</p>
<p><b>Athletic Excellence:</b></p> <p>UBC Thunderbirds are supported for athletics excellence and competitive success through modern best practices in coaching and sport science, with system and partnerships that establish UBC as a leader in intercollegiate and high-performance sport.</p>	<p>The landscape of sport in Canada has changed since the Vancouver 2010 Olympic Games and the inception of Own the Podium. The integration of modern practices including sport science and medicine are becoming the norm, even at the provincial level. In addition to recruiting the best student-athletes, we must support them with quality programs meeting today's standards.</p> <p>We need to expand the range of where we are successful, while continuing to support those who are currently strongly competitive.</p>	<p>Enhance Supports for coaching excellence - through hiring, training, retaining and empowering coaches</p> <p>Expanded scholarships to support recruitment of top athletes through targeted development initiatives, and exploration of academic accommodations to support recruitment (see Development commitment for more information).</p> <p>Provide leading sport science and sport medicine capacities for teams and student athletes through investments in an integrated support team, with tailored supports by team to enhance excellence in a strategic and sustainable way.</p> <p>Enhance partnerships with high performance sport organizations (CSI, Own the Podium etc.), and with UBC expertise in Kinesiology and other departments to build leading edge knowledge to support sports excellence.</p> <p>Work within the Canadian Interuniversity Sport system to improve athlete development pathways, and links to National Teams.</p>	<p>LEADS: Senior Athletics Director Director of Athletics, Performance Director of Athletics, Operations Coaches</p> <p>PARTNERS: IST, KIN, CSI, others</p>	<p>Implementation of Integrated Support Team to enhance sport science supports for teams.</p> <p>Expansion of partnerships with Kinesiology, Nutrition and Counselling, and external partners such as Canadian Sport Institute, National Sports Organizations, Own the Podium.</p> <p>Exploration of additional academic accommodations with Registrar and Faculties.</p> <p><b>ASSOCIATED PLANS:</b></p> <p>Athletic Excellence Strategic Operational Plan</p> <p>Varsity Team Plans: Athletic Excellent Component</p>

