



**4. June 30, 2008 Audited Statements - See Annex 3**

J. Ryan referred to the June 30, 2008 Audited Statements and noted that the internal statements presented at the AGM projected a surplus of \$2,131. The following details the increases and decreases in revenues and expenses to arrive at the final surplus of \$14,875.

<b>Projected Surplus at June 08 AGM</b>	<b>2,131</b>
Sponsorship higher VIA Rail	1,307
TV	(19,638)
Air Passes	(400)
Increase in interest ING investments	4,328
Cancellation Fees for Championships lower than anticipated	8,653
W.Soccer report not received payable cancelled	1,500
Poster Templates/All Canadian	770
Delegates, Sport Committee Mtg/Officials Flight costs lower than projected	1,543
Trophies refurbishing planned did not happen	5,535
Unbudgeted Admin Fee WUC Cycling Badminton X/C	4,127
Bid Fee received after budget was developed	1,500
International Delegates travel lower than originally anticipated	1,297
Sponsor payments to hosts slightly lower than budgeted	4,455
Advocacy Canada First was not originally budgeted	(1,991)
Results Reporting System lower than projected in June	2,035
Budgeted 21,000 spent slightly less than expected	1,678
Did not use all available money for Professional Development	861
Higher payments to consultant for website maintenance - offset by reduction in staff costs	(2,288)
Salary savings not as high as originally estimated	(3,026)
Legal Fees less than projected at June	4,473
Staff Travel which was planned to be cut was reinstated due to surplus	(1,701)
Depreciation expense adjusted to actual	1,388
Miscellaneous Admin expenses increased savings	5,100
Board meetings and President's Travel lower than anticipated	165
Translation bid criteria not originally budgeted	(5,182)
AGM banquet held due to available funds	(1,521)
Committee Meeting Airfare higher than anticipated	(2,224)
<b>Surplus per internal Statements</b>	<b>14,875</b>
Distribution of 07/08 Surplus to Championship Travel	(7,438)
Brought Forward from 06/07 Surplus	(4,000)
Contribution to restricted reserve	10,473
<b>Surplus per Audited Financial Statements</b>	<b>13,910</b>

J. Ryan also referred to the letter from the audit firm to the Board of Directors and noted that it indicates no difficulties were encountered during the audit and that CIS received a clean audit report.

**12-08-09**

**MacPherson/Hamilton**

**Carried**

**To recommend to the General Assembly in June 2009, the acceptance of the June 30 2008 audited statements.**

**12-08-10**

**Ryan/MacPherson**

**Carried**

**To recommend for approval to the General Assembly that Ouseley Hanvey Clipsham Deep LLP be the CIS Auditors for 2009-2010.**

**5. November 14, 2008 Financial Statements - See Annex 4**

J. Ryan referred to the November 14, 2008 Financial Statements and reported on the major variances from the approved budget.

## **6. The Global Economic Downturn - See Annex 5**

M. McGregor reviewed the economic downturn document and welcomed the Board's feedback and suggestions on ways to navigate through the next couple of years. Discussions focused around what Regional Associations were doing and how the CIS can help its members.

## **7. Regional Association Updates**

The Regional Association's representatives provided verbal reports.

## **8. Plans to Become The Destination of Choice - See Annex 6**

The Board reviewed the ten-point plan in detail to become a destination of choice.

### **1. Comprehensive Review**

- Initial focus should be on Long Term Athlete Development.
- Develop a comprehensive survey for Spring 2009.
- Ensure that we capture our key stakeholders. Go beyond our informed audiences and identify areas that have been criticized in the past and solicit feedback on what CIS needs to do.

### **2. Strengthening Internal Linkages to Become the Destination of Choice**

- Presentation articulating the benefits and contributions of athletics to Universities is to be developed for presentation at the AUCC members meeting and the AUS Presidents Meetings in April 2009.

### **3. Becoming the Destination of Choice Through enhancing CIS Policies.**

- The AFA Committee will review the core principles of the Athletic Awards at their committee meeting.

### **4. Improving Marketing / CIS Branding / Keeping People Informed**

- Peter Metzals reviewed what has happened over the last quarter.

### **5. Enhancing Governance**

- Revision of voting structures, Board and Committee structure has been deferred to 2009 -2010.

### **6. Enhancing CIS Championships**

- The Sport Committee will meet with the Marketing Committee and will determine how they move ahead.

### **7. Celebrating Excellence**

- Peter Metzals updated the Board on a project with Desjardins to run newspaper ads to celebrate the achievements of the 2008 Academic All Canadians in the Globe & Mail and Quebec papers(s).

### **8. Enhancing Bilingualism**

- Develop a database of experienced bilingual personnel with the right skills that can be provided to Hosts.
- Program templates, scripts and power point presentations are being provided to hosts in both Official Languages.

### **9. Informing Decision Making through Research**

- Membership Survey will be distributed in 2009.

### **10. Strengthening the Brand - Responding to the NCAA decision to open its membership to Canadian Universities.**

- Ross Wilson has drafted a paper on this topic that will be provided and discussed at the April 27<sup>th</sup> Members Meeting in Toronto.

## **9. Top 8 Academic All Canadians - See backgrounder Annex 7**

Regional Associations have asked for additional clarification on the selection criteria for the Top 8 Academic All-Canadians. Clarification has been asked for regarding what emphasis to place on academic accomplishments and athletic accomplishments.

**All nominees must first have met all criteria outlined in 60.40.1.2:**



In the longer term, the CIS staff was given direction by the Board to take steps to more fully leverage the Vanier Cup as a signature property of CIS, through collaboration with the CFL / Grey Cup.

**13. April 2009 CIS Members Meeting**

A Steering Group will be formed to work on preparations for the April Members meeting.

**14. Doping Committee Report - See Annex 11**

**12-08-14**

**Murray/Slavin**

**Carried**

**That CIS formally adopt the revised Canadian Anti-Doping Program 2009, in accordance with CIS legal requirements, effective January 1, 2009.**

Tom Huisman reviewed his written report and highlighted the changes that affect CIS. A revised version of the Canadian Anti-Doping Program (CADP) will take effect on January 1, 2009. This revised anti-doping program is in compliance with the World Anti-Doping Code. CIS is required to formally adopt the revised CADP by December 31, 2008.

**15. Adjournment**

The meeting was adjourned at 12:30.

**ANNEX 1**



**CIS Board Meeting**

**Monday / Tuesday December 1, 2, 2008**

Monday 9:30 AM (breakfast at 8:45) to 7:45 PM

Tuesday, 9:15AM (Breakfast at 8:30) to 12:30ish PM

Holiday Inn Hotel & Suites, Downtown Ottawa

111 Cooper Street, Ottawa, ON, K2P 2E3

(613) 238-1331

[www.hiottawa.ca](http://www.hiottawa.ca)

Parking located at back of hotel (Cooper entrance) @ \$12.00/per day.

Vision: CIS is the destination of choice for Canadian student-athletes to pursue excellence in academics and athletics. CIS is recognized as one of the influential leaders in sport in Canada.

**Confidentiality:**

Portions of this document are confidential/for internal use of Board members only, and should not be copied or forwarded. The Board minutes will form the public record of the Board meeting.

**Theme for the Board Meeting:  
Time Spent Thinking!**

Given all that is happening within and outside CIS and the sport system, we will look to have a deeper conversation and to gather additional perspectives around a set of complex issues.

The 2008 CIS Member Survey indicated that we are proud of our governance, yet frustrated that we are often mired in internal conflicts and spend too little time investing in repositioning CIS for long term growth. Taking that feedback to heart the theme for the meeting will focus on "Time Spent Thinking."

We are operating in a "new normal": The swirling economic conditions around us, the ten-point plan to make CIS the destination of choice, the NCAA opening its members to Canadian universities, the 2015 Universiade bid, the new model for hosting CIS Championships, the expansion of the women's basketball championship to 16 teams, the continuously evolving digital world, the increase in newly accredited universities seeking to compete in CIS – particularly within Canada West, etc. Taken together, these changes have created a new normal in which we now operate and strive to make a difference.

How should CIS meet up with these new circumstances? What is clear is that strategies from our past may not be conducive to our present and future situation. How best to re-engineer the CIS enterprise? How best to drive new management practices?

