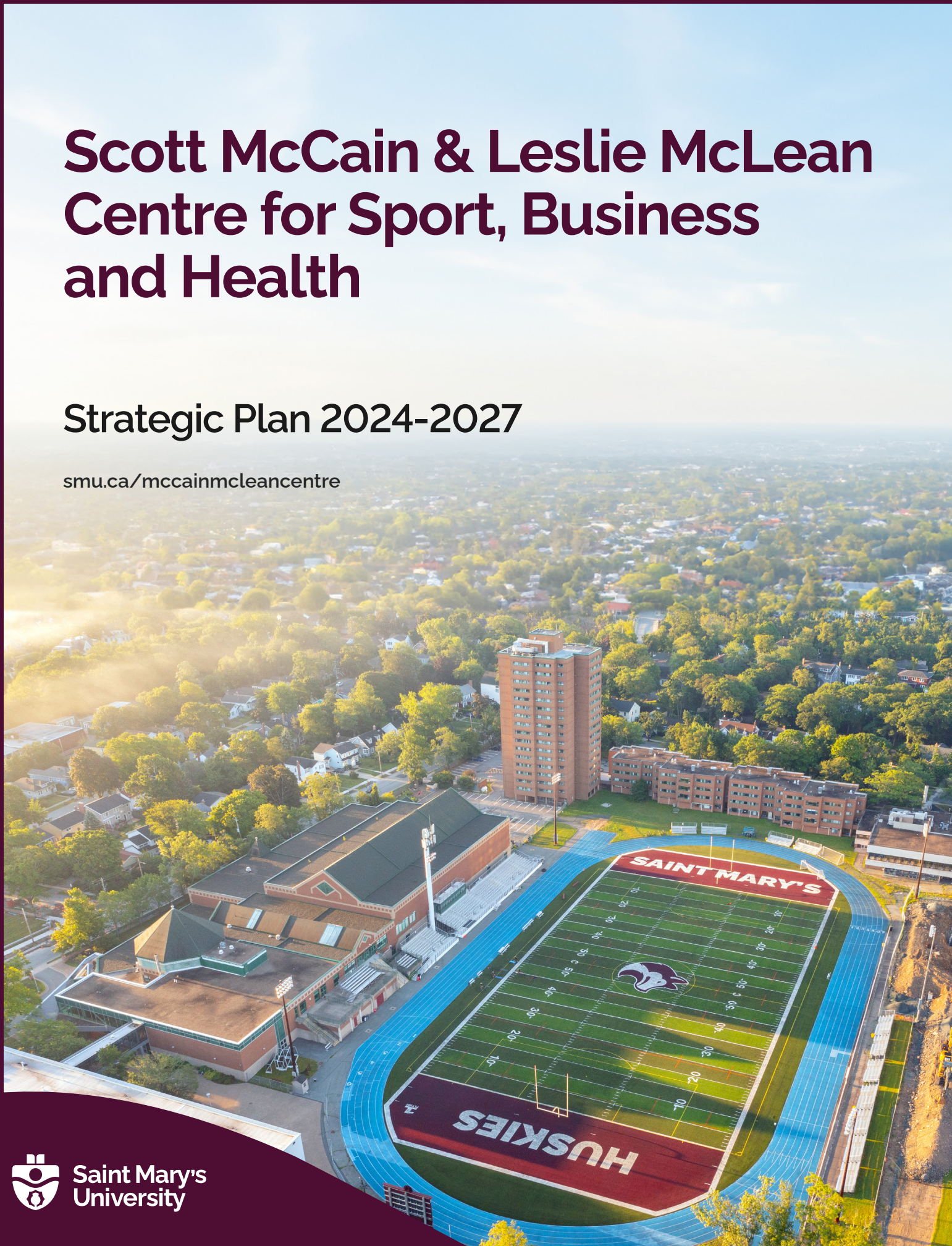


Scott McCain & Leslie McLean Centre for Sport, Business and Health

Strategic Plan 2024-2027

smu.ca/mccainmcleancentre



We acknowledge that the Scott McCain & Leslie McLean Centre for Sport, Business and Health at Saint Mary's University is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq Nation, which is covered by the Treaties of Peace and Friendship, first signed with the British Crown in 1725.



