

Mount Allison University Athletics and Recreation



A STRATEGIC PLAN

(2010-2016)

EXECUTIVE Summary



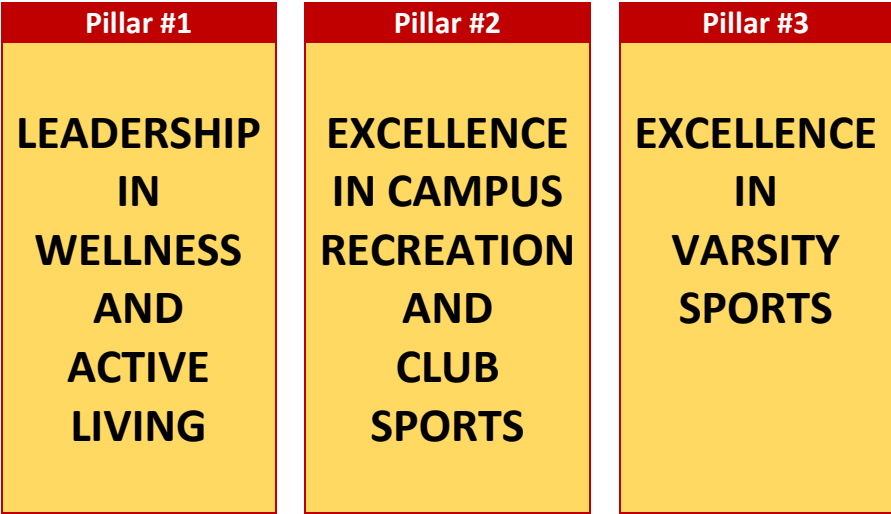
Athletics and Recreation is essential to Mount Allison’s objective of becoming “the best primarily undergraduate University in Canada and among the best in North America.” With students as our starting point, we embrace our opportunity to develop a distinctively unique Mount Allison approach to Athletics and Recreation. This unique approach includes a dual commitment to inclusion and excellence and it evolves from the foundational and guiding principles that define our department.

Starting with foundational principles, Athletics and Recreation commits to **quality** and **sustainability** in everything that we do. On this foundation, we follow the guiding principles of priority emphasis on academics, stewardship for the importance of active living, emphasis on inclusion - quality experiences for everyone and competitive excellence in our varsity sports. With commitment to these guiding principles, Athletics and Recreation is able to positively support the strategic statement of the entire university, most particularly in the areas of student recruitment and retention, the academic experience and integrated extracurricular experience.

The department’s guiding principles come to life in the vision of exemplifying the Mount Allison brand, challenging our body and minds, engaging our spirits of accomplishment and inspiring our belief in ourselves and our school. These are lofty ambitions, made possible by focused attention to three priority areas or pillars: 1. Leadership in Wellness and Active Living, 2. Excellence in Campus Recreation and Club Sports and 3. Excellence in Varsity Sports. The three pillars each have their own corresponding set of strategic imperatives and objectives.

The interconnectivity of the three pillars allows Athletics and Recreation to deliver meaningful experiences for every Mount Allison student, all faculty and staff and all segments of the Sackville community.

The strategic plan is written at a conceptual level to establish the foundation for direct and immediate transition to operational plans to service the pillars and realize the plan’s vision. Indeed, work is already beginning to operationalize the strategic imperatives and to identify the necessary action plans to meet the stated objectives within the plan.



As Athletics and Recreation finds success with the strategies enclosed in our plan, Mount Allison will ultimately show itself to have a distinctive approach to varsity athletics and campus recreation. This translates into a mix of experiences that can only be found at Mount Allison University. Our university will be home to a community of students, faculty and staff who demonstrate a complete approach to health and wellness. Athletics and Recreation will effectively contribute to student recruitment and our student athletes will be defined by academic success in the classroom and competitive success in their arena of sport.

Along the way, Athletics and Recreation will make Mount Allison stronger and unite all those connected to the university in a common expression of our Mount Allison pride.