9:30	1. Welcome, call to order, roll call, approval of agenda
9:45	2. Quick Update
10:00	3. Approval of Board of Directors meeting minutes: a) June 10, 2008 Board meeting. b) July 18, 2008 e-mail vote re Men's Hockey title sponsor c) August 26, 2008 Board conference call meeting. d) Sept 25, e-mail vote re 2015 Universiade. e) October 3, 2008 Board conference call meeting. f) Oct. 16 2008 e-mail vote re format of 2009 Curling Championships. g) Composition of the 2008 CIS Championship Bid Committee.
10:15	4. Financial Management: a) 2007-2008 audited statements. b) 2008-2009 year to date financials – variance analysis.

	c) the economic crisis and CIS weathering the “new normal”.
11:00	5. Regional Association updates a) Katie Sheahan (QSSF) b) Lorne Adams (OUA) a) Sandy Slavin (Canada West) b) Michele Healey (AUS)
1:30 to 7:45	6. Plans to Become The Destination of Choice. Desired Outcome: provide a progress report, gain feedback and make some decisions regarding the 10-point plan to become the destination of choice.  1. Comprehensive review 2. Strengthening Internal Linkages 3. Enhancing CIS Policies 4. Improving Marketing / CIS Branding / Keeping People Informed 5. Enhancing Governance 6. Enhancing CIS Championships 7. Celebrating Excellence 8. Enhancing Bilingualism 9. Informing Decision Making through Research 10. Strengthening the Brand – Responding to the NCAA decision to open its membership to Canadian universities
<b>Tues</b>	
9:15	7. Top 8 Academic All Canadians
9:35	8. International a) 2015 Universiade Progress Report. b) To approve the International Committee’s recommendation regarding 2012 World University Rowing Championships.
9:55	9. 2008 Men’s Soccer Championship Appeal: Fixing the Championship Policy / Playing Regulation gaps Start time of games and time zone considerations. Code of conduct issues.
10:30	10. CIS Championship Call for Bids Report and go-forward strategy for those championships where no bids were received (Vanier Cup 2010, 2011, Swimming).
11:15	11. Preparing for the April 2009 CIS Members Meeting
11:45	12. Doping Committee report
12:00	13. Other business:

## ANNEX 2

### Quick Update – Miscellaneous Tid Bits December 1, 2008 Board Meeting

#### Technology:

1. Hackers in the past year have been an issue. Our SQL database has been subject to SQL injections! The CIS Polls were a source of our vulnerability. We believe we have solved the problem for the time being.
2. Some CIS members have been subject to flaming and inflammatory comments posted on blogs and forums this past Fall. CIS has in turn removed links from the CIS website to chat lines/blogs as CIS does not have any content control of these third party sites. Having a link from the CIS site implies a de facto endorsement of sorts.
3. Some of the names of these third party forums have CIS in their title. While it is not impossible to stop people talking about CIS, nor do we want to, the use of “CIS” in the domain name does confuse the general public. Our legal counsel has advised us to take steps to protect our brand and domain name control. To that end we will be purchasing a series of names: e.g. cishockey.ca, cisfootball.ca, cissoccer.ca etc.
4. We are looking at purchasing a new server in the not too distant future.
5. We have divided our website database into three to speed it up (we had over 17,000 stories on the site).
6. Magma was taken over by Primus and we have experienced a decline in service since that time. That being said, we are not convinced that the options (Rogers etc.) are that much better. We have had conversations with our next-door neighbours (Hockey Canada) about the possibility of bringing in an optic line and sharing the costs.
7. Saint Mary’s University did not receive any e-mails from CIS for a several month period....

#### Office News:

1. We are working on a series of initiatives to “green” the CIS office and our operations.
2. We are participating in a sport community wide initiative to explore renting or purchasing office space together. One option on the table is for the national sport organization to come to uOttawa, other options involve the purchase of space.
3. The staff e-mail signatures were customized each week during the Championship season to drive traffic to our web and TV broadcasts.

**ANNEX 3**

**CANADIAN INTERUNIVERSITY  
SPORT**

FINANCIAL STATEMENTS

JUNE 30, 2008

**SPORT INTERUNIVERSITAIRE  
CANADIEN**

ÉTATS FINANCIERS

30 JUIN 2008

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## AUDITORS' REPORT

To the Members,  
**Canadian Interuniversity Sport:**

We have audited the balance sheet of Canadian Interuniversity Sport as at June 30, 2008 and the statements of changes in net assets and revenue and expenditure for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at June 30, 2008 and the results of its operations for the year then ended in accordance with Canadian generally accepted accounting principles.

Ottawa, Ontario  
September 25, 2008  
Le 25 septembre 2008

## RAPPORT DES VÉRIFICATEURS

Aux membres de  
**Sport interuniversitaire canadien:**

Nous avons vérifié le bilan de Sport interuniversitaire canadien au 30 juin 2008 et les états de l'évolution de l'actif net et des revenus et dépenses de l'exercice terminé à cette date. La responsabilité de ces états financiers incombe à la direction de l'association. Notre responsabilité consiste à exprimer une opinion sur ces états financiers en nous fondant sur notre vérification.

Notre vérification a été effectuée conformément aux normes de vérification généralement reconnues du Canada. Ces normes exigent que la vérification soit planifiée et exécutée de manière à fournir l'assurance raisonnable que les états financiers sont exempts d'inexactitudes importantes. La vérification comprend le contrôle par sondages des éléments probants à l'appui des montants et des autres éléments d'information fournis dans les états financiers. Elle comprend également l'évaluation des principes comptables suivis et des estimations importantes faites par la direction, ainsi qu'une appréciation de la présentation d'ensemble des états financiers.

À notre avis, ces états financiers donnent, à tous les égards importants, une image fidèle de la situation financière de l'association au 30 juin 2008 ainsi que des résultats de son exploitation pour l'exercice terminé à cette date selon les principes comptables généralement reconnus du Canada.

**OUSELEY HANVEY CLIPSHAM DEEP LLP**  
Licensed Public Accountants  
Comptables publics enregistrés

**CANADIAN INTERUNIVERSITY  
SPORT**

**SPORT INTERUNIVERSITAIRE  
CANADIEN**

BALANCE SHEET  
AS AT JUNE 30, 2008

BILAN  
AU 30 JUIN 2008

	<u>2008</u>	<u>2007</u>	
<b>ASSETS</b>			<b>ACTIF</b>
CURRENT			À COURT TERME
Cash	\$ 885,980	\$ 380,560	Encaisse
Accounts receivable	107,039	295,354	Comptes à recevoir
Prepaid expenses	<u>172,560</u>	<u>291,460</u>	Frais payés d'avance
	1,165,579	967,374	
PROPERTY AND EQUIPMENT (note 4)	<u>5,011</u>	<u>7,803</u>	BIENS ET ÉQUIPEMENTS (note 4)
	<u>\$ 1,170,590</u>	<u>\$ 975,177</u>	
<b>LIABILITIES</b>			<b>PASSIF</b>
CURRENT			À COURT TERME
Accounts payable	\$ 279,885	\$ 288,931	Comptes à payer
Funds held in trust for Coaches' associations	215,069	139,940	Fonds en fiducie réservé aux associations d'entraîneu
Deferred revenue	<u>355,096</u>	<u>239,676</u>	Revenu reporté
	850,050	668,547	
<b>NET ASSETS</b>			<b>ACTIF NET</b>
Restricted for Royal Bank Endowment Fund	50,000	50,000	Affecté au fonds de dotation de la Banque Royale
Internally restricted for reserve purposes	200,000	189,527	Affecté à l'interne comme fonds de réserve
Invested in capital assets	5,011	7,803	Immobilisé
Unrestricted	<u>65,529</u>	<u>59,300</u>	Non affecté
	320,540	306,630	
	<u>\$ 1,170,590</u>	<u>\$ 975,177</u>	

Approved on behalf of the Board:  
Approuvé au nom du conseil:

\_\_\_\_\_  
Director/Directeur

\_\_\_\_\_  
Director/Directeur

**CANADIAN INTERUNIVERSITY  
SPORT**

STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED JUNE 30, 2008

	<u>2008</u>	<u>2007</u>
<b>RESTRICTED FOR ROYAL BANK ENDOWMENT FUND</b>		
Balance - beginning of year	\$ 50,000	\$ 50,000
Interest	2,175	2,175
Awards	<u>(2,175)</u>	<u>(2,175)</u>
Balance - end of year	<u>\$ 50,000</u>	<u>\$ 50,000</u>

**INTERNALLY RESTRICTED FOR  
RESERVE PURPOSES**

Balance - beginning of year	\$ 189,527	\$ 179,527
Transfer from unrestricted net assets	<u>10,473</u>	<u>10,000</u>
Balance - end of year	<u>\$ 200,000</u>	<u>\$ 189,527</u>

**INVESTED IN PROPERTY AND EQUIPEMENT**

Balance - beginning of year	\$ 7,803	\$ 11,471
Purchase of property and equipment	3,419	8,194
Amortization	<u>(6,211)</u>	<u>(11,862)</u>
Balance - end of year	<u>\$ 5,011</u>	<u>\$ 7,803</u>

**UNRESTRICTED**

Balance - beginning of year	\$ 59,300	\$ 173,667
Net revenue (expenditure) for the year	13,910	(108,035)
Transfer from (to) net assets internally restricted for reserve purposes	(10,473)	(10,000)
Purchase of property and equipment	(3,419)	(8,194)
Amortization	<u>6,211</u>	<u>11,862</u>
Balance - end of year	<u>\$ 65,529</u>	<u>\$ 59,300</u>

**SPORT INTERUNIVERSITAIRE  
CANADIEN**

ÉTAT DE L'ÉVOLUTION DE L'ACTIF NET  
POUR L'EXERCICE TERMINÉ LE 30 JUIN 2008

**AFFECTÉ AU FONDS DE DOTATION  
DE LA BANQUE ROYALE**

Solde au début de l'exercice	\$ 50,000
Intérêts	2,175
Prix	<u>(2,175)</u>
Solde à la fin de l'exercice	<u>\$ 50,000</u>

**AFFECTÉ À L'INTERNE COMME  
FONDS DE RÉSERVE**

Solde au début de l'exercice	\$ 179,527
Virement d'actif net non affecté	<u>10,000</u>
Solde à la fin de l'exercice	<u>\$ 189,527</u>

**INVESTISSEMENT EN BIENS ET ÉQUIPEMENTS**

Solde, début de l'exercice	\$ 11,471
Achat de biens et d'équipements	8,194
Amortissement	<u>(11,862)</u>
Solde, fin de l'exercice	<u>\$ 7,803</u>

**NON AFFECTÉ**

Solde, début de l'exercice	\$ 173,667
Revenus (dépenses) nets pour l'exercice	(108,035)
Virement (à) d'actif net affecté à l'interne comme fonds de réserve	(10,000)
Achat de biens et d'équipements	(8,194)
Amortissement	<u>11,862</u>
Solde, fin de l'exercice	<u>\$ 59,300</u>

**CANADIAN INTERUNIVERSITY  
SPORT**

STATEMENT OF REVENUE AND EXPENDITURE  
FOR THE YEAR ENDED JUNE 30, 2008

	<u>2008</u>	<u>2007</u>
<b>REVENUE</b>		
Sponsorship and events	\$ 966,397	\$ 1,007,335
Membership fees	504,586	482,218
Championship guarantees	633,000	479,500
Sport Canada contributions		
Core	394,400	391,400
World University Games	259,400	-
World University Games and championships	300,327	324,830
Publications, interest and miscellaneous	<u>91,484</u>	<u>77,496</u>
	<u>3,149,594</u>	<u>2,762,779</u>

**EXPENDITURE**

Championship travel	561,145	581,321
Championship operations	107,413	111,824
International programs	558,804	350,339
Athlete, coaching and officiating developme	1,500	6,000
Advocacy, promotion, communication and marketing	925,152	869,914
Administration and meetings	<u>981,670</u>	<u>951,416</u>
	<u>3,135,684</u>	<u>2,870,814</u>

**NET REVENUE (EXPENDITURE)  
FOR THE YEAR**

	\$ <u>13,910</u>	\$ <u>(108,035)</u>
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**SPORT INTERUNIVERSITAIRE  
CANADIEN**

ÉTATS DES REVENUS ET DÉPENSES  
POUR L'EXERCICE TERMINÉ LE 30 JUIN 2008

**REVENUS**

Commandite et événements
Cotisations des membres
Ristournes des championnats
Subventions de Sport Canada
Base
Universiades
Universiades et championnats
Publications, intérêts de banque et autres

**DÉPENSES**

Déplacements aux championnats
Opérations - championnats
Programmes internationaux
Perfectionnement: athlètes, entraîneurs et officiel
Représentation, promotions, communication et marketing
Administration et réunions

**REVENUS (DÉPENSES) NETS  
POUR L'EXERCICE**

**CANADIAN INTERUNIVERSITY  
SPORT**

NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2008

1. NATURE OF THE ORGANIZATION

The mission of the organization is to enrich the educational experience of the athlete through a national sports program that fosters excellence through quality educational and athletic experience, unity of purpose, respect for autonomy, integrity and fair play, trust and mutual respect, equity and equality of experience.

The organization is incorporated under the Canada Corporations Act as a not-for-profit organization. It is a Registered Canadian Amateur Athletic Association under the Income Tax Act, and is not subject to income taxes.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Estimates and assumptions

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditure during the reporting period. Actual results may differ from those estimates.

b) Royal Bank Endowment Fund

The Endowment Fund will be used as directed by the Board.

c) Internally restricted reserve

The reserve was created to provide financial stability for the organization and is not available for other purposes without approval of the Board of Directors.

d) Property and equipment

Property and equipment are recorded at cost less accumulated amortization. Amortization is provided on the straight line basis over three years.

e) Revenue recognition

The organization follows the deferral method of accounting for revenue. Restricted revenue is recognized as revenue in the year in which the related expenditure is incurred. Unrestricted revenue is recognized as revenue when it is received or becomes receivable. Membership fees are recognized as revenue in the period in which they become receivable.

**SPORT INTERUNIVERSITAIRE  
CANADIEN**

NOTES COMPLÉMENTAIRES  
30 JUIN 2008

1. NATURE DE L'ORGANISATION

L'organisation a pour mission d'enrichir l'expérience universitaire de l'étudiant athlète par un programme national de sport de qualité qui met en valeur l'intégrité, l'esprit sportif, et le respect des autres dans un contexte d'équité et d'égalité des chances.

L'organisation est un organisme sans but lucratif constitué en vertu de la Loi sur les corporations canadiennes et est enregistrée comme association canadienne de sport amateur en vertu de la Loi de l'impôt sur le revenu, donc, n'est pas assujettie à payer des impôts.

2. PRINCIPALES PRATIQUES COMPTABLES

Ces états financiers ont été préparés selon les principes comptables généralement acceptés du Canada et comprennent les principales pratiques comptables suivantes:

a) Estimations et hypothèses

La préparation des états financiers exige que la direction fasse des estimations et des hypothèses qui ont une incidence sur le montant déclaré de l'actif et du passif et révèle l'actif et le passif éventuels à la date des états financiers ainsi que le montant déclaré du revenu et des dépenses pendant la période visée par les états. Les résultats réels peuvent être différents de ces estimations.

b) Fonds de dotation de la Banque Royale

Le fonds de dotation sera utilisé selon les directives du conseil.

c) Fonds de réserve affecté à l'interne

La réserve a été créée pour assurer la stabilité financière de l'organisation et elle ne peut pas être utilisée à d'autres fins, à moins d'obtenir l'autorisation du conseil d'administration.

d) Biens et équipements

Les biens et l'équipements sont consignés au prix coûtant moins l'amortissement cumulé. L'amortissement est calculé de façon linéaire sur trois ans.

e) Comptabilisation des revenus

L'organisation a adopté la méthode du report des revenus. Le revenu affecté est reconnu en tant que revenu dans l'année pendant laquelle la dépense associée est engagée. Le revenu non affecté est reconnu comme revenu quand il est reçu ou devient disponible. Les cotisations des membres sont reconnues comme des revenus pour la période durant laquelle elles sont recevables.