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A MESSAGE from THE DIRECTOR



I am pleased to share the strategic plan that will guide the Scott McCain & Leslie McLean Centre for Sport, Business and Health for the coming three years (2024-2027). Along with our new Research Plan, Marketing and Communications Plan, and Enrolment Management Plan, this document builds from our strong history and illuminates a vibrant pathway into the future, including a new vision, mission, and core values.

I would like to thank the nearly 50 people who supported the strategic planning process. On a personal note, I extend my gratitude to Scott and Leslie as well as my colleagues, mentors, and staff: Dr. Colin Howell, Dr. Adam Sarty, Scott Gray, Greg Knight, Dr. Jonathon Edwards, Dr. Charlene Weaving, Quinn MacDonald, and Julie Naugler.

The Scott McCain & Leslie McLean Centre for Sport, Business and Health is in a position to distinguish itself among Atlantic Canadian organizations that seek to engage in socially responsible, data-driven, and collaborative activities that will lend themselves well to the advancement of sport through the lenses of business and health in a rapidly changing world. May this Strategic Plan be a reflection of how we will carry out that vision and mission.

*Warmly,
Dr. Cheryl MacDonald*

A MESSAGE from SCOTT AND LESLIE



“ Sport brings us together, unites us and enriches our lives and our communities. ”

We are pleased to join with Saint Mary's University in this transformative endeavour.

It is widely recognized that sport plays an integral role in health. By partnering with Saint Mary's University, we can make a direct contribution to the lives of young people involved in sport by furthering their career goals and, in turn, watch them advance health and wellness in communities across Atlantic Canada and beyond.

Scott McCain & Leslie McLean

About the SCOTT MCCAIN & LESLIE MCLEAN CENTRE FOR SPORT, BUSINESS AND HEALTH

The Scott McCain & Leslie McCain Centre for Sport, Business and Health at Saint Mary's University Centre was originally established as a Senate-approved research centre in May 2010 under the direction of Dr. Colin Howell. At that time, it was called the Centre for the Study of Sport & Health. The centre has a history of hosting conferences and speaker series, welcoming visiting scholars and research associates, organizing community events, contributing

to educational development on campus, and providing development opportunities for Saint Mary's University varsity athletes. In 2023, it received a \$3-million gift from Scott McCain and Leslie McLean to expand its current capacity and to include the area of sport business in its mandate.

The centre has had an active visiting researcher program, including post-doctoral fellows and other academics active in sport and health research.



(L-R): Julie Naugler BA'20, President Summerby-Murray, Scott McCain, Leslie McLean, Dr. Cheryl MacDonald BA'10, Dr. Colin Howell.

Over the years it has hosted scholars from all over North America, Great Britain, and Europe (including Russia).

The centre has also been active in community-oriented research initiatives at the local, national and international levels, including work with various sporting bodies such as Sport Nova Scotia, and a number of sport heritage agencies including Canada's Sport Hall of Fame. Centre research projects have addressed a range of concerns and some have been funded by the Social Sciences & Humanities Research Council of Canada. Topics have included sporting borderlands to work on mental resiliency, student-athlete wellbeing, and gender and sexuality in sport.

Within the university, the centre has been especially committed to involving students in our activities, from taking on experiential learning and SMUWorks students to the development of a Here for Peers student mentoring program, the Healthy Teams project and the Student Athlete Mental Health Initiative. It also contributes to campus events such as Indigenous Sport Week.

