

Women's Rowing in South Australia

Engaging with the Future of Rowing

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2014

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1. Introduction

Rowing South Australia has acknowledged that women between the ages of 15 to 24 are underrepresented as participants within rowing. Basic knowledge of circumstances which cause there to be a lack of retention of female rowers in this age category is understood. However, a more in-depth study is acknowledged as being vital to a more educated approach into engaging with this demographic. A study into the causes and resolutions for higher retention of women in the sport is considered vital when improving our understanding of a more effective approach when engaging. A more effective program for future recruitment and longevity of participation by women in the sport is the main aim of such study.

The following report is designed to investigate into why young women between the ages of 15-24 choose not to be involved in Rowing within South Australia. The report investigates into the strengths and weaknesses of current and former rowing programs, facilities and experiences within the rowing community. The evaluations of these various factors are resourced from the responses of former and current rowers, as well as coaches. This is designed to better understand all possible influences directly attributed to the retention and loss of female rowers.

Following the evaluation of major influences, a highly functional and effective program is produced, providing a capacity for further development and re-structure in order to improve female retention and membership across all clubs in South Australia. The program is also supported by a series of recommendation which are proven to improve female retention rates when recruiting and sustaining numbers. An assessment tool is also provided to assess programs when establishing and monitoring outcomes of the proposed program and its affiliated recommendations. Initiatives and steps are also developed for organisations, clubs, coaches and members to specifically acknowledge as being key to improving the longevity of participation for women within rowing. The research, program and recommendations which follow take on a holistic approach in what is considered to be vital to attracting new recruits into the club as annual members, as well as engaging with former female rowers. The outlines of the program and supporting recommendations also have the capacity to be adapted into clubs and organisations from other sports.

2. History of Programs and Pathways

The following are a list of programs and pathways provided by rowing clubs and organisations which provide the South Australian community with the opportunity to participate in rowing at various levels;

1. Club and State Level training and competition
 - School Rowing Programs
 - Public Rowing Clubs (ie. New Recruits programs, ongoing intake of members)
2. State Level training and competition
 - Talent Catch/ Talent Identification programs through Rowing South Australia
3. State, National and International training and competition
 - Selection into State Teams for Australian Rowing Nationals
 - SASI scholarships/contracts
 - Selection into Australian Teams
 - AIS Scholarships

All of these programs and pathways are considered vital in recruiting and developing individuals within the sport to various levels. Without these the vitality of rowing in South Australia would be non-existent. However the effectiveness of engaging women in rowing, particularly between the ages of 15-24 is acknowledged by Rowing SA as needing improvement.

While it would be ideal to develop a program/pathway which just focuses on women in rowing, it comes at too much of a cost to both organisations and clubs to ignore the need to offer a program to both genders. Due to the need to maintain a high number of members in rowing clubs to survive and thrive in both the financial and sporting domains, it is unrealistic to expect clubs (and even rowing organisations) to pool all of their time, energy and resources into one demographic of potential members. It would also produce an unrealistic scenario and introduction for new members as the sport is not gender specific. Consequently the research which follows and the program recommended takes on a more “female friendly” approach by considering all influences which deter women from the sport and finding resolutions through the design of a program for both genders.

It is also important to remember that there is no one rowing program in any of programs listed which provide a full proof method to retaining women in the sport. The one common factor which all organisations, clubs and participants/members of rowing have in common is that they can all accommodate rowing, and the requirements of rowing, to varying levels. Consequently there is no “one-size-fits-all” method which is appropriate for improving the effectiveness of retaining more women in rowing. Consequently program which follows is designed with clear instructions to show that the program should be used as a skeleton which can be developed into a program to best fit the club in question and the members who row there.

Many of these programs which recruit new members are designed to develop basic I over a period of time with a structured program. From there, new recruits have the opportunity to further develop in rowing by committing to a more permanent and structured rowing program, often involving a more experienced group of members. The program recommended takes on the same basic structure while involving notable improvements in different domains, which are acknowledged as holding greater importance for women in these programs.

3. Methodology

The first phase of research is designed to determine the main influences which effected retention and loss of women in rowing. Surveys used in this first phase primarily gather valuable data on the personal experiences from those who belong to the following three categories;

- Coaches (also speaking on behalf of their affiliated clubs)
- Current Female Rowers
- Former Female Rowers

The surveys are designed to understand what coaches, current rowers and former rowers understood to be the major influences for women's retention and drop-out from the sport. Following the investigation into personal opinions on these influences, the survey also enquires into the personal opinions of what possible resolve could overcome any negative influences. This data is also collaborated into the *Recommended Program*.