**CANADIAN INTERUNIVERSITY  
SPORT**

NOTES TO FINANCIAL STATEMENTS  
JUNE 30, 2008

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

f) Sport Canada Contributions

Contributions received from Sport Canada are subject to specific terms and conditions regarding the expenditure of the funds. The organization's accounting records are subject to audit by Sport Canada to identify instances, if any, in which amounts charged against contributions have not complied with the agreed terms and conditions and which therefore would be refundable to Sport Canada. Adjustments to prior years' contributions are recorded in the year in which Sport Canada requests the adjustment.

g) Financial instruments

The organization has guaranteed investment certificates and term deposits that are accounted for as held-to-maturity investments and are valued at cost.

3. FINANCIAL INSTRUMENTS

Financial instruments of the organization consist of cash, accounts receivable and accounts payable.

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest rate, currency or credit risks arising from its financial instruments and the carrying amount of the financial instruments approximate their fair value.

4. PROPERTY AND EQUIPMENT

	<u>2008</u>	<u>2007</u>	
Equipment - cost	\$ 49,515	\$ 73,769	Équipements - coûts
Accumulated amortization	<u>44,504</u>	<u>65,966</u>	Amortissement accumulé
	<u>\$ 5,011</u>	<u>\$ 7,803</u>	

5. COMMITMENT

The organization has leased premises to October 2010, at approximately \$56,000 per annum.

6. STATEMENT OF CASH FLOWS

A statement of cash flows has not been provided as information on cash flows is readily apparent from the other financial statements.

**SPORT INTERUNIVERSITAIRE  
CANADIEN**

NOTES COMPLÉMENTAIRES  
30 JUIN 2008

2. PRINCIPALES PRATIQUES COMPTABLES (suite)

f) Subventions de Sport Canada

Les subventions reçues de Sport Canada sont assujetties à des termes et conditions spécifiques par rapport aux dépenses de ces fonds. Les registres comptables de l'organisation sont sujets à une vérification par Sport Canada pour identifier, s'il y a lieu, les montants imputés aux subventions qui ne sont pas en conformité avec l'accord des termes et conditions spécifiques. Selon cet accord, les montants sont remboursables à Sport Canada. Les redressements qui touchent les exercices antérieurs sont comptabilisés dans l'année où Sport Canada demande les redressements.

g) Instruments financiers

L'organisation possède des certificats de placement garantis et des dépôts à terme qui sont comptabilisés et dont la valeur est déterminée selon le coût.

3. INSTRUMENTS FINANCIERS

Les instruments financiers de l'organisation se composent d'encaisse, de comptes débiteurs et de comptes créditeurs.

Sous réserve d'indication contraire, la direction estime que l'organisation n'est pas exposée à des risques considérables liés au taux d'intérêt, au cours de change ou au crédit, dérivant de ses instruments financiers, et la valeur comptable des instruments financiers est proche de sa juste valeur.

4. BIENS ET ÉQUIPMENTS

5. ENGAGEMENT

L'organisation s'est engagée à louer ses locaux jusqu' en octobre 2010 à un coût annuel de 56 000 \$.

6. ÉTAT SUR LA LIQUIDITÉ

L'état des flux de trésorerie n'a pas été fournis puisque l'information des argents liquides est apparente dans les états financiers.

## ANNEX 4

### CANADIAN INTERUNIVERSITY SPORT

#### Variance Analysis - Projected vs. Budget

November 14, 2008

#### Revenue

1	The Score	(150,000)
2	Desjardin - Academic All Canadians	30,000
3	Membership Fees (actuals for officials, trophies etc. lower than budget)	(3,724)
4	Bid Fees	25,000
5	World University Championships	256,420
6	Winter Universaide	130,000

TOTAL POSITIVE (NEGATIVE) VARIANCE IN REVENUE 287,696

#### Expenses

##### Domestic Opportunities

##### Decrease (Increase) in Expenses

7	Travel Pool Fee	597
8	Medals, Trophies	(9,000)

TOTAL POSITIVE (NEGATIVE) VARIANCE (8,403)

##### International

##### Decrease (Increase) in Expenses

9	World Univesity Championships	(256,093)
10	Winter Universaide	(130,000)

TOTAL POSITIVE (NEGATIVE) VARIANCE (386,093)

##### Advocacy, Marketing, Communications

##### Decrease (Increase) in Expenses

11	Professional Development	(1,000)
12	Almanac	(3,100)
13	Academic All Canadians Recognition	(30,000)
14	New Logo & Branding Plan	(20,000)
15	TV expenses	216,500
16	Video/Scoresheets	(700)
17	Web Casting	(11,000)
18	Web Site Enhancement	(10,000)

TOTAL POSITIVE (NEGATIVE) VARIANCE 140,700

##### Organizational Excellence - HR, Administration & Meetings

##### Decrease (Increase) in Expenses

19	Internet	(2,200)
20	New Server/Computer	(10,700)
21	Telephone/Fax	(1,000)
22	Printing	(5,000)
23	April 09 Special Meeting	(10,000)

TOTAL POSITIVE (NEGATIVE) VARIANCE (28,900)

**Grand Total Variance** **5,000**

**Budgeted /Surplus** **1,671**

**Projected Surplus for the Year Ended June 30, 2009** **6,671**

**CANADIAN INTERUNIVERSITY SPORT**

**BALANCE SHEET**  
**November 14, 2008**

**ASSETS**

**Current**

CASH	\$574,948
ACCOUNTS RECEIVABLE	\$284,810
PREPAID EXPENSES	\$46,232
INVESTMENTS	<u>\$359,505</u>
	\$1,265,495

Capital

<u>\$5,011</u>
\$1,270,506

**LIABILITIES**

**Current**

ACCOUNTS PAYABLE	\$209,896
DEFERRED REVENUE	\$45,850
COACHES ASSOCIATION FUNDS	<u>\$253,621</u>
	\$509,367

**NET ASSETS**

RESTRICTED FOR ENDOWMENT FUND	\$50,000
INTERNALLY RESTRICTED FOR RESERVE FUND PURPOSES	\$200,000
INVESTED IN CAPITAL ASSETS	\$5,011
UNRESTRICTED	\$65,529
SURPLUS (DEFICIT) FOR THE PERIOD	<u>\$440,599</u>
	\$761,139
	\$1,270,506

**2008-2009 Year to Date Financial Statements  
with Variances and Comparisons**

<b>REVENUE</b>		<b>2006/07 Actual</b>	<b>2007-08 Actual</b>	<b>Budget</b>	<b>2008-09 Actual YTD</b>	<b>Projected</b>	<b>Variance Projected /Budget</b>
(details in "Revenue" page)							
1	Sponsorship and Television	1,007,335	966,397	<b>1,076,040</b>	199,000	<b>956,040</b>	(120,000)
2	Championship Guarantees	479,500	633,000	<b>698,750</b>	0	<b>698,750</b>	0
3	Membership Fees	482,218	504,586	<b>527,067</b>	466,043	<b>523,343</b>	(3,724)
4	Sport Canada -Core	391,400	394,400	<b>394,400</b>	149,650	<b>394,400</b>	0
5	Contrib. from previous year's surplus	0	0	<b>0</b>	0	<b>0</b>	0
6	Publications, Interest and Misc	77,496	91,484	<b>71,600</b>	10,231	<b>71,600</b>	0
7	International Programs	324,830	300,327	<b>30,000</b>	359,735	<b>441,420</b>	411,420
8	Sport Canada - WUG	0	259,400	<b>0</b>	0	<b>0</b>	0
9	<b>Total Revenue</b>	<b>2,762,779</b>	<b>3,149,594</b>	<b>2,797,857</b>	<b>1,184,658</b>	<b>3,085,553</b>	<b>287,696</b>