Additional work

- ▶ **Conferences and symposia:** The Hockey Conference (2012, 2021); Annual meeting of the North American Society for Sport History (2013); Transnational Lacrosse Conference (2014); Goaltending Symposium (2021); The Queen of Basketball Panel (2022); Standing Bear Indigenous Physical Activity & Leadership Symposium (2023); Sports Studies Outside the Classroom (2024)
- ▶ **Speaker series and other talks:** Hockey Speaker Series (2019, 2020, 2023-24); Sports Writing (2019, 2023); Athlete Mental Health (2022), Trans Inclusion in Sport (2024)
- ▶ **Research fields:** sporting borderlands; development of professional sport; athlete safety and wellbeing; sport history; athlete mental resilience

STRATEGIC PLANNING FRAMEWORK

The strategic planning process took place between October 2023 and April 2024.

It involved collecting information from a range of sources and inviting input from key stakeholders, including students, athletes, scholars, university staff, activists, and industry professionals.

First, executive management reached an agreement with Scott McCain and Leslie McLean for their vision of the centre's future. Next, a director was hired to assist with the development of the centre mandate in consultation with other centre directors. Marketing and operations staff were then hired, and a strategic planning consultant was brought on board. From there, activities included a consultation process, a competitive analysis, the creation of a provisional advisory group, and a presentation of the refined plan.

Consultation Process

- ▶ **Focus group meetings:** invited scholars from on and off campus, students, athletes, university administrators and staff, alumni, activists, and industry professionals for in-person discussions about the mission, vision, strengths, weaknesses, opportunities, and threats of the new Scott McCain & Leslie McLean Centre for Sport, Business and Health
- ▶ **Online survey:** offered to anyone who was unavailable to meet in person
- ▶ **Interviews:** collected in-depth information from the donors and the

Associate Vice-President, Research regarding the vision and process for establishing the centre's future

Competitive Analysis

- ▶ Identified other centres and institutes globally and domestically that have comparable visions, missions, and core values
- ▶ Examined their structures and initiatives with a view to how the centre could uniquely, creatively, and competitively establish itself within the existing landscape

Provisional Advisory Group

- ▶ Based on the consultation process and competitive analysis, a draft of the strategic plan was created and presented to a group of twelve advisors with specific skills related to sport, business, and health from educational and industry perspectives
- ▶ Conducted individual meetings with all twelve members to obtain their feedback on the draft, which included the centre's new mission, vision, core values, and goals. Members also offered advice and ideas for centre research and community engagement initiatives

See **Appendix A** for a glossary of terms and **Appendix B** for a list of participants. See **Appendix C** for the complete list of outcomes of the SWOT Analysis (strengths, weaknesses, opportunities, threats).



SMU



SPEED

Riddell
LARGE

Riddell
STAFF
PREFERRED
TRADEMARK ©2017

2018
SMU
FOOTBALL

70

VISION AND MISSION

The Scott McCain & Leslie McCain Centre for Sport, Business and Health at Saint Mary's University strives to be a leader among Atlantic Canadian organizations that use social responsibility as a driver for the practical and intellectual advancement of sport.

Our mission is to produce, enhance, and deliver research and community outreach initiatives with an emphasis on socially responsible approaches to sport in the fields of business and health.

CORE VALUES

Social Responsibility

The Scott McCain & Leslie McCain Centre for Sport, Business and Health strives to engage in activities that will positively impact society by prioritizing social justice, human rights, ethics, equity, inclusion, accessibility, sustainable development goals, social determinants of health, and collective wellbeing—particularly for equity-denied individuals and groups (*see Appendix A*).

Intellectual Pursuits

We endeavour to foster a dynamic and enterprising research and community engagement environment that challenges the status quo through the innovative pursuit of knowledge and intellectual growth. This involves the prioritization of learning, exploration, adaptability, creativity, and critical thinking. This also includes the dissemination of knowledge and information that results from such pursuits.

Collaborative Leadership

The centre seeks to be an organization with vision that empowers people and groups to join it at the forefront of the practical and intellectual advancement of sport.

We are in a position to lead by example and achieve common goals through the integration of diverse viewpoints, the leveraging of collective expertise, and by engaging in mutual support. This includes bridging the relationship between athletics and academics and will require us to take initiative, to be adaptable, self-reflexive and accountable, and to create an inclusive environment within and outside of the centre.