The *Recommended Program* is a result of an accumulation of responses from individuals who participated in the survey, as well as background knowledge into programs and the form and functions of effective programs in the past.

Further recommendations and *Next Steps* are developed after the *Recommended Program*, providing a further detail of practices and policies which are considered as having a positive influence over the retention of women from both the new recruits program and pre-established members. These recommendations and *Next Steps* are developed from the collaboration of recommendations provided in surveys as well as point of action developed recognise former problems which the Recommended Program was not able to acknowledge. The following *Results* will explain the influences and recommendations further.

4. Results

The following is a presentation of the main responses from surveys by current and former female rowers and coaches. The data presented is an accumulation of major themes and points which have proven to be reoccurring and significant in the impact it may have on developing a more effective program in which to recruit and retain female rowers. The responses are separated into; a) Current Female Rowers and Former Female Rowers and, b) Coaches. Within these two categories it is broken down further into; 1) the influences for retention of women in rowing and, 2) the influences for a loss of women in rowing.

a. Current Female Rowers and Former Female Rowers

1. What are the major influences for retention of membership of women in rowing?

- Trust and companionship gained from relationships developed while participating in the sport
- The opportunity to learn a new set of skills
- The opportunity to compete at various level
- The individual physical and mental benefits of remaining physically active

2. What are the major influences for a loss of membership of women in rowing?

- The pressure to complete secondary education to a high standard causing a high drop out in school rowing in senior years
- Becoming time poor due to work and other study commitments (High School, University and full/part-time work)
- The amount of commitment required by the club, levels of competition and training vs the level of commitment the individual is willing to make
- A lack of interest within the sport
- A situation where the rower "burns out" (often found with those rowing competitively in high school)
- Sustained injury from the sport causing the individual to stop immediately or reassess whether they can continue with the sport- often associated with rowers who have rowed for several years rather than those who have just begun
- The financial strain of becoming a competitive member of the sport
- A lack of facilities and support provided by the individual's rowing club
- A lack of available coaching provided by the club
- A lack of clear direction and/or organisation provided by the coach/club to the individual or squad
- An experience of club interests being neither supportive of women within the club or their age groups (15-24yrs)
- An atmosphere of male dominance within rowing clubs and organisations due to a larger number of men being a part of committees and roles of power (eg. Coaches, organisation and committee members, male rowing role models etc.)

b. Coaches

1) What are the major influences for retention of membership of women in rowing?

- Experienced female rowers being the managers and coaches of rowing programs
- Female rowers acting as mentors and confidants
- Female rowers willing to do extra work with the new female recruits in order to engage with the female recruits whenever possible
- For rowers to personally feel that they are not too “burnt out” from school or junior level rowing (U17/U19)
- For rowers to have a strong self-belief within themselves
- Desire to succeed in personal goals with rowing
- For rowers to have strong and supportive peer, family, work and study networks which support their rowing lifestyle with training and competition
- A club environment providing strong social networks and friendships within and between squads
- A positive attitude towards staying fit and healthy
- The presence of a good structure, coaching and rowing programs within the club/organisation
- Supportive club environment towards female rowers

2) What are the major influences for a loss of membership of women in rowing?

- The pressure of high school rowing to perform and win at The Head of the River regatta in their senior years- leading to a significant drop-out rate and the start and end of year 12
- Added academic stress during year 12 often discourages women from continuing the sport elsewhere
- Deterred due to the body image which some girls and women associate with being successful in rowing- “tall, big and muscular”
- Too much pressure experienced from peers, friends, parents and family to stop rowing due to the time consuming nature of the sport
- The cost and ongoing financial pressures for participation at various levels
- The difficulty of the sport requiring the individual to train hard and frequently in order to win and be competitive at various levels
- Difficulties in relationships/friendships between rowers and/or squads
- Failure by coaches, clubs and organisations to adequately support and nurture talent post junior year (Under 19)- often resulting in work and study pressures taking a precedence in the rowers mind which they feel has an urgency they have the capability in acknowledging effectively and independently

5. Discussion

The following is a discussion of the more frequently mentioned and/or more perceptive influences mentioned in the surveys.