STUDENTS first

Throughout its history, Athletics and Recreation have been essential to the story of Mount Allison University. The document that follows identifies and articulates the priorities and focus for Athletics and Recreation as it continues to serve Mount Allison’s broad objective “to become the best primarily undergraduate University in Canada and among the best in North America.” As our Strategic Statement identifies, there is no one single Mount Allison experience. Students piece together their own unique rich set of experiences, possibilities and opportunities and as they do, they will find Athletics and Recreation to be a valuable and necessary ingredient.

Indeed, students are exactly where the strategic plan for Athletics and Recreation begins. Much like Mount Allison University itself, the department of Athletics and Recreation espouses an approach grounded in the need to understand our student body and to offer programs and services that most captivate their interests and imaginations. As active members of Mount Allison’s Student Affairs group, we work closely with our colleagues in Student Affairs and across campus to help contribute in meaningful ways to our students’ Mount Allison experience.

As a small yet nationally respected university, we embrace our unique opportunity to approach Athletics and Recreation like no other. This plan emphasizes those principles that have been fundamental to Mount Allison, principles like inclusion in physical recreation and focus on academics. Yet, these are not mutually exclusive of program quality and competitive excellence. We will stay within ourselves and within the priorities of our department and university as outlined in this plan and we will represent the standard of quality expected of Mount Allison University.



athletics and recreation at **MOUNT ALLISON**

Like all institutions, the story of where we have been and who we have become has involved many chapters and many plots and subplots. With each passing generation, the fundamental guiding principles have slowly surfaced, they have been shaped and molded and ultimately they have evolved to what we know today. It is these principles that define our dual commitment to inclusion and excellence. At Mount Allison, we do not compromise the experiences of the general student population in pursuit of targeted and narrow athletic success. Similarly, we do not concede defeat in varsity competition because our resources have been exhausted in a model that values only broad based programming. We are bold enough to aspire to both inclusion and excellence.

At the very core, Athletics and Recreation emphasizes the need for quality and sustainability to exist in everything we do. These are the foundational principles that must show themselves in all of our programs and services.

Athletics and Recreation FOUNDATIONAL PRINCIPLES

- 1. *QUALITY in our programs, our services and our facilities***
- 2. *SUSTAINABILITY in our programs, services and facilities***

With this foundation of quality and sustainability entrenched in everything we do, the department uses our guiding principles as the basis for our decision making and direction.

Athletics and Recreation GUIDING PRINCIPLES

- 1. *Priority emphasis on academics***
- 2. *Stewardship for the importance of active living***
- 3. *Emphasis on inclusion – quality experiences for everyone***
- 4. *Competitive excellence in our varsity sports***

The strategic plan reflects the foundational and guiding principles of Athletics and Recreation. This is a plan that respects the importance of academics for our students. Success at Mount Allison must involve academic excellence as a fundamental ingredient. We recognize and assert our commitment to academics. This is also a plan where we deliver on our leadership responsibilities for active living and engrain its essential place in the lives of our students, faculty and staff. We do so in a manner that includes quality experiences for everyone. We are committed not only to providing opportunities for our students, faculty and staff but also proactively helping each group to understand and value the need for an active lifestyle.

We also intend to compete. Not at the expense of our students but to the benefit of our students. Mount Allison is one of the very best undergraduate universities in all of Canada and our campus provides countless confirmations of this excellence. Our varsity athletics should be no exception. AUS championships, ACAA championships, Vanier Cup appearances and All-Canadian athletes have all played a role in shaping what we know Mount Allison to be today. Our balance includes a commitment to sustainable quality with our varsity athletics.



“We are bold enough to aspire to both inclusion and excellence.”

MOUNT ALLISON'S **strategic statement**

Mount Allison's Department of Athletics and Recreation is most effective and most successful when we act in concert with, and in service to, the strategic objectives of the university as a whole. Athletics and Recreation, through its programs and services, is well positioned to be a vital contributor to Mount Allison's broad objective of making our institution the best primarily undergraduate university in Canada and among the best in North America.