**EXPENSE**

**STRATEGIC DIRECTION: EXCELLENCE**

<b>Provide domestic competitive opportunities for student-athletes</b>							
<b>Championship Travel</b>							
10	Travel Pool - Sport Canada		100,000	<b>100,000</b>	0	<b>100,000</b>	0
11	Travel Pool - 50% of guarantees		266,526	<b>299,401</b>	0	<b>299,401</b>	0
12	Members Contribution		187,181	<b>186,067</b>	0	<b>185,470</b>	597
13	Contribution from Surplus		7,438	<b>0</b>	0	<b>0</b>	0
14	<b>Subtotal</b>	<b>581,321</b>	<b>561,145</b>	<b>585,468</b>	<b>0</b>	<b>584,871</b>	<b>597</b>
<b>Championship Operations</b>							
16	Delegates	16,421	15,699	<b>18,000</b>	1,411	<b>18,000</b>	0
17	Officials	39,202	38,219	<b>40,000</b>	11,243	<b>40,000</b>	0
18	Poster and Program Template	773	477	<b>750</b>	0	<b>750</b>	0
19	Sport Committee and Bid Selection Meet	7,355	6,539	<b>4,000</b>	0	<b>4,000</b>	0
20	Trophies, Medals and Banners	26,678	15,465	<b>21,000</b>	21,651	<b>30,000</b>	(9,000)
21	Eligibility Info Kit	0	0	<b>0</b>	0	<b>0</b>	0
22	All- Canadians Recognition	21,395	24,180	<b>24,000</b>	442	<b>24,000</b>	0
23	Cancellation Fees for Championship Fligh	0	6,835	<b>0</b>	0	<b>0</b>	0
24	<b>Subtotal</b>	<b>111,823</b>	<b>107,413</b>	<b>107,750</b>	<b>34,747</b>	<b>116,750</b>	<b>(9,000)</b>
25	<b>Total Domestic Opportunities</b>	<b>693,144</b>	<b>668,558</b>	<b>693,218</b>	<b>34,747</b>	<b>701,621</b>	<b>(8,403)</b>
<b>Provide international competitive opportunities for student-athletes</b>							
26	Winter WUG	346,025	33,850	<b>0</b>	41,430	<b>130,000</b>	(130,000)
27	Summer Universiade	0	301,038	<b>0</b>	0	<b>0</b>	0
28	Summer Univ. Non funded	0	74,266	<b>0</b>	0	<b>0</b>	0
29	Offset by fees - W. Soccer	0	62,605	<b>0</b>	0	<b>0</b>	0
30	Offset by fees - M. Soccer	0	61,229	<b>0</b>	0	<b>0</b>	0
31	World University Championships	0	21,112	<b>0</b>	254,593	<b>256,093</b>	(256,093)
32	Rep on Fisu Comm and misc. IPSexp.	4,315	4,703	<b>6,000</b>	(1,732)	<b>6,000</b>	0
33	<b>Total International Opportunities</b>	<b>350,339</b>	<b>558,804</b>	<b>6,000</b>	<b>294,291</b>	<b>392,093</b>	<b>(386,093)</b>
34	<b>Total Excellence</b>	<b>1,043,483</b>	<b>1,227,362</b>	<b>699,218</b>	<b>329,037</b>	<b>1,093,714</b>	<b>(394,496)</b>

2006/07 Actual	2007-08 Actual	Budget	2008-09 Actual YTD	projected	Variance Projected /Budget
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**STRATEGIC DIRECTION: BUILDING CAPACITY**

**Contribute to Coaching Development in Canada**

35	<b>Sport Congress</b>	6,000	1,500	0	0	0	0
36	<b>Total Coaching Development</b>	6,000	1,500	0	0	0	0

**Advocate the Value of University Sport in Canada/Partnerships/Leaders**

37	Advocacy, Attend Conferences	1,193	883	1,000	590	1,000	
38	Affiliation Fees - AUCC, Sport Matters	2,500	5,100	2,500		2,500	0
39	Keeping Student-Athletes in Canada	1,800	4,865	5,000	1,911	5,000	0
40	E& E Poster promoting women in CIS	0	0	6,700		6,700	0
41	Public Relations - Partner recog.	800	743	500	0	500	0
42	Professional Development	2,089	1,139	2,000	2,030	3,000	(1,000)
43	Almanac	0	7,500	7,500	123	10,600	(3,100)
44	Awards data analysis	896	0	0	0		0
45	Academic All-Can Recognition	30,000	30,000	0	0	30,000	(30,000)
46	<b>Total Advocacy</b>	39,278	50,230	25,200	4,653	59,300	(34,100)

**Marketing and Communications**

47	Signage, Branding, Sponsor Servic. at	29,036	19,592	31,000	8,102	31,000	0
48	Television Production Expenses	670,956	580,426	636,500	102,500	420,000	216,500
49	New Logo and Branding plan		21,671	10,000		30,000	(20,000)
50	Sponsor funds to Champs.	106,355	212,645	271,750	1,000	271,750	0
51	Sponsor Servicing-general	5,674	3,974	5,000	0	5,000	0
52	Videos and Scoresheets	1,254	1,526	1,000	1,700	1,700	(700)
53	Result Reporting system - Team	1,122	4,184	15,000	4,779	15,000	0
54	-Individual sports	14,729	11,582	14,729	0	14,729	0
55	Webcasting	1,511	19,322	40,000	3,000	51,000	(11,000)
56	Web site enhancement			15,000		25,000	(10,000)
57	Web Site Maintenance	2,464	17,288	15,000	1,787	15,000	0
58	<b>Total Marketing and Comm.</b>	833,100	892,210	1,054,979	122,868	880,179	174,800

2006/07 Actual	2007-08 Actual	Budget	2008-09 Actual YTD	Projected	Variance Projected /Budget
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**Organizational Development**

<b>Human Resources and Admin (Details under "HR&amp;Admin" Tab)</b>							
59	Salaries and Benefits	703,515	722,266	<b>759,000</b>	228,284	<b>759,000</b>	0
60	Staff for new championship Model Jan-June 09			<b>25,000</b>		<b>25,000</b>	0
61	Staff Travel	23,100	19,701	<b>12,000</b>	3,403	<b>12,000</b>	0
62	Administration & Overhead	188,989	174,647	<b>182,789</b>	45,490	<b>201,689</b>	(18,900)
63	Directory						
64	<b>Subtotal</b>	<b>915,604</b>	<b>916,614</b>	<b>978,789</b>	<b>277,177</b>	<b>997,689</b>	<b>(18,900)</b>
65	<b>Administrative Meetings</b>						
66	Board Meetings	16,200	15,367	<b>16,000</b>	2,202	<b>16,000</b>	0
67	Ad Hoc Meetings: April 09 Special Meeting				0	<b>10,000</b>	(10,000)
68	Annual General Meeting	4,062	10,521	<b>7,000</b>	4,569	<b>7,000</b>	0
69	President's Travel	4,952	4,468	<b>4,000</b>	1,936	<b>4,000</b>	0
70	<b>Subtotal</b>	<b>25,214</b>	<b>30,356</b>	<b>27,000</b>	<b>8,707</b>	<b>37,000</b>	<b>(10,000)</b>
	<b>Committee Meetings</b>						
71	R&D & Eligibility & Intl.	5,602	5,879	<b>5,000</b>	0	<b>5,000</b>	0
72	Marketing and COMSID	2,535	4,896	<b>6,000</b>	1,297	<b>6,000</b>	0
73	Marketing Mtg - new Champ Formats and 2015 Bi		6,637		320		0
74	<b>Subtotal</b>	<b>8,137</b>	<b>17,412</b>	<b>11,000</b>	<b>1,617</b>	<b>11,000</b>	0
75	<b>Total Org. Development</b>	<b>948,954</b>	<b>964,382</b>	<b>1,016,789</b>	<b>287,501</b>	<b>1,045,689</b>	<b>(28,900)</b>
76	<b>Total - BUILDING CAPACITY</b>	<b>1,827,332</b>	<b>1,908,322</b>	<b>2,096,968</b>	<b>415,022</b>	<b>1,985,168</b>	<b>111,800</b>
77	<b>TOTAL EXPENSES</b>	<b>2,870,814</b>	<b>3,135,684</b>	<b>2,796,186</b>	<b>744,059</b>	<b>3,078,882</b>	<b>(282,696)</b>
78	<b>Designated to Reserve</b>						
79	<b>NET SURPLUS/(DEFICIT)</b>	<b>(108,035)</b>	<b>13,910</b>	<b>1,671</b>	<b>440,599</b>	<b>6,671</b>	<b>(5,000)</b>

surplus per audited statements	(108,035)	13,910
from previous year's surplus	61,000	4,000
to travel pool	65,000	7,438
to reserve	(10,000)	(10,473)
total surplus per internal stmts	<u>7,965</u>	<u>14,875</u>
to 08/09 surplus (budget)	4,000	7,438
to travel pool	4,000	7,438
Wrestling and field hockey portion o	<u>37,000</u>	
	<b>41,000</b>	

**ANNEX 5**

**#4 c) The Global Economic Downturn and CIS Weathering the Storm – “The New Normal”**

**Desired Outcome:**

For the Board to discuss the global economic downturn, understand the CIS risks, and provide guidance / suggestions / feedback on how to weather the storm.