Pillar	Context	Approach	Who	Year One deliverables
<p><b>Community Engagement:</b></p> <p>UBC Students and the Community are engaged with the Thunderbirds as an integral and vital part of student experience and community engagement, and the Thunderbirds are a driver of school spirit, campus community, affiliation with UBC and UBC's reputation.</p>	<p>There has been low student and community engagement with the Thunderbirds.</p> <p>We have experienced some growth in audience through piloting new initiatives at a few games in Winter 2015 along with the Homecoming events of 2013 and 2014.</p> <p>This has grown in the past year due to marketing and communication initiatives including the festival approach. These are resource intensive, so while there is a need to do more, it will need to be done in a strategic and tailored approach that will achieve the commitment within the limited resource context.</p> <p>Perception of weak fan experience. Challenges include: parking, quality of food, entertainment, fan seating and shelter, sounds systems, merchandising and atmosphere.</p> <p>There is a need for better and more robust integration of the Thunderbird brand and experience within University and student life (Imagine Day, All staff events, student communications, campus animation, SHHS, etc.)</p>	<p>Support the Thunderbirds through a broader Campus Life and Animation Strategy, that will help to integrate the Thunderbirds into a strategic approach to build a strong campus community and school spirit, where the Thunderbirds are part of every student's experiences, with strong linkages into residence life, partnerships with the AMS and other student societies, and other campus life initiatives.</p> <p>Build Audience: Increase audience attendance for targeted ticketed events through strategic M&amp;C initiatives and tailored supports</p> <p>Unique Events: Develop Varsity events which enrich student experience pride and engagement with UBC</p> <p>Digital and social media reach: Enrich student experience through meaningful and entertaining digital engagement with students</p> <p>Brand: Build a powerful UBC Thunderbird brand and identity by a refreshed and revitalized visual identity and robust brand management plan including tailored use of the brand across UBC Athletics and Recreation</p> <p>Thunderbird Campus Profile: Increase integration and profile of UBC TB brand on campus through sport venues, enhanced merchandise program integration with key dept/faculties and key campus events, expansion of TB brand to increase affiliation, campus animation and integration on relevant campus wide digital channels and more.</p> <p>Media Relations: Maintain and enhance UBC TB presence in external media; continue to extend TB story to inspiring sport, academic and human interest stories which expand beyond sport media</p> <p>Strategic Partnerships: Develop strong campus, corporate and community partnerships which assist in meeting our strategic objectives</p> <p>Tailored supports to build community engagement with teams, with a priority on teams that show the greatest potential for engagement</p>	<p>LEADS: Senior Athletics Director; Director, MCEP; MD, Campus Life/Animation</p> <p>PARTNERS: Central Marketing and Communications, AMS/GSS, Alumni Communications, C&amp;CP, Centre for Student Involvement and Careers, Coaches, SHHS</p>	<p>Expansion of the Festival Approach, which when implemented has resulted in 10x normal attendance at a game.</p> <p>Refresh of Thunderbird brand and broader rollout to increase visibility and affiliation on campus.</p> <p>Increased partnerships across campus</p> <p><b>ASSOCIATED PLANS:</b></p> <p>Community Engagement Strategic Operational Plan</p> <p>Team Plans: Community Engagement component</p>
<p><b>Alumni Engagement</b></p> <p>Alumni are a core part of the Thunderbirds family, and will be engaged with the Thunderbirds through high quality alumni engagement activity that promotes and advances athletics, builds pride in UBC, and is valued by/relevant to alumni.</p>	<p>Alumni athletic engagement is inconsistent in terms of quality and depth across athletics and by team. No broad engagement among the general alumni population.</p> <p>Need for a strategic and supportive approach for engaging with UBC alumni, including varsity alumni, who are significant contributors to the Thunderbirds.</p>	<p>Focus on building broader alumni participation, consistent with the alumni engagement framework (empowering personal growth, nourishing pride, and enabling contribution)</p> <p>Nurture and strengthen relationships with key Alumni groups (Thunderbird Council)</p> <p>Baseline services for support of coaches and alumni by team, as well as preferred volunteer organizational models</p> <p>Continued focus on data collection to better target alumni interests long term</p> <p>Enhanced communications direct to alumni athletes via alumni UBC platforms</p> <p>Ensure alignment between development and alumni engagement activities</p>	<p>LEADS: Senior Athletics Director; Director, DAE</p> <p>PARTNERS: Coaches, UBC DAE, Director of Athletics, Performance; Director of Athletics, Operations; Director MCEP</p>	<p>Best practice structure for and approach to alumni volunteer engagement with the Athletics Department and individual team developed.</p> <p>Role of Thunderbird Alumni Council clarified and overall governance model for alumni engagement with athletics.</p> <p><b>ASSOCIATED PLANS:</b></p> <p>Alumni Engagement Strategic Operational plan for athletics overall</p> <p>Team Plans: Alumni Engagement component</p>