Athletics and Recreation, through its various programs and services, is a positive contributor for each of the six key components of Mount Allison's strategy. In particular, Athletics and Recreation actively strengthens the university's impact for the components of ***Student Recruitment and Retention, Academic Experience*** and ***Integrated Extracurricular Experience***.

Essential to Mount Allison's Strategic Statement is the need for success in ***Student Recruitment and Retention***. Consider that a significant number of our students play on one of Mount Allison's 9 varsity teams and 8 club teams. These students are drawn to Mount Allison for the opportunity to pursue sporting interests at one of the top academic schools in the country. Once here, their participation in varsity and club athletics enriches their Mount Allison experience and plays a key role in keeping them engaged and enrolled.

Mount Allison is one of the smallest of the small schools in Canada. It is characterized by a uniquely involved and passionate student population that mixes male and female, Canadians with international students and students from all backgrounds. Athletics and Recreation helps attract a diverse and comprehensive demographic of student athletes, all the while adding breadth and depth to Mount Allison's student body.

The ***Academic Experience*** is paramount to Mount Allison University and fittingly, academics have paramount importance among our varsity athletes. In 2009-2010, 41 Mount Allison varsity athletes achieved Academic All-Canadian status either through Canadian University Sport (CIS) or the Canadian Colleges Athletic Association (CCAA). The Athletics and Recreation Strategic Plan places focused importance on the development of a complete academic support plan for varsity athletes, further complementing the university's commitment to academic excellence.

Integrated Extracurricular Experience lives at the heart of Mount Allison's commitment to a complete set of rich experiences, opportunities and possibilities. The programs and services of Athletics and Recreation are by their very nature essential contributors to the extracurricular experience. Approximately 45% of all Mount Allison students participate in at least one intramural sport on campus. Additionally, both the Fitness Centre and Athletic Centre are important and popular components of staff and student life.

Direct involvement is not the only extracurricular engagement provided by Athletics and Recreation. The crowds gathered on campus for home football games are among the biggest gatherings on campus all year long. Similarly, our other varsity and club sports gather and engage students and put them alongside supportive alumni, community members and corporate partners. These sporting events connect us to each other and serve as a catalyst for a deeper connection to our university and our external community as well.



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the STRATEGIC PLAN

Mount Allison’s strategic statement calls for a distinctive Mount Allison approach to varsity sports, physical and recreation programming and the connection of these activities to the development of life-long skills and strategies for wellness. The Strategic Plan for Athletics and Recreation is crafted to deliver on this commitment. The guiding principles of Athletics and Recreation are highlighted and manifested through the creation of three Strategic Pillars – Leadership in Wellness and Active Living, Excellence in Campus Recreation and Clubs Sports, and Excellence in Varsity Sports.



MOUNT ALLISON UNIVERSITY ATHLETICS AND RECREATION STRATEGIC PLAN

VISION:

Exemplifying the Mount Allison brand, Athletics and Recreation challenges our body and mind, engages our spirit of accomplishment and inspires our belief in ourselves and our school.

MISSION:

To deliver a top quality and distinctively Mount Allison approach to varsity sports and recreational programming through a dual commitment to inspiring life-long skills for wellness and to empowering our student athletes to achieving competitive excellence.

Pillar #1	Pillar #2	Pillar #3
LEADERSHIP IN WELLNESS AND ACTIVE LIVING	EXCELLENCE IN CAMPUS RECREATION AND CLUB SPORTS	EXCELLENCE IN VARSITY SPORTS
STRATEGIC IMPERATIVES	STRATEGIC IMPERATIVES	STRATEGIC IMPERATIVES
Serve as a cornerstone contributor to Mount Allison’s Academic Mission	Serve as a cornerstone contributor to Mount Allison’s Academic Mission	Serve as a cornerstone contributor to Mount Allison’s Academic Mission
Engage all students and staff to understand, value and adopt lifelong skills for active living	Excel at the delivery of a broad based and inclusive set of intramural sports	Excel at student athlete recruitment and retention
Maximize the optimal use and benefit of our physical recreation facilities	Engage students and staff with relevant programs consistent with their interests and needs	Offer varsity teams that have competitive success in both the AUS and ACAA
Entrench a sustainable funding model for active living programs and services	Entrench sustainable funding model for campus recreation and club sports	Entrench sustainable funding model to support competitive varsity athletics
Engage the Sackville community through leadership in active living	Offer engaging, inclusive and successful club sport program	Commitment to excellence in coaching
		Successfully epitomize the Mount Allison Brand