a. Elite Success

A few responses from the surveys explain that some women continue with rowing due to the success they attain within the sport at an elite level. This is explained as being a motivator for continuing with the sport.

b. Facility Allocation

Issues of the same facilities being provided to, and shared between, both genders equally are not seen as a problem due to a system of boat and gym allocation which is often based on the seniority of rowers and/or their readiness to book boats and facilities in advance.

c. Club Atmosphere and Support to Youth

The majority of issues found to deter women from continuing rowing within a club domain are largely found when the club is either under financial strain or experiencing a lack of direction for the club and club members to work towards. An issue of a lack of acknowledgment and support for women and men between the ages of 15-24 within rowing clubs is also mentioned. It is explained by the individuals interviewed that this can be largely due to their financial restraints in providing the club with financial help. In this scenario, financial help and support provided by an older generation of members has found to create a greater sense of control by the wealthier and financially helpful members. This sense of control is often demonstrated over the club's finances and the allocation of finances, as well as the use of facilities, by such members. It was also explained that on a club level there can be an ethos in some clubs for a younger generations of rowers and their issues to be overlooked by more senior and prominent club members. These influences and issues can be seen to burden those younger, more inexperienced and less prominent members of the club and is an issue which needs to be acknowledged on a case by case example by each club.

d. "Burning Out" and Lack of Transition after Secondary School

The completion of secondary education has an extremely high positive correlation with the drop-out rate of women. This is explained as largely being due to the lack of interest this age group found in the sport, largely attributing it to a "burnt out" experience of rowing in high school. Since leaving the sport during or at the end of the rower's senior years, these former rowers are no longer interacting in an environment associated with rowing and no longer feel motivated to continue. In this very common scenario, work needs to be done by the school and school rowing programs (with those in charge) to investigate independently into why this is such a common occurrence. Further, a school which advocates for rowing should also take upon themselves to understand whether the school and it's has any influence over relieving any perceived or real pressure placed up the students to deter them from a future in rowing.

e. Time Poor

An increase in work and study commitments is also seen by current and former female rowers as proving difficulties in continuing with training and competition due to new time restraints and/or the feeling that they would not be able to manage with the training and commitment the sport may require.

f. Financial Strain

The financial strain is common factor for those former individuals living out of home and/or studying full time. These individuals found that the hierarchy of allocation for their finance to other more essential areas of their life meant that rowing came at too much of an expense. There was also issues raised that former members felt they could not pay fees off in increments which would have been seen as more manageable.

g. Female Role Models and Women Represented in Clubs

Female role models are specifically acknowledged by coaches as being a positive influence on the membership of women in sport. Women represented in clubs, with roles of power and seniority, are also acknowledged by rowers as having a positive effect on their membership to clubs. This acknowledgment of women taking on a more prominent image and role within the sport and clubs recognised the need female member have to being acknowledged fairly and not feeling as if they are in a male dominated environment. The prominence of female role models also provides female members with an image to aspire to, promotes an environment of acceptance and acknowledges the strengths they may have in the various roles within the rowing community.

h. Club Direction

A positive and productive direction from the club, which reflects the interests of the majority of members, is also seen as highly desirable when choosing to continue rowing. Those who discontinued with rowing found that there were occasions where their club appeared to have a lack of foresight for applying to grants to help the club financially, organising social and fundraising events to the benefit the club and its members, and organising training squads with short and long term goals in training and competition. It was often acknowledged that a more prominent role by a full time coach improved any issues of organisation for rowers and direction in training, decreasing feelings of frustration for those involved. It was also recommended that a well organised committee often overcame any of these issues, with committee members allocated to roles of social and financial organisation.

6. Targeted Initiatives

The following *Targeted Initiatives* are acknowledged as being conducive to improving the retention rates of women in rowing. The initiatives are derived from the main conclusive results from the *Results and Discussion*. They form the major themes and actions which are discussed later in the *Recommended Program*. The following list of *Targeted Initiatives* is stated below;