## FOUNDATIONS – FUNDAMENTAL SUPPORTS TO THE SUCCESS OF THE PILLARS

Foundation	Context	Approach	Who	Year One Deliverables
<p><b>University Wide Approach with Executive Support</b></p> <p>A university-wide approach that leverages strengths from across campus to support our student athletes and our teams, with strong Executive support for the University wide approach.</p>	<p>Historically the Athletics Department has worked, for the majority, as a silo within UBC.</p> <p>There are strengths across campus in our administrative units, our faculties and our student organizations that can support the Thunderbirds.</p>	<p>The Executive will promote partnerships across the University, both from within their respective portfolios but also across Executive portfolios and the Faculties in order to build a truly University-wide approach to supporting the Thunderbirds.</p> <p>All affiliated plans (Athletic Excellence, Student Athlete Success Plan, Community Engagement Plan and Alumni Engagement Plan) will be supported by partnerships across the university, and reflect the joint efforts across the University.</p>	<p>LEADS: Senior Athletics Director Director of Athletics, Performance Director of Athletics, Operations Director, MCEP Director, DAE External Relations MD, Campus Life/Animation</p> <p>UBC Partners: e.g. Registrar; Student Development and Services; AMS/GSS; Kinesiology, Faculties, Communications &amp; Marketing, etc.</p>	<p>New/enhanced partnerships across campus, in support of student athlete success, athletic excellence, community engagement and alumni engagement.</p> <p><b>ASSOCIATED PLANS:</b></p> <p>Plans developed for each of the pillars will include university-wide approaches.</p>
<p><b>Internal and External Partnerships and Communication</b></p> <p>Strong partnerships, internally and externally, built with great communication and engagement of all our key partners: student athletes, coaches, students, staff, faculty, supporters and other external partners</p>	<p>We need to strengthen our internal partnerships, recognizing the strengths that we have in our student athletes, coaches, staff and supporters, and across the institution.</p> <p>There are also significant opportunities to build partnerships with external partners to strengthen supports for Athletics.</p> <p>Enhanced and improved communication can support the development of these partnerships.</p>	<p>Internal Partnerships: The Department will work on identifying avenues to increase the partnerships with our student-athletes, coaches, alumni, staff and supporters, including improved communication and engagement approaches.</p> <p>Our approaches will also include external partners. We will identify opportunities to build out our supports in the community and align with provincial and national initiatives to strengthen both the Thunderbirds and the sporting community.</p>	<p>LEADS: Senior Athletics Director Director of Athletics, Performance Director of Athletics, Operations Director, MCEP Director, DAE External Relations MD Campus Life/Animation</p>	<p>Engagement strategies that align with strategic and operational planning.</p> <p><b>ASSOCIATED PLANS:</b></p> <p>Plans developed for each of the pillars will include partnership approaches.</p>
<p><b>Excellent Facilities</b></p> <p>The Thunderbirds will have access to the best high performance training and competition facilities in Canada</p>	<p>Facilities has been very successful in developing and completing capital projects and finding alternate funding sources, however there are facility shortfalls and significant issues with existing aging facilities.</p>	<p>Complete 20 Year Master Plan to ensure a long term facilities plan is in place that addresses current and future needs.</p> <p>Explore capital, partnership and funding models to come up with solutions for aging facilities (i.e. War Memorial Gymnasium and Thunderbird Stadium).</p> <p>Enhance and expand our physical infrastructure, through capital planning, maintenance, sustainability and safety to meet the needs of Varsity and partners.</p> <p>Explore external partnerships and creative funding solutions to address short term and long term needs.</p> <p>Through collaboration with departments across UBC, find new ways to create added value to existing facility partnerships and explore new partnerships.</p>	<p>LEAD: Director, Facilities; Senior Athletics Director; MD, Campus Life/Animation</p> <p>PARTNERS: DAE; Director MCEP; Director of Athletics – Operations; Director of Athletics – Performance; Coaches.</p>	<p>Complete Master Plan</p> <p>Develop a capital fundraising strategy</p> <p>Refine and execute strategy for major gift solicitations in support of Aquatic Centre.</p> <p><b>ASSOCIATED PLANS:</b></p> <p>Facilities Master Plan</p>