**Questions for the Board:**

- What should CIS do to weather the storm?
- Are there things CIS can do to assist RAs and CIS members in coping with the economic downturn?
- What guidance can you offer the Finance Committee and CIS staff?

**Background:**

The global economic downturn is going to hurt. Some economists are forecasting a recovery in late 2009 or early 2010. Others are suggesting Canada will be in a full recession for at least three years. As CIS leaders we need to think about facing the challenges, minimizing the damages and being ready. CIS is on solid ground for our current fiscal year 2008-2009. However the subsequent years present more challenges. CIS will have to manage ourselves accordingly and do a very good job of managing cost pressures, working within our business plan, and building contingencies.

**The Risk Analysis Chart summarizes Revenues and Expenses and projects the associated risks.**

**2009-2010 Revenues:**

Budget Division	Risk	Explanation of Risk
Sponsorships.  Roughly 33% of CIS revenues come from sponsorships.	High	<p>Macro trend: The ailing global economy has had an impact on sport: The NBA cut 9% of its workforce, Major League Baseball's attendance has dropped, the LPGA Tour has axed three events from its 2009 schedule, and Montreal lost its F1 race. Johnson &amp; Johnson won't renew its global sponsorship deal with the IOC. Nortel and GM Canada, two key sponsors for Vancouver 2010, have announced deep losses and layoffs while stating they're still solid as Olympic sponsors.</p> <p>For CIS there is a small margin of risk if our existing “Big 3” national sponsors (Mitsubishi, Desjardins, The Score) were to find they were unable to live up to their obligations.</p> <p>The higher risk comes from the need to attract new sponsors in a tough market. CIS has reduced Championship guarantees (~\$170,000/year) with an assumption that we will sell sponsorships to make up the lost revenues. (See next page for more details on guarantees and sponsorships).</p> <p>Our sponsorship targets are aggressive in this climate.</p>
Budget Division	Risk	Explanation of Risk
Championship Guarantees  Roughly 22 % of CIS revenues come from guarantees	Med	<p>The new Championship model shifts from a guarantee driven model to a sponsorship driven one. The guarantees will drop \$55K in 09-10 and \$173K in 10-11. There are also additional costs in the new model for TV, contracting, contributing to advertising, branding and sponsor servicing.</p> <p>In the old model, CIS provided funds to Hosts for servicing CIS sponsors. In the new model, with the reduction in guarantees, this transfer of funds from CIS to Hosts will no longer occur. This will result in some savings.</p> <p>In the old model CIS generated \$920K/yr in sponsorships. In the new model, the sponsorship revenues will need to increase to \$1.1 million in 10-11; \$1.2 million in 11-12; and \$1.3 million in 12-13. In other words CIS needs to retain / renew existing sponsors and attract new sponsors in the amounts of: 10-11: \$180,000 11-12: \$280,000 12-13: \$380,000</p> <p>There are some discretionary elements that could be reduced/eliminated if revenues are lower than targeted (e.g. number of televised games etc. however this detracts from building the brand and servicing CIS sponsors.)</p> <p>The low number of Championship bids received in the most recent call suggests some changes may be needed in order to ensure the Guarantee revenue stream remains solid and strong. (Dec. Bd Mtg agenda #10)</p>

Membership Fees  Roughly 20% of CIS revenues come from this source.	Low	<p>CIS members are feeling the effects of escalating travel costs and economic pressures to contain budgets.</p> <p>Maclean's reports that many universities are reporting million-dollar losses from endowment funds as stock markets plummet. Canadian universities have an estimated \$11 billion in endowment funds. On average, Canadian schools invest over half of their endowment and pension funds in world markets, which have dropped more than 30 per cent in 2008. These losses come at a difficult time for educational funding. Enrollments are down and government cash and tuition-fee increases have failed to keep up with operating expenses and universities have already begun to cut costs.</p> <p>There is some uncertainty with respect to the impact of the NCAA opening its doors to Canadian schools, and CIS membership revenues.</p> <p>The CIS finance committee plans to maintain member fees @\$2000 in 09-10 and increase them by 5% (\$100) in 10-11 and a further 5% in 11-12.</p>
Sport Canada core support.  Roughly 15% of revenues come from this source.	Low 09-10  High 10-11	<p>CIS has a multi-year contribution agreement that protects funding through 2009-2010. Then CIS will go through a Funding and Accountability Review process, which would take effect in 2011. Government support could change dramatically at that time. This process may be influenced by how the NCAA membership situation rolls out, by the extent that CIS contributes to athlete development and by government wide cuts.</p>
Sport Canada international. 10% of revenues	Low 09-10	<p>CIS has a multi-year contribution agreement signed, which protects our contribution for the 2009 Summer Universiade.</p>
Publications, interest, misc. 2%	Low	<p>Minimal effect could be seen through reduced sales and interest rates. Currently CIS has \$150K at the Royal Bank and \$200K at ING. These amounts exceed the Canada Deposit Insurance coverage limit so steps will be taken soon by the CIS office to move some funds to Desjardins.</p>

**2009-2010 Expenses:**

Budget Division	Risk	Explanation of Risk
Staff Represents 32% of CIS expenses	Low	<p>Some payroll savings are forecast as a result of staff turnover. However it is expected that these will be absorbed by contracting out projects of high priority (10-step plan) where additional capacity is required.</p> <p>Staff will need to book travel during seat sales as costs of travel and accommodation are escalating substantially. Discretionary travel needs to be prioritized and reduced.</p>
Office expenses 6%	Med	<p>Rent/operating costs are expected to increase. Current lease expires in the fall of 2010. Everything from courier to supplies to telecom, to translation has increased.</p>
Meetings 1%	Med	<p>Need to book travel during seat sales as costs of travel and accommodation are escalating substantially.</p> <p>Cost-effective meeting locations will need to be selected. Explore the potential economies of scale of co-locating the CIS AGM with the CCAA AGM.</p>
Marketing and Communications 25%	High	<p>These costs include launching of new logo, launching of new website, webcasting, TV, etc.</p> <p>There are risks of increased production costs.</p> <p>Prudent spending and managing of expectations will be needed. There will have to be strict project management based on the scope of work to contain costs.</p> <p>More precise expense projections in the budgeting phase will be required to minimize the uncertainties.</p>
CIS Championships 25%	Med	<p>Increased costs of travel to Championships (officials) and uncertainties of expenses related to rolling out the new model.</p>
International 10%	Low	<p>International travel is run as a break-even cost centre, therefore increased costs are charged back. However, this practice often just downloads the expenses to the CIS member who is approached by the student-athlete for support, and international opportunities may decline.</p>

**Some Bottom Line Good News:**

- CIS revenue sources are diversified which is a good thing in that the risk is spread across several sources.
- CIS has accumulated a \$200,000 reserve fund.

If CIS / Edmonton 2015 is successful in securing the 2015 Universiade, CIS will enjoy a new and significant revenue stream. (\$500,000 in June 2009, \$35K annually through to the games for staffing, \$500,000 in 2015 plus other support and legacy benefits).

## ANNEX 6

### #6 CIS Plans to Become The Destination of Choice October 2008

#### **Desired Outcome:**

To provide a progress report, gain feedback and make some decisions regarding the Top 10 actions to become the destination of choice.

#### **Background:**

The Top 10 plans appear on the next two pages so you can read the entire document in one shot and then the progress report on each Top 10 item follows.