GOALS

All activities in and through the Scott McCain & Leslie McLean Centre for Sport, Business and Health must be undertaken in such a way that is informed by initiatives and documents including, but not limited to:

- ▶ *Missing and Murdered Indigenous Girls and Women final report;*
- ▶ *the United Nations Declaration on the Rights of Indigenous Peoples;*
- ▶ *the Truth and Reconciliation Commission Calls to Action;*
- ▶ *the Royal Commission on Aboriginal Peoples, Women and Gender Equality Canada, and;*
- ▶ *the Scarborough Charter on anti-Black racism and Black inclusion.*

Sustainable Operations

- ▶ Establish ongoing sustainable, financially responsible operations to ensure the longevity of the centre
- ▶ Hire long-term positions in operations, marketing, and project management in 2024
- ▶ Conduct annual Senate reviews and a self-study with the aim of developing policies and procedures to guide the centre starting in 2024
- ▶ Establish an advisory board by 2025 to counsel and support throughout the duration of the strategic plan
- ▶ Consistently seek opportunities for revenue generation
- ▶ Maintain the centre's physical space, update its furniture, and add inclusive decor to make it more welcoming
- ▶ Establish a plan for research supervision and dissemination if not included in the Director's position

Research

- ▶ Develop a research plan that aligns with the centre mission and vision and university research plan in 2024
- ▶ Host brainstorming sessions to discuss a kaleidoscope of potential issues that research can explore further
- ▶ Contribute to research result dissemination by organizing and supporting conferences, symposia, speaker series, and other talks
- ▶ Seek out and provide research funding that will build and expand on the foundational gift from donors Scott McCain and Leslie McLean
- ▶ Promote an inclusive climate of research excellence that effectively supports, values and celebrates the achievements of researchers associated with the centre
- ▶ Create postdoctoral (or other fellowship) positions and hire student research assistants

- ▶ Expand existing research in the area of women in sport business: lack of women in business ownership, sport operations, and leadership positions; development of professional women's sport

- ▶ Expand existing research area in athlete wellbeing: mental health and mental performance; athlete safety and maltreatment; athlete support and development; athlete transitions



Community Engagement

- ▶ Develop and implement marketing and enrolment management strategies in 2024
- ▶ Maintain a strong social media and website presence
- ▶ Regularly offer support to and invite participation in centre initiatives from units such as student affairs and services, recruitment, academic faculties, and athletics
- ▶ Develop a system for hosting visiting scholars and community collaborators by 2025
- ▶ Disseminate research results and other educational material by organizing and supporting conferences, symposia, speaker series, leading edited collections or special editions of journals, workshops or classes, and other educational resources
- ▶ Guide potential donors to philanthropic opportunities that align with the centre and its mission and vision
- ▶ Provide opportunities for the public to participate in centre initiatives virtually and in person
- ▶ Facilitate connections between individuals and groups in search of resources or assistance
- ▶ Consult on and support educational development in sport studies on campus (and examine the possibility of graduate programming)
- ▶ Develop ongoing programming for university athlete support and development that includes peer mentorship, transitional support, and possibly youth involvement
- ▶ Support and consult on experiential learning related to sport studies, including providing opportunities to students within the centre
- ▶ Develop mentorship and leadership programming to support underrepresented student-athletes
- ▶ Highlight student and athlete success



PRIORITIES



Priority Area 1: SPORT EDUCATION

Sport education is a mainly pedagogical priority area that aims to enhance interdisciplinary learning about sport on and off campus.

The main objective of actions and initiatives undertaken within this area will be to educate, disseminate information, or mobilize knowledge in a way that positively serves students, athletes, working professionals, or any person or group seeking a better understanding of socially responsible approaches to sport in the fields of business and health.