## FOUNDATIONS – FUNDAMENTAL SUPPORTS TO THE SUCCESS OF THE PILLARS

Foundation	Context	Approach	Who	Year One Deliverables
<p><b>Development and Fundraising</b></p> <p>Development and fundraising enhances and strengthens the Thunderbirds through best practices.</p>	<p>Tradition of donor support; could be strengthened in certain areas.</p>	<p>Work with teams and coaches to identify major gift prospects</p> <p>Establish clear roles and expectations to support alumni-driven fundraising activity for teams</p> <p>Deliver fundraising training program for A&amp;R management and coaches</p> <p>Clarify decision making around major gift priority project setting</p>	<p>LEADS: Senior Athletics Director; Athletics DAE Director and Development team</p> <p>PARTNERS: UBC Development teams with support from DAE Services Coaches and A&amp;R management team Alumni volunteer societies</p>	<p>Raise \$2,250,000. (2015/16 goals)</p> <p>Manage active prospects and identify new prospects.</p> <p>Fundraising training implemented for A&amp;R management and coaches</p> <p>Develop system and schedule for reporting on donations, endowments, awards and alumni participation.</p> <p>ASSOCIATED PLAN: Varsity Development and Fundraising Strategic Operational Plan, with team specific components as appropriate.</p>
<p><b>Entrepreneurial Approach to Alternative Revenue Generation</b></p>	<p>Given resource constraints, there is a need for a renewed emphasis on developing alternate revenue sources to support our athletes and the teams across all commitments.</p>	<p>Identification and implementation of alternate revenue approaches</p> <p>Create sponsorship strategy with Athletics</p>	<p>LEAD: Senior Athletics Director</p> <p>Partners: DAE, Director of Athletics, Operations, Director of Athletics, Performance, Coaches, Director, MCEP Director, Finance, Director, Facilities; MD Campus Life/Animation</p>	<p>Development of Alternative Revenue Strategy, for Athletics and for teams</p>
<p><b>Strategic and Efficient Use of Resources</b></p> <p>The Thunderbirds will be supported through a sustainable, efficient and effective business model that aligns with the vision, and that grows revenue sources to ensure that our athletes and teams have the resources necessary to succeed.</p>	<p>Over time, Varsity teams have grown organically to receive varying levels of supports from the Athletics Department in areas including: Game Operations, Marketing &amp; Communications, Development and Alumni Engagement, Integrated Support Team etc.</p> <p>Achieving our goals will require a renewed focus on sustainable excellence, with the efficient and effective use of resources that align resource-limited supports to the achievement of the vision.</p>	<p><b>Efficiency Plan and Business model:</b></p> <p>Review of operations and business model (team budgets, central admin, resource allocation etc.) and partnership/leveraging opportunities. Develop an efficiency plan to review all existing expenses to determine potential cost reduction strategies</p> <p>Sustainable business model rolled out to individual teams for coaches to tailor as needed</p> <p><b>Strategic Alignment of Resources</b></p> <p>In recognition of the differences between teams and sports, supports will be tailored to each specific team. However, given the need for strategic use of finite resources, priority access to certain supports will be given where teams are best positioned to meet the overall vision for the Thunderbirds</p>	<p>LEADS: Senior Athletics Director; Director of Finance</p> <p>PARTNERS: DAE, Director Facilities, Director MCEP, Director of Athletics, Operations, Director Performance, Coaches, MD Campus Life/Animation</p>	<p>Review of department operations and budget/business model.</p> <p>Development of strategic business model that ensures long term sustainability of Athletics, and ability to invest in excellence.</p> <p>Development and implementation of a Varsity Support Matrix, outlining the supports each varsity team will receive from supporting units within the Athletics Department.</p> <p>ASSOCIATED PLANS: Business Plan for Varsity, including Efficiency and Alternative Revenue Generation; by team as appropriate</p> <p>Varsity Support Matrix by Team</p>