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These are exciting times for Canadian Interuniversity Sport! There are a variety of economic, and market forces that are shifting that will have a profound impact on CIS.

Escalating fuel prices, the global financial crisis, and decreased flight capacity have resulted in significant uncertainty and increased expenses for league operations and competition travel.

Recently there has been an increase in newly accredited universities seeking to compete in CIS – particularly within Canada West.

The NCAA decision to open its doors to Canadian universities is a significant shift in market forces. The landscape has changed with the arrival of this strong competitor in the marketplace. While there has always been competition between Canadian universities and American schools for student-athletes, now there is competition between CIS and the NCAA for Canadian universities. With the introduction of competition for member universities, business as usual is not an option. CIS must be proactive to retain market share and nourish the future of university sport in Canada. The NCAA arrival is a catalyst to deliver more value to CIS members.

CIS is at a key point in our development and the time is right to make changes that support our vision of becoming the destination of choice for Canadian student-athletes to pursue excellence in academics and athletics.

To that end CIS conducted a member satisfaction survey in March 2008. The survey results indicated that we value and take great pride in the “Canadian” identity of our league. We are proud of the success of our student-athletes and the balance between athletics and academics. We agree that becoming the destination of choice is a compelling vision and there is important work to be done to “walk the talk” and further that goal.

Marketing /branding /advocacy are the top priorities and the survey indicated that there is much work to be done to realize our potential in these areas. We want to strengthen our connections with the national sport community. We are proud of our governance, yet frustrated that we are often mired in internal conflicts and spend too little time investing in repositioning CIS for long term growth. Survey respondents indicated that the current athletic financial awards policy does not contribute to CIS becoming the destination of choice.

The CIS Board digested the results of the 2008 member survey, and reflected upon strengths, weaknesses, threats and opportunities. In April 2008 the Board developed a series of strategies / projects / activities to deliver greater value to CIS members and to accelerate our work to become the destination of choice. These activities were incorporated in to the 2008-2011 CIS Strategic Plan, which the CIS membership approved at the June 2008 CIS annual general meeting.

Ten of the key elements of the plan related to responding to the survey feedback, responding to the market conditions, and becoming the destination of choice appear below. The ten items below are in addition to, and complement the on-going core work of CIS: hosting 19 National Championships, and fielding teams to World University Championships and Universiades.

<b>Top 10 Plans to Become the Destination of Choice</b>	
1	<p><b>Comprehensive review</b> Undertake a comprehensive review regarding the future of Canadian university sport, to determine what is required to achieve the “Destination of Choice” vision:</p> <p>a) The comprehensive review to include dialogue with external stakeholders (National Sport Organizations, PSOs, high schools, National Sport Centres, Road to Excellence, etc). The Member Survey identified a strong desire to strengthen linkages with the National Sport Community, and that those linkages will contribute to becoming the destination of choice.</p> <p>b) The comprehensive review to explore collaboration / partnership opportunities with CCAA.</p> <p>c) The comprehensive review to include consideration of how to strengthen the competitive approach within CIS and a coordinated / joint review of Regional Association and CIS competition schedules and travel related issues, and the possibility of tiering.</p>
2	<p><b>Strengthening Internal Linkages to Become the Destination of Choice</b> An element of becoming the destination of choice involves improving communications, engagement and linkages between university athletics and universities. An advocacy sub-committee will be struck and tasked with developing a plan which could include activities such as:</p> <ul style="list-style-type: none"> <li>- Developing a generic PowerPoint presentation articulating the benefits and contributions of athletics to universities.</li> <li>- Meeting with university presidents, university board chairs etc.</li> </ul>
3	<p><b>Becoming the Destination of Choice through enhancing CIS Policies</b></p> <p>a) Athletic Scholarships In order to compete to be the destination of choice on a more equal footing with the NCAA, greater flexibility is needed in the AFA policies, therefore the Board commissions the AFA Committee to draft revisions to the AFA policy for membership discussion and approval, designed to retain talent in Canada and advance CIS as the destination of choice.</p> <p>This work involves:</p> <ul style="list-style-type: none"> <li>- A review of the core principles,</li> <li>- Exploring upper end flexibility of AFA amounts for any one athlete within a capped total envelope available for the entire team,</li> <li>- Reviewing the CIS and NCAA entering and continuing averages requirements; the differences between the two; and the impact if any of that gap on CIS becoming the destinations of choice;</li> <li>- And compliance / AFA policing options to address perceptions or actual incidents of infractions.</li> </ul> <p>Other CIS policies (eligibility, etc.) will be reviewed to determine if they contribute to or hinder CIS in becoming the destination of choice.</p>
4	<p><b>Improving Marketing / CIS Branding / Keeping People Informed</b></p> <p>a) To strengthen the CIS brand in the marketplace and become the destination of choice, the Board commissions the Marketing Committee to lead the development of a comprehensive branding plan for CIS that speaks to being the destination of choice. (CIS logo renewal, CIS logos on uniforms, signage in member facilities, overhaul of branding requirements for CIS Championships so the CIS look and feel is enhanced, etc.)</p> <p>b) To enhance the depth of communication and inform, educate and engage the membership Monthly Marketing Updates will be circulated from the CIS office. The updates to include information about the TV strategy, broadcast schedule, branding, sponsorship, equipment suppliers, etc.</p>

5	<p><b>Enhancing Governance</b></p> <p>The 2008 Member Survey identified several areas of frustration that relate to governance. The Board commissions the Constitution Committee and Equity - Equality Committee to look into the following and make recommendations to the Board:</p> <ul style="list-style-type: none"> <li>- Revision of voting structure at the CIS AGM;</li> <li>- Gender requirement for voting at the AGM;</li> <li>- 2/3 voting threshold for eligibility and AFAs;</li> <li>- Board and Committee structure/composition;</li> <li>- Code of conduct.</li> </ul>
6	<p><b>Enhancing CIS Championships</b></p> <p>CIS Championships are an important part of our work, and there is a significant room for improvement. The Board commissions the Sport Committee and Marketing Committee to develop strategies and policies for enhancing Championships. Elements to review include enhancing the student-athlete experience, reviewing costs of Hosting, costs of participating, the focus on treating all sports in a similar fashion, CIS branding at CIS Championships, environmental impacts, etc.</p>
7	<p><b>Celebrating Excellence</b></p> <p>Celebrating excellence is a high priority, and yet there is a low level of satisfaction with our performance to date. The Board will develop a strategy for enhancing recognition of Academic All Canadians, major award winners, all-stars, record breakers, coaching milestones etc.</p>
8	<p><b>Enhancing Bilingualism</b></p> <p>CIS is composed of members and student-athletes from both the Canadian Francophone and Anglophone communities. CIS confirms its intention to ensure the presence and quality of both official languages in its organization. CIS will pursue its efforts to ensure the presence and quality of the two official languages, both spoken and written, in its publications, its website, its promotional and information sharing tools, and at all its events throughout Canada.</p>
9	<p><b>Informing Decision Making through Research</b></p> <p>The Research and Development Committee will conduct a Membership Satisfaction Survey every 2 years to measure progress as it relates to evolving towards becoming the destination of choice.</p> <p>Annual audit/survey on matters with strategic importance will be done every other year to complement the Membership Satisfaction Survey. Results will be provided in a Biennial R &amp; D Report Card.</p>
10	<p><b>Strengthening the Brand – Responding to the NCAA decision to open its membership to Canadian universities</b></p> <p>The Board commissions the writing of a discussion paper on the topic to deepen our collective understanding of the issues and its implications. Senior leaders from CIS will meet with the Presidents from universities who have signaled their interest in the NCAA option. The Board to convene a special meeting of the CIS membership in April 2009 to discuss the paper, and the future of CIS. Motions will be drafted and put before the CIS membership in June 2009.</p>

# 6 Progress Report on Top 10 actions to Become the Destination of Choice  
1 - Comprehensive Review

<b>1</b>	<p><b>Comprehensive review</b> Undertake a comprehensive review regarding the future of Canadian university sport, to determine what is required to achieve the "Destination of Choice" vision:</p> <p>a) The comprehensive review to include dialogue with external stakeholders (National Sport Organizations, PSOs, high schools, National Sport Centres, Road to Excellence, etc). The Member Survey identified a strong desire to strengthen linkages with the National Sport Community, and that those linkages will contribute to becoming the destination of choice.</p> <p>b) The comprehensive review to explore collaboration / partnership opportunities with CCAA.</p> <p>c) The comprehensive review to include consideration of how to strengthen the competitive approach within CIS and a coordinated / joint review of Regional Association and CIS competition schedules and travel related issues, and the possibility of tiering.</p>
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**Update:**

During the Board meeting feedback will be solicited on the best ways to operationalize the above items.