Supporting educational development related to sport studies at Saint Mary's:

- ▶ Work with an educational developer and faculty leads to create programming in sports business and to expand programming in health, wellness and sport in society
- ▶ Provide financial support for relevant library resources
- ▶ Advocate for the inclusion of key voices in educational development such as leading scholars in the field, students, and Black and Indigenous leaders
- ▶ Facilitate connections and opportunities for experiential learning

Creating educational resources:

- ▶ Create informative fact sheets, infographics, and other shareable content
- ▶ Examine the possibility of creating a certification in sport equity, diversity, inclusion, and accessibility
- ▶ Create educational resources needed to support the strategic plan's other priority areas
- ▶ Provide funding for other research and projects that result in the creation of educational resources
- ▶ Examine the possibility of monetizing resources in order to support sustainable revenue generation

Disseminating information in ways that bridge academics and athletics:

- ▶ Host conferences, symposia, speaker series, guest lectures, and workshops with or for a combination of scholars and industry professionals
- ▶ Lead an edited collection of chapters written by scholars, athletes, activists, and other practitioners
- ▶ Create visibility through the university Research Expo and by highlighting student and athlete success
- ▶ Examine the possibility of creating temporary displays as part of the centre environment



Priority Area 2: WOMEN IN SPORT BUSINESS

Women in sport business as a priority area is aimed at examining the barriers that prevent women from participating in sport-related business and increasing their ability and opportunities to do so.

Women are carving out significant roles across various sectors, from management and marketing to media and entrepreneurship. Women's professional sport also continues to develop in North America. Despite these advances, there continues to be a lack of women in sport operations and ownership positions. The main objective of actions within this area is to produce research and community engagement initiatives that will support gender equality, promote the representation of women at all levels of sport, and empower others to follow suit.

Recommended research areas:

- ▶ Lack of women in coaching, scouting, general management, team ownership, and analytics, especially at top levels of sport
- ▶ Development of women's professional sports and parasports
- ▶ The experiences of women of colour, queer and trans women, women with disabilities, mothers

Establish sources of support:

- ▶ Seek funding for research and community initiatives that build on the transformational gift from Scott and Leslie, and that secures long-term funding and diverse revenue sources
- ▶ Seek out current scholars and hire postdoctoral scholars or other fellows, and research assistants
- ▶ Seek out possible community partners with similar goals

Plan for community engagement:

- ▶ Organize a speaker series on women in sport business
- ▶ Examine the possibility of a mentorship program for women in sport operations that provides them with access to training, networking, and experiential learning
- ▶ Examine the possibility of a case competition that would challenge participants to develop solutions for increasing women's participation and comfort in sport business
- ▶ Create funding opportunities and other supports for scholars or community organizations doing work that aligns with this priority area



Priority Area 3: ATHLETE WELLBEING

Athlete wellbeing is a broad priority area that aims to examine and support the holistic factors influencing athletes' overall health and performance.

This includes the intellectual, emotional, physical, and cultural or spiritual aspects of their lives. The main objective of actions within this area is to produce research and community engagement that enhances athletes' quality of life throughout every stage of their sport participation.

Establish possible areas of inquiry:

- ▶ Athlete mental health and mental performance
- ▶ University athlete support and development programming athlete safety and abuse, mental discomfort vs. maltreatment, social determinants of health and athlete wellbeing
- ▶ Wellbeing of athletes who identify as Black, Indigenous, 2SLGBTQ+, para-athletes, having intellectual disabilities, geographical newcomers, economically disadvantaged

Establish potential sources of support:

- ▶ Seek funding for research and community initiatives that build on the transformational gift from Scott and Leslie, and that secures long-term funding and diverse revenue sources
- ▶ Seek out current scholars, hire postdoctoral scholars or other fellows, research assistants
- ▶ Seek out possible community partners with similar goals

Establish a plan for community engagement:

- ▶ Lead the creation of an edited collection on athlete safety and wellbeing
- ▶ Examine the possibility of a mentorship program for Black varsity athletes that attends to their personal and cultural development as well as their leadership and business skills
- ▶ Create or identify resources for athletes such as life skills workshops, holistic development, and wellness/mindfulness journals
- ▶ Host a conference or symposium on varsity athlete wellbeing