## IMPLEMENTATION THROUGH STRATEGIC OPERATIONAL PLANS

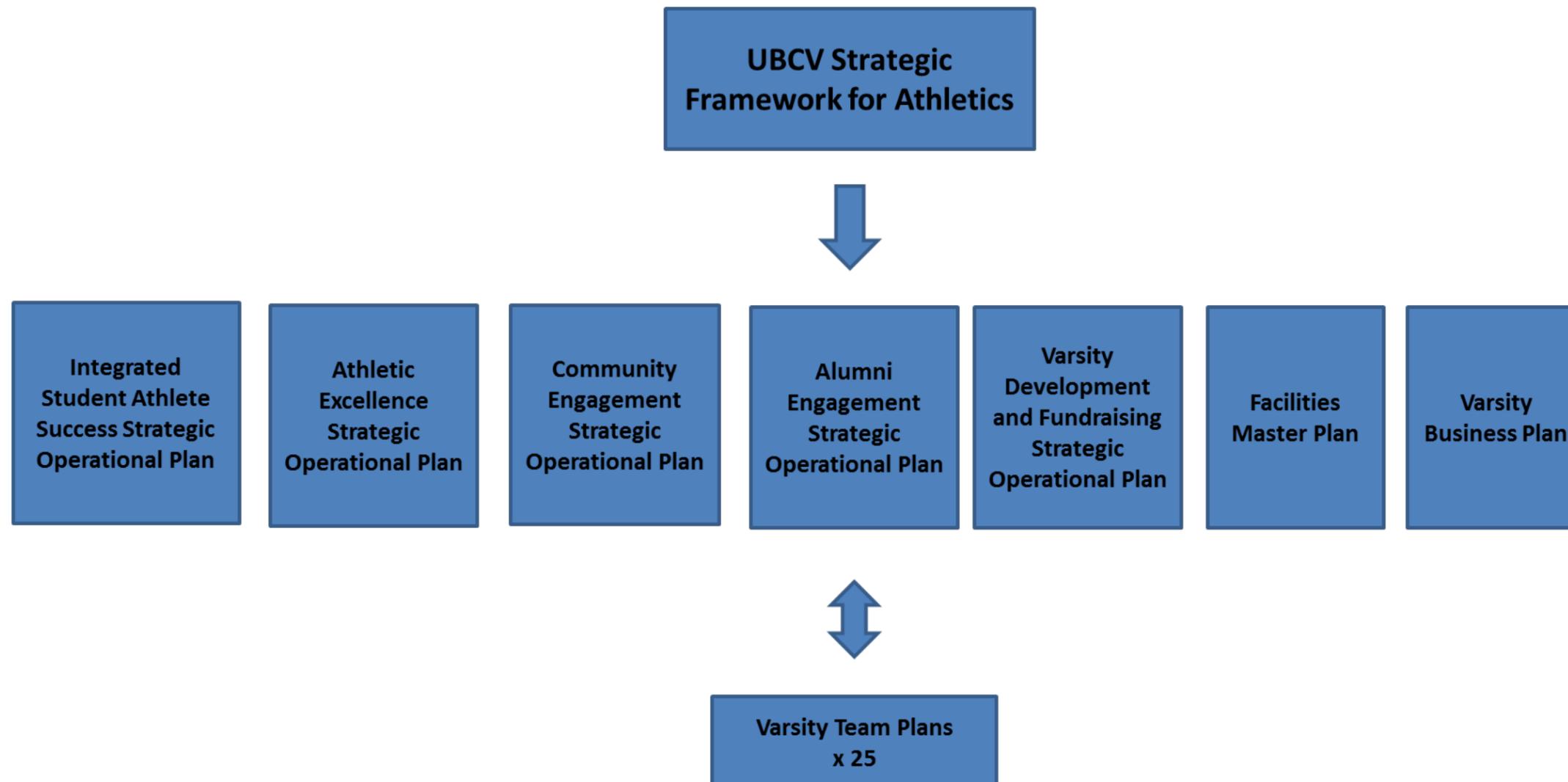
Overall responsibility for the Strategic Framework rests with the Senior Athletics Director, who will implement the framework in partnership with other UBC units, ensuring a university-wide approach to supporting the Thunderbirds.

In order to ensure continued visibility, and in recognition of the Executive support for the Framework, the Senior Athletics Director will report semi-annually to the UBC Board of Governors on progress.

The strategic direction given by this document will be embedded into strategic operational plans within Athletics and its partner units across campus in support of individual pillars or foundations as identified. These plans will include specific goals and targets for annual deliverables on an ongoing basis, and may be aligned with other strategic planning processes in other areas of the university (e.g. aligned with other communication and marketing).

Different representatives in Athletics and across the campus will have responsibility for different components of the operational plans, either as Leads or Partners, at the Strategic Operational level. These individuals are identified within the detailed tables for the Pillars and Foundations above.

In recognition of the differences between our varsity teams, it will also inform the team-specific strategic plans that have already been developed.



---

**EXPECTED OUTCOMES**

**Through the new initiatives and approaches outlined above, and building on existing best practices, there are key outcomes expected:**

1. Enhanced supports and greater emphasis on modern best practice in Athletic Excellence, with tailored and prioritized services to increase our competitive success within a limited resources frame.
2. Integrated model of Student Athlete Support that leverages strengths from across campus to ensure our Student Athletes are supported to succeed on and off the field of play.
3. Strengthened and strategic approach to Marketing and Community Engagement, integrated into a broader strategic approach to Campus Life and Animation
4. Renewed partnership and engagement with our Alumni
5. Enhanced scholarships and financial aid supports for our student athletes through targeted development initiatives
6. UBCV-wide approach and increased partnerships – enhanced supports, more integrated with systems across, enabling stronger leveraging
7. Improved budget model through a budget review – to ensure that funds are being used in the most efficient and effective way possible
8. Focused support for fundraising to support team goals and department goals
9. Enhanced support for entrepreneurial efforts and alternative revenue generation approaches to address resource limitations