1. Participation and membership to both rowing club and programs are kept as minimal as possible and have concession prices for students
2. Participation in rowing competitions/regatta are kept to minimal cost and have concession prices for students
3. Coaches, Clubs and Committees must provide several well supported options for rowers to train and compete at various levels depending on what they can commit to- breaking it down into squads
4. The timing of the program must be convenient for those working and/or studying- before 8am and after 5pm
5. A clear delivery of outcomes of the new recruit program and opportunities for members after the completion of the program must be made clear to all potential participants
6. Ongoing positive feedback from the coaches, clubs and club members to encourage ongoing activity and membership by new members
7. Ongoing social initiatives to provide new members with opportunities to create relationships with new acquaintances
8. The presence of at least one experienced female coach to be a part of the program at any given time to provide a female role model to new recruits
9. The ongoing dialogue maintained between coaches and new recruits to continue evaluating and editing the program to improve retentions rates of participation by females

7. Recommended Program

The following *Recommended Program* is designed to improve on effective work towards attaining and retaining women in rowing. The program is broken down into four phases. Within these phases major influences, recommendations and initiatives (previously discussed) are acknowledged (diagram of the program and phases shown in Fig. 1). The major influences, recommendations and initiatives are involved in the program as key elements and major themes within the program design, structure and implementation. The program is designed to be as simple as possible, while avoiding ignorance to any major findings. The program is also simplistic in the way it has been broken down in order for various sporting clubs, with various facilities and common demographics in clubs (eg. High School students, University students, full time working adults etc.) This allows for flexibility in the way the program may be edited and implemented in the future.

The *Recommended Program* will also be followed by a series of *Next Steps* relevant to Rowing Organisations, Clubs/Committees, Coaches and Members following the completion of the program in order to retain the new recruits and sustain previous numbers.

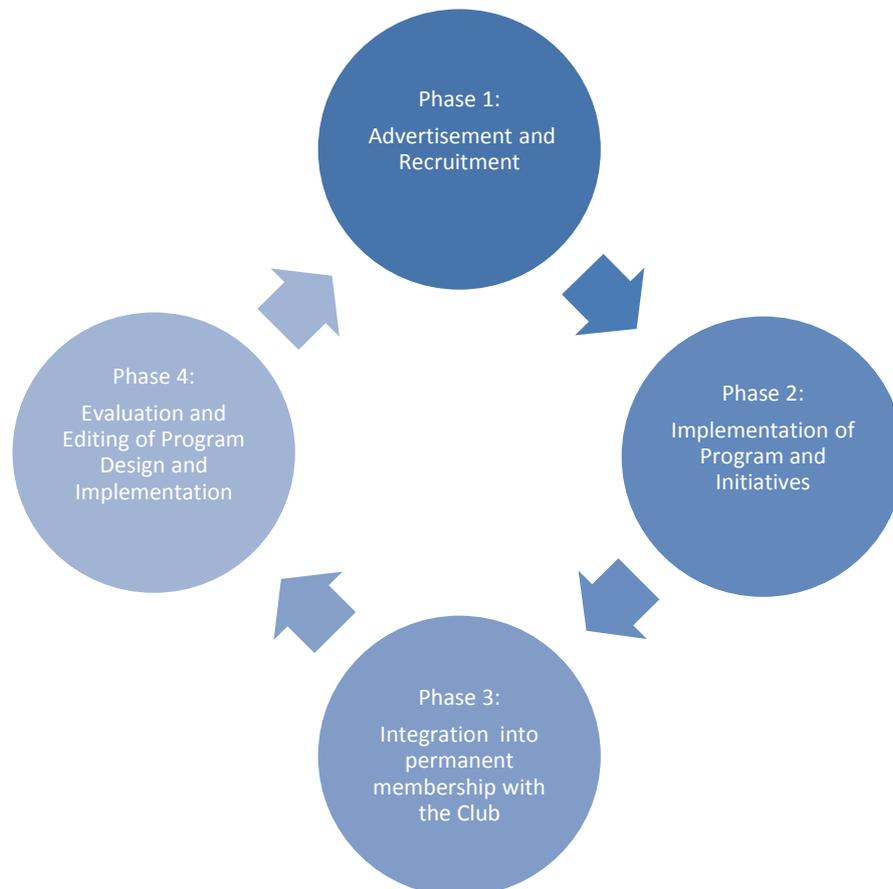


Fig 1: Recommended Program

Phase 1 - Advertise and Recruit (1-4weeks)