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The three Strategic Pillars and their interconnectivity truly allow for the dual commitment to inclusion and excellence. The three pillars exist as a continuum, starting with **Leadership in Wellness and Active Living**, a focused approach to inclusion and to engaging all students and staff in their own health and wellbeing. Our second pillar, **Excellence in Campus Recreation and Club Sports**, serves as a natural bridge between the first and third pillar and it is itself the essence of balancing inclusion and competitive excellence. The third pillar underlines our commitment to excellence and competitive success. **Excellence in Varsity Athletics** charts a course for compelling, inspiring and successful athletics. For each pillar, the strategic imperatives and corresponding objectives identified later under “OBJECTIVES and Keeping Score” provide the impetus for our operational plans and performance benchmarks. With diligent execution of these plans, our benchmarks will be realized.

Leadership in Wellness and Active Living is exactly as it sounds. Athletics and Recreation enthusiastically accepts its responsibility to lead the wellness and active living revolution on campus. Our communities, our families and our youth are challenged with poor lifestyle habits that are perhaps more threatening than ever. At Mount Allison, we have the very real opportunity to impact our students, faculty, staff and our community and to equip them with the knowledge, the interest and the desire to make better lifestyle choices. Ultimately, our opportunity is to help our students, faculty, staff and our community discover during their time at Mount Allison a more complete level of health and wellness than they have ever known.

Through the Strategic Imperatives and subsequent objectives of this first Strategic Pillar, we show leadership in the pursuit of “healthy mind in a healthy body”. Our commitment here is not only to provide facilities and access to these facilities. Our commitment is to engage our students, our faculty, our staff and our community in the story of wellbeing. Our commitment is to help people to recognize the benefits of living well and of caring for their mind AND their body. Our commitment is to bring people closer to their full potential.

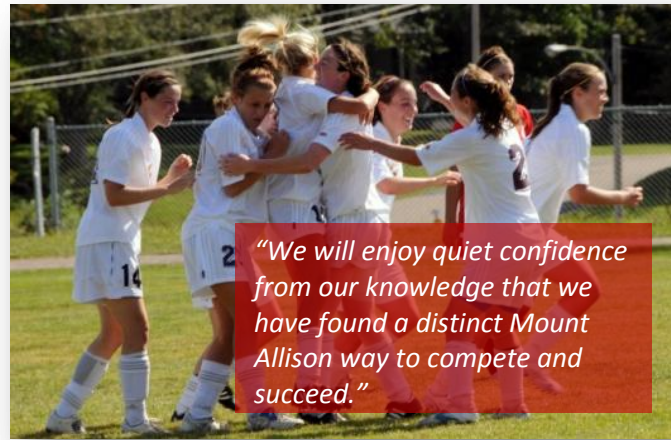
Excellence in Campus Recreation and Club Sports exemplifies Mount Allison’s commitment to inclusion and to having a place for everyone. This is unique to Mount Allison and it is celebrated and valued by our students. Our commitment to this pillar cements our commitment to having programming that is reflective of the student body and that allows for broad participation. Within this pillar we have established objectives for intramural sport to help ensure that significant segments of the student body benefit from their involvement. We have also articulated action steps to ensure the evolution and enhancement of Mount Allison’s popular and invaluable club sport program.

Excellence in Varsity Athletics is rooted in a commitment to sustainable success. At Mount Allison we will succeed at having top quality and sustainable varsity athletics while remaining loyal to who and what we are as a university. Our varsity teams will compete in the true spirit of the “Mount Allison way”. Academics will come first. Our teams will be representative of our student body and will fit into a bigger strategy that emphasizes our inclusive approach to programming. We will uphold our commitment to all of these things and we will do so with the pride of knowing that we have remained true to our University and our guiding principles. And as we uphold this commitment, we will enjoy quiet confidence from our knowledge that we have found a distinct Mount Allison way to compete and succeed.