APPENDICES

Appendix A

GLOSSARY OF TERMS



Equity-deserving and equity-denied groups are those who face different or increased barriers to opportunities and resources on account of the discrimination they face as a result of social, economic, and other obstacles placed in their way by institutions, systems, and people in power. These groups include, but are not limited to:

Indigenous Persons: those who identify as First Nations (Status, non-Status, Treaty), Métis, and Inuit. Locally, this includes the Mi'kmaq, the predominant Indigenous group and original inhabitants of the land in what is known today as Atlantic Canada. These identities can be contentious in the case of inauthentic self-identification.
Black/African Descended Persons: those who identify as part of the African diaspora or as Black, Black-Canadian, or African-Canadian. Locally, this could refer to Nova Scotia's population of loyalists, refugees, Maroons, and free and enslaved planters.

Other Racialized Persons: those who identify as non-white (aside from Indigenous persons and those of Black/African descent) and constitute racial minorities in Atlantic Canada. Examples include—but are not limited to—Asian, Latin, and multiracial identities.

Linguistic minorities: those whose first language is not French or English. Examples include—but are not limited to—Spanish, Hindi, Mandarin, and Arabic.

Persons with a Disability: those who experience visible or invisible chronic impairment (whether physical, sensory, mental, intellectual, or otherwise) that may limit their ability to fully participate in society. Examples include—but are not limited to—cerebral palsy, hemophilia, requiring a wheelchair, dyslexia, and depression.

Women: those who identify as women, including trans women

2SLGBTQ+: those who identify as Two-Spirit, lesbian, gay, bisexual, transgender, and queer. The plus-sign represents the myriad of ways that people choose to identify and express their gender and sexuality.

A note about Acadians: *locally, although Acadians identify as white and speak French, they may be considered a historically equity-deserving or equity-denied group*



Business: referring to leadership, management, marketing, finance, analytics, economics, and entrepreneurship



Community engagement: collaboration with groups and individuals, communications and outreach, education, student and athlete experience



Health: referring to social determinants of health as well as mental and physical wellbeing



Research: the thorough investigation and dissemination of information within a field of knowledge through data collection and analysis



Social responsibility: referring to social justice, equity, diversity, inclusion, accessibility, ethical decision-making, sustainable development goals, and human rights

Appendix B:

STRATEGIC PLANNING CONSULTATION PARTICIPANTS

Consultants	Affiliations
Adam Sarty	SMU Associate Vice President, Research
Amy McEvoy	Manager, SMU Student Success Centre
Andrew Paris	Former Coaching Lead for EDIA with Canadian Sport Institute Atlantic; athlete; runs a curling program for Black/newcomer children
Arla Day	Director, SMU CN Centre for Occupational Health & Safety
Augie Westhaver	SMU HWSS Program Coordinator
Bob Dawson	Anti-racism in sport activist; former Huskies athlete; government experience with EDIA
Brian Kennedy	Centre Research Associate
Chantal Hervieux	Director, SMU Centre for Leadership Excellence
Chris Jamieson	Director of Event Services; Sport & Entertainment Atlantic
Crystal Watson	Academic Chair, NSCC Health and Human Services; Former Executive Director of Recreation NS; Former Board Member for Health Association of African Canadians
Dee Dooley	SMU Sexual Violence Advisor
Itai Kuwodza	SMU MA student; former Huskies athlete
Jenn Cotterill	Event Operations Manager, Events East (including several sporting events); Communications scholar
Jessica Platt	Queer sport activist; former professional athlete
Jim Cameron	SMU Faculty with experience studying sport in the field of psychology
John Reid	Centre Research Associate
Julie Naugler	SMU MBA student; former Huskies athlete; former HWSS student
Karly Kehoe	Director, SMU Gorsebrook Research Institute
Kieran Block	Former national sledge hockey team athlete; teacher; activist
Kirrily Freeman	SMU Faculty of Arts Experiential Learning Coordinator
Kjeld M. Conyers-Steede	SMU MBA student; previous experience working with a provincial sport organization
Laura Campbell	SMU Information Services Clerk; Operations Assistant, SMU Huskies Football
Leslie McLean	Centre donor; advanced practice nurse and educator
Lori Dithurbide	Sport psychology scholar; mental performance coach; former Centre postdoc
Lorianne Urquhart	Counsellor, SMU Counselling Centre
Manon Ouellette	Executive Director, Coach NB; Session facilitator, Canadian Women in Sport
Mark DeMontis	Member of the Canadian Blind Hockey Team; government consultant on accessibility
Marlo Steenbakkens	SMU MBA student, current Huskies athlete, former HWSS student
Micah Brown	Former Huskies athlete and professional athlete; SMU Huskies Football coach; Sport business owner; Centre ambassador
Michele Byers	SMU WGST Program Coordinator
Miguel Morales	SMU Sport Business Program Coordinator
Mikayla Nassy-Wong	Sport Co-Ordinator, SMU Athletics & Recreation