- Advertisement and Promotion
 - Advertise to community, work and study locations which have a high rate of the targeted age and gender- (i.e. businesses, schools/school leavers, tertiary students)
 - Promote and advertise the program using flyers, public media formats and the club's/organisation website (with an easy navigating system on the site)
 - Advertise all information relevant to the program (dates, contact details, pricing, what it could mean for the individual)
 - Ideally begin this 4 weeks in advance to the ideal date of Program Implementation
- Committee organisation
 - Discuss between Committee and relevant coaches the allocation of facilities and funds necessary for the program's duration
 - Make a clear flow chart for recruits to understand their options of pricing, training and options of rowing at various levels within and beyond club rowing
 - Allocate 1-2 Program Manager(s), preferably female, to be responsible for receiving all enquiries about the program and the following opportunities for new members after the program's completion, as well as the overseeing of the implementation of the program
- Program Manager(s)
 - Act as a direct communication with enquiries to the program for the club (gauge the number of those interested in joining the program)
 - Organise a program relevant to the number of individuals who have agreed to take a part in the program and allocate relevant number of facilities and coaches (in collaboration and agreeance with the committee)
 - Begin implementation of program and communication with new recruits confirm project start date

Phase 2- Program Initiatives, Structure and Implementation (5-12 weeks)

i. Program Initiatives

Programs Initiatives are developed from the major influences and recommendations derived from the survey responses. The initiatives are considered to be directly acknowledging and resolving issues previously found when trying to retain female membership to rowing clubs. Throughout the entirety of the program organisation and implementation the following are considered vital to improving the retention of participants during and following the program's completion;

1. low cost and cost efficient fees to join the program which covers temporary insurance for up to 8 weeks for the use of club facilities

2. Timing of program activity outside of most common working hours
3. Easily accessible location of program for new recruits eg. the City, on the Torrens River
4. Have low demands on time to be a part of the program
5. Deliver clear communication of outcomes to programs and opportunities members can attain when being a part of the program
6. Allocation of at least 1 Program Manager to the program who is female
7. Encouragement of more prominent female members of the club to be a part of the program and talk to new recruits of how they could be a part of a female squad(s)
8. Ongoing positive feedback from the club and club members to encourage ongoing activity and membership of new members
9. Ongoing social initiatives to provide new members with opportunities to create relationships with new acquaintances
10. Ongoing positive and approachable environment implemented and practised by coaches/ Program Managers
11. Organisation by the club committee to allocate facilities and future membership pathways for recruits wanting to become members and better connected with other members of the club

ii. Program Structure and Implementation (duration of 8 weeks)

The following is an explanation of how the 8 week rowing program for new recruits should ideally be broken down in order to meet the initiative of the program as well as acknowledging the training and techniques requirements needed.

- Weeks 1-4 (Beginners Basics)
 1. working on basic technique of rowing over short distances
 2. training 2 times a week
 3. Timing of program activities are outside of common working hours eg. 5pm-7pm weekdays and during the morning on the weekend
 4. coaches teaching skills have a high competency and knowledge of the sport
 5. coaches and managers work on keeping the atmosphere fun and friendly
- Between weeks 4-5 (Introduction to the social side of the club)
 1. Introduce new recruits to the members of the club with a simple yet effective social activity for the entire club- eg. Sausage sizzle covered by the club
 2. Make all club members aware that their involvement with the event and the importance of their engagement with the new recruits in the program
- Weeks 5-8 (Transition in training)
 1. Relocate one new recruits training with or adjacent to the club members training times (who are preferably in a similar age group to the new recruits)
 2. Promote this change as an opportunity to become more involved with the club and interact with more experienced club members
 3. Provide ongoing training in different types (sweep and scull) of boats and sizes of crews

4. Continue skills training and progress in length of distance covered in training
- End of week 8
 1. Provide a meeting and another social gathering to discuss options for new recruits and their options for membership, training and competition with the club
 2. Also ask for feedback about the program and how it could be improved to improve retention rates (* keep note of this feedback for Phase 4)

Phase 3- Integration into Permanent Membership with the Club

This phase of the program is largely organised by the club based on the facilities, coaching and rowing program(s) already available at the specific club. Essentially it is targeted at integrating new recruits fully into training programs with more experienced rowers. This is to provide the new recruits with more structure and direction in training while becoming better integrated into the social networks of the club which interact on a daily basis.

Ideally, a female coach/mentor overseeing this transition phase is recommended and considered productive in retaining female rowers into a more time demanding program.