As part of our commitment to sustainable success, we collectively recognize that a hybrid model for varsity athletics, allowing for teams in both Atlantic University Sport (AUS) and the Atlantic Colleges Athletic Association (ACAA), is the best approach for Mount Allison. Our 5 AUS teams and 4 ACAA teams allow for appropriate gender opportunities, depth in the varsity sports we offer, profile and positive awareness for our university and fulfilling and complete sport experiences for our athletes. Our hybrid model also affords our student athletes and coaches our best opportunity for competitive success.



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OBJECTIVES and keeping score

For each Pillar it is important that the strategic imperatives attach to measurable objectives. These represent the scoreboard by which the successes of Athletics and Recreation will be measured. Once established and adopted, the strategic imperatives and objectives of Athletics and Recreation will be reviewed annually and adjusted based on the efforts and successes of the department.

Pillar #1 – Leadership in Wellness and Active Living

STRATEGIC IMPERATIVE #1 – Serve as a cornerstone contributor to Mount Allison’s Academic Mission
OBJECTIVES
A. Develop strategies to systematically and strategically promote the benefits of healthy mind, healthy body, linking where possible the efforts of Athletics and Recreation to the university’s academic mission
B. Help students to recognize and accept the need for wellness by identifying and articulating the links between healthy living and academic performance
C. Identify and activate opportunities to directly link academic programs to Athletics and Recreation programming (eg. Department orientation sessions at fitness centre)
D. Seek out and develop partnerships with campus groups such as admissions, SAC and Student Life with the aim of working together to enrich the holistic education experience for our students
STRATEGIC IMPERATIVE #2 – Engage all students and staff to understand, value and adopt lifelong skills for active living
OBJECTIVES
A. Through the creation of a Fitness Centre strategy and business plan, identify program opportunities for inspiring students and staff to commit to an active lifestyle
B. Provide leadership in engaging students and staff in active living programs
C. Develop a complete understanding of the interests of staff, students and members of the community so as to properly offer programming that engages individuals based on their preference
D. Establish benchmarks for student and staff involvement with the ultimate intent of being able to encourage greater participation and commitment to active living
E. Offer an expanded set of programs and services through the Fitness Centre with the intention of breaking down barriers to participation and encouraging more involvement
STRATEGIC IMPERATIVE #3 – Maximize the optimal use and benefit of our physical recreation facilities
OBJECTIVES
A. Work with facilities management to clarify needs, to finalize priorities and to implement plans for the upgrade and renewal of our campus physical recreation facilities
B. Develop strategies to encourage facility usage during non-peak hours in order to maximize the benefit of the Fitness and Athletic Centres
C. Explore opportunities for partnership and or reciprocal arrangements with the Town of Sackville to optimize the use, benefit and upgrade of our respective facilities

STRATEGIC IMPERATIVE #4 – Entrench a sustainable funding model for active living programs and services
OBJECTIVES
A. Develop a Fitness Centre Business Plan outlining a sustainable approach for the successful delivery of programs and services to engage and inspire our students, faculty, staff and community
B. Establish an equipment maintenance, purchase and replacement plan for the Fitness and Athletic Centres that allows for an effective and sustainable approach to serving our constituents
C. Seek out partnerships with all levels of government for the promotion and advancement of active living on campus
D. Seek out potential fundraising opportunities for the continued development of active living programs
STRATEGIC IMPERATIVE #5 – Engage the Sackville community through leadership in active living
OBJECTIVES
A. Develop marketing plan to position both the Athletic and Fitness Centres as valuable assets in the recreation infrastructure of the Sackville community
B. Develop programs relevant to different market segments in order to engage members of the Sackville community in the use of the Fitness and Athletic Centres
C. Engage the Sackville business community in programs and services of the Fitness and Athletic Centres through the launch of a corporate membership program