Paul Maher	SMU sport studies educational developer
Quinn MacDonald	HWSS student; Centre employee; athlete
Rob Reid	Strategic Account Director, Leaders in Sport
Scott Gray	Director, SMU Athletics & Recreation
Scott McCain	Centre donor; sport business owner
Scott McRoberts	Director, Guelph Athletics & Recreation; Associate Director, Institute for Sport Business & Leadership; Experiential Learning instructor
Signa Butler	CBC Sports host and commentator; former Huskies athlete
Simon Barrick	Assistant Professor, CBU Sport and Physical Activity Leadership program
Suzanne Van Den Hoogan	SMU University Librarian
Trevor Georgie	President, Saint John Sea Dogs hockey club and JSM Sport & Entertainment

Provisional Advisory Group	Affiliations
Ashwin Patel	Mental performance coach, New Jersey Devils, Guelph Storm; Program Coordinator, Humber College Sport Management and Recreation and Leisure Services program
Bob Dawson	Anti-racism in sport activist, former Huskies athlete
Char Weaving	Chair, St. FX Human Kinetics Department; Sport and gender scholar; Centre community collaborator
Colin Howell	Former Centre Director; sport historian
Erin Denny	Current Huskies athlete; HWSS student
Julie Naugler	Centre Marketing & Promotions specialist; HWSS alumni; former SMU Huskies athlete
Kieran Block	Former national sledge hockey team athlete; teacher; activist
Martine Dennie	Legal scholar, University of Manitoba; PhD student, sport sociology at University of Calgary
Mikayla Nassy-Wong	Marketing & Revenue Generation Coordinator, SMU Athletics & Recreation
Naim Cardinal	Educational facilitator; Former District Vice-Principal of Indigenous Education; Collaborator/advisor, Upper Deck First Peoples Rookie Cards
Noah Zilbert	SMU BComm alumni; former SMU Huskies athlete
Troy Dumville	Amateur scout, Winnipeg Jets; former hockey coach, general manager, team owner, and league president; created a mentorship program for women in hockey operations

Appendix C: SWOT ANALYSIS: INTERNAL FACTORS

Strengths

- ▶ Dedicated centre staff and resources to hire more
- ▶ Centralized location in Halifax
- ▶ Dedicated office space and infrastructure specifically for the centre to “hit the ground running”
- ▶ External funder who provided four years of funding, possibly more
- ▶ Uniquely, pairing health and sports business
- ▶ Interest from multiple stakeholders to provide input into the strategic direction of the centre to make a positive impact.
- ▶ Current infrastructure enables centre to produce and influence policy development for issues that are not just “window dressing”
- ▶ Small staff complement that enables flexibility for making decisions and accomplishing tasks
- ▶ Addresses a gap in the Atlantic province’s sports ecosystem
- ▶ Existing and established reputation for research and other academic endeavours
- ▶ Established connection with individuals who have networks, global presence and reach, and expertise
- ▶ Can approach research from an interdisciplinary perspective
- ▶ The Director has expertise in research, administration, and sports while having extensive individual networking connections in sports, universities, and organizations globally
- ▶ Infrastructure in place for effective and efficient knowledge dissemination