There are also recommendations which have shown that the transition phase is successful when the coach of the pre-existing program arranges a formal or informal meeting to welcome them into the next phase of the program. It also allows the coach an opportunity to introduce possible directions for new recruits and gauge what they are more interested in achieving, allowing for the coach to provide a program which the new recruits are most interested in and will likely remain involved with. This meeting also provides new rowers with a sense of direction and purpose to training.

Options for annual membership can also be provided and organised while also keeping momentum with their transition of training with the more experienced squads of rowers.

Phase 4- Evaluation and Editing of Program Design and Implementation

Assessment Criterion

The assessment criterion is designed for clubs and organisations to gauge how effective individual programs and initiatives are at acknowledging the *Targeted Initiatives*. The following questions address the main initiatives which need to be evaluated. These questions are meant for rowers who have come through the new recruits program. Response to these questions should be taken note of and not dismissed if there is to be a greater engagement of women in to the sport in the future. The questions are as follows;

1. Was the time allocation and location for the program appropriate and accessible considering your other daily commitments?

2. Was the program affordable? (if clubs require rowers to pay a small fee to cover insurance)
3. Did the program teach you enough to feel confident rowing? Were there areas which you believe need to be better developed in training?
4. Are there areas of the sport which you would have liked to be taught while training? (Different aspects of technique, future pathways with the sport, information about club rowing etc.)
5. Were your coaches appropriate and effective in engaging and teaching you how to row? If not, how could they improve?
6. Did you feel intimidated at any stage because of your age, gender, race or experience in rowing?
7. Did you feel welcomed into the club? Did the social activities with the club make you feel welcome? How would you suggest we improve in providing a more welcoming atmosphere?
8. Do you feel the club can facilitate and support your aspirations and ideal commitment to rowing? Why?
9. Do you feel that women were underrepresented when being taught or interacting with club members? Why?
10. Are you considering continuing with rowing? Why?

While the questions are more directly linked with initiatives and may be seen as confronting for some, it is vital that the main purpose to designing programs better equipped for women are acknowledge. Consequently the need to understand why women do not feel comfortable or are unable to continue with the sport are also acknowledged and dealt with in a manner which prevents such a high drop out in the future.

8. Initiatives for Clubs beyond the Program

The following are recommendations for clubs to consider when introducing new practices and initiatives on a daily basis to improve women's membership. They stem from the *Targeted Initiatives* previously recommended and are tailored to specifically hold relevance immediately after the programs completion. The initiatives are as follows;

1. Ongoing open communication with women to understand how they can be involved in rowing on a social/club, state, national and international level
2. Provide pathways to pay off memberships and fees in smaller organised increments- introduce Direct Debit into clubs
3. Introduce opportunities for discounted memberships which are funded by the club and applied to by members (females specifically) who require financial help
4. Promote frequent social opportunities for all members of the club to socialise
5. Maintain ongoing equal access to facilities
6. Ongoing efforts to resource qualified and experienced coaches who are appropriate and effective at coaching women

7. Next Steps

The following tables acknowledge issues presented in the *Results*, which are now resolved through recommended practices. These practises are assigned to the relevant rowing organisations, clubs, coaches and club members to improve ongoing effective practise in retaining women in the sport. While many of these broader recommendations or practise exist in clubs and organisations it is important to emphasise the need for the ongoing assessment and reinforcement of such influential practises to ensure ongoing success.

a. Rowing Organisations

<i>Promotion of Pathways</i>	<ul style="list-style-type: none"> - Ongoing dialogue with clubs and head coaches of clubs to promote further pathways for rowing outside of club rowing and State regattas eg. State team selection, nationals, State Sports Institute selection (SASI), Australian team selection.
<i>Selection Process</i>	<ul style="list-style-type: none"> - Provide the highest level of transparency when making formal decisions on State teams to ensure that rowers competing for state teams are not confused are turned off from rowing due to frustration as to why their performance was not enough. - Meetings with individual rowers who competed for selection but did not get in is recommended to overcome any confusion and provide feedback into areas needed for improvement.
<i>Fees</i>	<ul style="list-style-type: none"> - Keeping rowing fees for racing at a reasonable cost- as low and cost efficient as possible
<i>Forums of Education</i>	<ul style="list-style-type: none"> - Provide ongoing forums for coaches and rowers designed to educate on relevant matters of the sport eg. Forums on current theories and practices for dieting, technique and training for improvement in the sport as a rower and a coach.