Pillar #2 – Excellence in Campus Recreation and Club Sports

STRATEGIC IMPERATIVE #1 – Serve as cornerstone contributor to Mount Allison’s academic mission
OBJECTIVES
A. Provide opportunities to engage all students in physical activity as a positive contributor to academic success
B. Identify and articulate the links between healthy living and academic performance and ultimately position active living as a factor in achieving academic success
C. Work cooperatively with faculty and academic departments to properly identify and promote the positive impact active living, and thus campus recreation, can have on academic performance
STRATEGIC IMPERATIVE #2 – Excel at the delivery of a broad based and inclusive set of intramural sports
OBJECTIVES
A. Offer a set of top quality intramural sports appropriately spread across the entire school year to allow for recreational sport opportunities at all points of the year
B. Offer intramural sports that properly reflect the gender makeup of the university
C. Establish participation targets that allow our intramural program to be industry leading in Canada
D. Activate an appropriate and sustainable structure of game officials to ensure the proper delivery of intramurals
E. Provide a professional and sustainable administrative structure that allows for a top quality intramural program
STRATEGIC IMPERATIVE #3 – Engage staff and students with relevant programs consistent with their interests
OBJECTIVE
A. Remain current as to the needs and interests of the student body through the development of linkages to groups such as SAC’s Athletic Affairs Committee and house executive committees
B. Maximize the impact and involvement of the Fitness and Athletic Centres in the lives of students and staff through engaged programming that meets their needs and interests
C. Remain current and informed about trends in campus recreation and intramural sports and establish performance benchmarks accordingly
STRATEGIC IMPERATIVE #4 – Entrench sustainable funding model for campus recreation and club sports
OBJECTIVE
A. Establish clear funding levels that allow for an inclusive approach to club sport experiences and that do so in a sustainable manner
B. Establish clear guidelines for the assessment and decision making process for the introduction of new intramural and club sports
C. Seek out potential fundraising opportunities for continued development of campus recreation and club sports
D. Establish clear guidelines to govern self-driven fundraising efforts initiated by members of club sport teams

STRATEGIC IMPERATIVE #5 – Offer engaging, inclusive and successful club sport program**OBJECTIVE**

- A. Clearly define the programs and services being provided to club teams
- B. Clearly define the expectation of club teams
- C. Offer a series of club teams that accurately reflect available resources, gender distribution and student interest
- D. Offer club teams that serve to complement our varsity sport program by providing competitive participation opportunities in sports not offered at the varsity level

Pillar #3 – Excellence in Varsity Sports

STRATEGIC IMPERATIVE #1 – Serve as a cornerstone contributor to Mount Allison’s Academic Mission**OBJECTIVES**

- A. Set academic performance standards for our varsity athletes that meet, as a minimum, the academic performance levels of Mount Allison’s overall student body
- B. Formalize an overall academic support plan that provides our student athletes with the necessary support to ensure success at both academics and athletics
- C. Introduce the necessary support internal to the department of Athletics and Recreation to ensure our student athletes understand and benefit from the university’s academic support services
- D. Successfully profile our student athletes’ academic success as a means of encouraging continued and expanded academic success
- E. Recruit with academics as a priority

STRATEGIC IMPERATIVE #2 – Excel at Student Athlete Recruitment and Retention**OBJECTIVES****Recruitment**

- A. Formalize recruitment plan for every sport that maximizes available resources and that effectively attracts student athletes who are the proper fit for Mount Allison
- B. Work closely with university admissions to identify opportunities for partnership
- C. Activate “Mountie network” for recruitment across a broad base of regions

Retention

- A. Formalize an academic support plan for student athletes that maximizes their opportunity for success and fulfillment at Mount Allison
- B. Commit to excellence in coaching, recognizing that proper leadership from our coaches will be a key contributor to student athlete retention
- C. Continue to work closely with facilities management toward the continued upgrade of Athletics & Recreation facilities

STRATEGIC IMPERATIVE #3 – Offer Varsity teams that have competitive success in both the AUS and ACAA**OBJECTIVES**