Appendix C: SWOT ANALYSIS: INTERNAL FACTORS

Weaknesses

- ▶ Uncertainty regarding the future of the centre past the funding timeframe
- ▶ Operating in a smaller market with fewer connections to the corporate and health communities
- ▶ Resource constraints that require effective management for centre to sustain values and initiatives
- ▶ Trying to do too much and be "everything to everyone", lack of clear direction and role
- ▶ Health is a broad term that refers to the medical industry, suggest using the term "wellness" Limited public awareness and established partnerships to date
- ▶ Reporting to multiple stakeholder groups (e.g. university administration, faculties, community groups, funder) can create challenges for strategic direction and decision-making
- ▶ There are no clear terms of reference that provide direction for the centre (Gift Agreement?)
- ▶ Not enough human resources yet to implement all of the tasks necessary for success
- ▶ Does not have the mechanisms to be transparent about research output
- ▶ Institutional transparency: internal challenges and competing agendas within the university administration, faculty, and other stakeholder groups
- ▶ Funding research opportunities are dictated by the external environment and societal influences. Thus, there may be times where funding does not exist that specifically meets the mission, vision, and core values of the centre
- ▶ The funded position within the centre is not purely academic
- ▶ Need to establish the legitimacy of the centre with regards to sport and health

Appendix C: SWOT ANALYSIS: EXTERNAL FACTORS

Opportunities

- ▶ Can be a catalyst/hub/repository where students, community, and scholars from around the world collaborate on meaningful research that creates change and tackles "real life problems"
- ▶ Opportunity to be the intermediary link between the university and the Nova Scotia community
- ▶ Opportunity to be an intermediary link between athletics and academia
- ▶ Opportunity for further cross-collaboration between internal and external institutes and centres
- ▶ Develop future leaders through different research, programming, and community initiatives.
- ▶ Opportunity to develop further partnerships with the corporate and nonprofit community
- ▶ Building the importance of EDIA and ethical issues and awareness in sports within the community, province, and nationally
- ▶ Exploring opportunities to use new technology and data analytics integrated within research, community outreach, etc.
- ▶ Can be a source for students to gain access to internships, practicums, mentorship, experiential learning opportunities, ambassador programs, and leadership programming
- ▶ Can be a resource (e.g., space and/or education) for student-athletes managing crisis and identity as they transition out of sports
- ▶ Can be a leader in Atlantic Canada with regards to sport, business, and health
- ▶ Opportunities to collaborate with groups on campus related to: Black and Indigenous students, sexual violence prevention and support, women and the queer community, international students, mental health and counselling, student success
- ▶ Opportunity to diversify revenue streams through academic programming, certificates, webinars, research funding, etc.

Appendix C: SWOT ANALYSIS: EXTERNAL FACTORS

Threats

- ▶ Competition from other academic institutions and centres
- ▶ Competition for funding in Atlantic Canada
- ▶ Saint Mary's doesn't currently plan to provide financial support long-term
- ▶ Limited physical space as the centre continues to grow
- ▶ Challenges with conducting research in an academic setting that has "real-life" implementations
- ▶ Public perceptions of the value of sports within society as it relates to education on implementing meaningful socially responsible practices, not "just checking a box"
- ▶ Limited internal faculty engagement and use of the centre
- ▶ Uncertainty of the economic environment (e.g., recessions, inflation) can lead to reluctance in recruitment and retention of funders
- ▶ Challenge of continually adapting to a changing environment from year to the next (i.e. staying relevant and showing value, having a sustainable impact)
- ▶ Being able to retain staff and attract new staff given the cost of living and housing
- ▶ Resistance among organizations and stakeholders to accept change



**Saint Mary's
University**

**Scott McCain & Leslie McLean
Centre for Sport, Business and Health**

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