b. Club/Committee

<i>Women's Involvement</i>	<ul style="list-style-type: none"> - Ongoing pathways for by the club for women within the sport - Ongoing representation of women in committees
<i>Facilities</i>	<ul style="list-style-type: none"> - Club facilities and allocation of equipment clearly non-gender specific
<i>Public Committee meetings</i>	<ul style="list-style-type: none"> - Ongoing efforts to provide women, as well as men, with frequent and formal group meetings to express openly personal concerns and opinions in regard to current issues within the club (ideally a bi-annual- one before the summer season and one before the winter season)
<i>Committee Practices</i>	<ul style="list-style-type: none"> - Mandatory checks by the female vice-president with women in the club to keep up to date with any enquiries or concerns they may have- discussed in committee meetings - Ensure there are policies for both Coaching and Member's behaviour to promote non-discriminating behaviour - The development and establishment of a clear and easy method to report any complaint or query to the committee of a member feels they cannot solve the issue on their own - Ongoing organisation of social events and initiatives to involve both men and women in the club who wish to be involved in the club at a social level - Ongoing applications for grants to raise money to improve facilities at clubs - Ongoing organisation of events to fundraise for clubs
<i>Fees</i>	<ul style="list-style-type: none"> - Low membership fees- as low as possible with multiple membership prices and categories depending on what they wish to do and use in the club (eg. social member, gym member, rowing member) - Options for direct debit membership allowing members to pay off the membership in smaller more manageable increments

c. Coach

<i>Practices</i>	<ul style="list-style-type: none"> - Ensure positive behaviour towards all rowers with a - Clear practise of equality to all rowers with sound reasoning equal facilitation and allocation to all rowers - Proven practise of equal hours spent with both female and male squads (if training is devised into genders) - Providing an approachable demeanour for rowers to voice any concerns or queries they may have without facing ridicule or a dismissive response - Mandatory reporting of issues brought up by all rowers. Reported to committee to regulate any ongoing issues
<i>Training</i>	<ul style="list-style-type: none"> - Weekly organisation of training for Annual plan which establishes long term goals for rowers at various levels of membership and competence
<i>Pathways</i>	<ul style="list-style-type: none"> - Promotion of pathways for rowers to aspire to in order to take their rowing further

d. Members

<i>Required Knowledge of Appropriate Behaviour</i>	<ul style="list-style-type: none"> - Understand there is a clear responsibility by the rower or member of the club to report any issues which they deem could be destructive to their continuation and membership to the sport and club they are a part of - A clear understanding of protocol by their club which empowers them to take matters to a higher level (coach or committee)
<i>Social Interaction with the Club</i>	<ul style="list-style-type: none"> - Active involvement in social activities within the club to promote comradery, social cohesion and a sense of belonging in the club

8. Summary

By producing a program which is largely supported by the insights of personal opinions from the women and coaches in the rowing community, we are now able to better hone into what is currently seen as the major issues and influences which deter women from rowing (specifically for those between the ages of 15 to 24). The recommended program follows a basic format while focusing and improving upon influences and issues which have been targeted as being vital to retaining women in the sport. The accumulation of data covering results from extensive survey research, as well as the collaborations of fundamental knowledge on the structure and purpose of former programs, has produced a program to develop, implement, integrate, and assess a clearer set of key influences, recommendations and initiatives.

The supporting *Initiatives for Clubs beyond the Program* and *Next Steps* breaks away from the new recruits program and focus on how we can start approaching goals to retain annual female members in clubs. The *Initiatives for Clubs beyond the Program* acknowledges and places importance on issues which have an impact on women's transition from learning how to row, to becoming club members and permanent rowers themselves. The *Next Steps* provide a more long-term set of recommendations to benefit women's rowing and retention in clubs all year round. The importance of following these initiatives and steps beyond the new recruit program is to ensure a cohesive environment for women to continue rowing in. Organisations, clubs, coaches and members may already be actively working on these initiatives and steps. However all recommendations provided in this report are designed to be used to assess whether all four groups have the opportunity to recognise issues, influences, practises and behaviours which may be considered as needing more attention and improvement to bring about a more cohesive and desirable environment for women in rowing.

This report will hopefully provide a greater clarity to all members in the rowing community as well as shedding new found insight into the opportunities organisations, clubs, coaches and members can provide women in rowing and consequently the success of the women's rowing in South Australia and beyond.