- A. Continue to participate in our 9 current varsity sports, establishing a sport plan for each sport that identifies goals, objectives and action plans leading to competitive success
- B. Develop varsity teams to the point where each team is capable and succeeds at making respective playoffs for their leagues
- C. Develop competitiveness to the point where our varsity teams have reasonable opportunities to compete for and succeed in winning league championships as a stepping stone to national competitiveness

STRATEGIC IMPERATIVE #4 – Entrench sustainable funding model to support competitive varsity athletics**OBJECTIVES**

- A. Complete a review of current funding allocations within the Athletics and Recreation budget and make necessary adjustments to ensure allocations are consistent with the objectives of the Strategic Plan
- B. Work closely with University Advancement to formulate a sustainable fundraising plan for varsity athletics that provides the necessary funding to complement operational budgets and results in competitive success
- C. Introduce corporate support model to attract additional corporate support
- D. Enhance game day experiences so as to increase gate receipts

STRATEGIC IMPERATIVE #5 – Commitment to Excellence in Coaching

OBJECTIVES

- A. Formalize coaches' job descriptions and responsibilities so as to maximize the opportunity for success by our coaches
- B. Increase the investment in coaching
- C. Provide opportunity for professional development of varsity coaches through coach seminars, mentoring and other support opportunities
- D. Activate a support network of services available to assist our coaches in the fulfillment of their coaching responsibilities
- E. Provide professional and committed Athletic Therapy to provide critical support and expertise for our network of coaches

STRATEGIC IMPERATIVE #6 – Successfully epitomize the Mount Allison brand

OBJECTIVES

- A. Enhance the game day experience so as to captivate and inspire students, staff and alumni
- B. Engage our student athletes in community involvement and service
- C. Strengthen the Mount Allison Athletics' awareness and brand through the development of a new website that is current, appealing and effective at representing our programs and our successes
- D. Enhance Sports Information network for the proper promotion of our teams



"My time at Mount Allison was made complete through the opportunity to play varsity soccer. It was the perfect complement to my other interests and it helped ensure my success as a student."

Trevey Davis
Mount Allison Varsity Men's Soccer
2009-2010 SAC President



what **SUCCESS** will look like

As the department of Athletics and Recreation finds success through the actions identified in our strategic plan, the new reality for Mount Allison University will include the following:

- A distinctive approach to varsity athletics and campus recreation and a mix of experiences that can only be found at Mount Allison University
- A department of Athletics and Recreation that actively contributes and enriches Mount Allison's ability to deliver on our promise to provide a complete student experience
- A community of students, faculty and staff who embrace a holistic approach to health and wellness and who epitomize "*Mens Sana in Corpore Sano*"
- Mount Allison varsity athletes who are academic achievers and community leaders
- A student body that leads the nation for involvement in club sports, campus recreation and intramural programs
- An Athletics and Recreation program that serves as an efficient, effective and strategic vehicles for student recruitment to Mount Allison
- Varsity teams defined by academic success in the classroom and competitive success on the fields, in the pool and in the gym.



the **MOUNT ALLISON** way

In his final speech at the closing ceremonies of the 2010 Olympic Winter Games, Vancouver Olympic Committee Chairman John Furlong said, "I believe we Canadians tonight are stronger, more united, more in love with our country and more connected with each other than ever before. These Olympic Games have lifted us up."

This, as Mr. Furlong so aptly described it, is the power of sport and recreation. Our stage is not the Olympic games, nor will it ever be. Our audience is not the entire world, nor do we need it to be. But Athletics and Recreation does make Mount Allison University stronger. Athletics and Recreation does allow the students, staff and the many supporters of Mount Allison University to be united. Athletics and Recreation does fuel passion in our students, staff and alumni and it does allow us to express pride in our University.

Yet we do not restrict this strength, this ability to unite and this catalyst for connection to any one aspect of our strategic plan. With academic success as the foundation for all three pillars, we will engage all students, faculty, staff and our community, we will espouse the need for holistic health and wellness and in the arena of sport, we will compete and we will succeed.

We will do it the Mount Allison way.