The initial thinking of CIS staff is that the Board would strike three ad hoc committees to move the "comprehensive review" forward:

- Sport System / LTAD Committee;
- CCAA Partnership and Collaboration Committee;
- Competition and Tiering Review Committee.

The committees would report to the CIS Board. They would have CIS staff and CIS volunteers attached to them for the purposes of over-sight and direction setting, and would contract out external resources to build capacity and enhance the likelihood of meaningful progress occurring. (e.g. the outsourcing of the drafting of a discussion paper on the NCAA membership issue to Ross Wilson is an example of this model).

We are looking for Board feedback on this suggested approach, or alternate suggestions for how to operationalize the "comprehensive review".

<b>2</b>	<p><b>Strengthening Internal Linkages to Become the Destination of Choice</b> An element of becoming the destination of choice involves improving communications, engagement and linkages between university athletics and universities. An advocacy sub-committee will be struck and tasked with developing a plan which could include activities such as:</p> <ul style="list-style-type: none"><li>- Developing a generic PowerPoint presentation articulating the benefits and contributions of athletics to universities.</li><li>- Meeting with university presidents, university board chairs etc.</li></ul>
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**Update;**

- terms of reference and a workplan for an ad hoc advocacy committee have not been developed yet
- CIS has approached AUCC to request an invitation for CIS to attend an upcoming AUCC members meeting. CIS would host a breakfast or a wine and cheese, and Presidents who share an interest/concern in Athletics could elect to attend. We would discuss a number of issues including the NCAA's decision to open its membership to Canadian universities, the increase in newly accredited universities in western Canada and its impact on athletics, athletic scholarships, and CIS' recent plans and strategies to become the destination of choice for student-athletes. The next AUCC members' meeting is scheduled for April 21-23 in Charlottetown.
- CIS has been invited to a meeting of the AUS Board (presidents of AUS schools) to take place in Yarmouth, N.S. on April 9<sup>th</sup> 2009.

## # 6 Progress Report on Top 10 actions to Become the Destination of Choice

<b>3</b>	<p><b>Becoming the Destination of Choice through enhancing CIS Policies</b></p> <p>a) Athletic Scholarships</p> <p>In order to compete to be the destination of choice on a more equal footing with the NCAA, greater flexibility is needed in the AFA policies, therefore the Board commissions the AFA Committee to draft revisions to the AFA policy for membership discussion and approval, designed to retain talent in Canada and advance CIS as the destination of choice.</p> <p>This work involves:</p> <ul style="list-style-type: none"><li>– A review of the core principles,</li><li>– Exploring upper end flexibility of AFA amounts for any one athlete within a capped total envelope available for the entire team,</li><li>– Reviewing the CIS and NCAA entering and continuing averages requirements; the differences between the two; and the impact if any of that gap on CIS becoming the destinations of choice;</li><li>– And compliance / AFA policing options to address perceptions or actual incidents of infractions.</li></ul> <p>Other CIS policies (eligibility, etc.) will be reviewed to determine if they contribute to or hinder CIS in becoming the destination of choice.</p>
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### Update

The AFA Committee will be discussing this during its next conference call in December.

The Eligibility Committee will also be discussing this during its next conference call in December. One note in particular, CUFCFA is being asked to consider eliminating its training camp rule that prohibits the CIS participation of a player within the same season that they attended a US school's training camp. Presently, if a student-athlete attends a training camp in the US and decides to return to Canada prior to playing in any games or being assessed eligibility; they are prohibited from playing in that same season in the CIS.

<b>4</b>	<p><b>Improving Marketing / CIS Branding / Keeping People Informed</b></p> <p>a) To strengthen the CIS brand in the marketplace and become the destination of choice, the Board commissions the Marketing Committee to lead the development of a comprehensive branding plan for CIS that speaks to being the destination of choice. (CIS logo renewal, CIS logos on uniforms, signage in member facilities, overhaul of branding requirements for CIS Championships so the CIS look and feel is enhanced, etc.)</p> <p>b) To enhance the depth of communication and inform, educate and engage the membership monthly marketing updates will be circulated from the CIS office. The updates to include information about the TV strategy, broadcast schedule, branding, sponsorship, equipment suppliers, etc.</p>
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### Update prepared by Peter Metuzals and Pat Murray

#### Television

With the Desjardins Vanier Cup, CIS will have broadcast 4 games this past fall. Our plan was to broadcast 6 football games to help promote the Vanier Cup, but we were unable to finalize start times in several events thus the need to cancel several of the broadcasts.

Certainly with the CFL deciding to play their playoff games on a Saturday, the CIS playoff games were compromised. As far as the information I have from both CFL and TSN insiders, the decision to play Saturday or Sunday in 2009 has not yet been determined, although at this point it seems likely the CFL will return to Sunday. The preference would be for the CIS to play all our games on Saturday, regardless of what the CFL decides. We need to be consistent in the days we play; this will help build some recognition for CIS Football followers.

Ratings of the 2 Bowl games were not great. Ratings for the Vanier Cup were marginal, although RDS did well – RDS 399,000, The Score 121,000, and Friday Evening Road to the Vanier Cup, 111,000.

We are still on schedule to broadcast Basketball games in February and March leading up to our Championships. We are in the process of discussing this with The Score. The plan is to add a total of 4-6 Basketball games, a combination of both Men and Women's games.

### **Web Streaming**

SSN, with the support from CIS, was able to webcast the CIS Women's Rugby Championship and both Men's and Women's Soccer. All events seem to have been well received. There were some technical issues, but all in all it seemed to be acceptable. The audiences were good for the games we broadcast. SSN took the feed from The Score to broadcast all Football games, allowing for enhanced coverage of those key games. This will occur with all future televised games.

The web casting of Championships games will continue for CIS March Championships

### **Sponsorship News**

We are doing our best to attempt to keep our big three, Mitsubishi, Desjardins and The Score well serviced. The Mitsubishi logo stickers on Team uniforms seem to be well received and are holding up very well. Desjardins was satisfied with deliverables received for the Vanier Cup. They are anxiously looking towards the next few years as a very real return on investment.

The Score Television Network, as our broadcast partner, seems excited about the continued partnership with the CIS. Although, the changing of dates/times, and cancelling one of the broadcasts was not something that was received positively. They have supported CIS as promised, they have updated the 30 second CIS commercial spot, they will have the Women's specific ready by January, and we are hoping for additional promotions of our Championships, leading up to March.

### **Women's Basketball Championships – 2010**

CIS has signed a contractual agreement with McMaster to host the Women's Final 4 Championship for a two-year period. We have met with key staff members at McMaster to discuss logistics, marketing, operations and other key fundamentals of the final Championship round. As staff, we are comfortable in working with the event management team at McMaster, as they seem genuinely enthused to work on this project. We will launch Mitsubishi as the primary sponsor of this event with Russell coming on board as a secondary sponsor who will provide product for volunteers and merchandise and product for athletes.

### **New Championship Model:**

The first event within the new Championships model will include the 2009 Mitchell and Uteck Bowl, the Desjardins Vanier Cup and the Women's Basketball Championships in 2010. With our current partners we feel we are well set up to deliver positive value and experience for these events. We certainly feel more sponsorship partners are necessary and we have approached several major corporations.

We have redesigned several job descriptions within the office, with the intent of creating a new position for Marketing and Events coordinator who we intend to have in place by March of 2009. This will not impact the CIS budget as we have re-structured positions and tasks within the office, allowing for a greater streamlining of activities, and we have money in the budget to support the contracting of additional resources as needed. The HR Committee will review the job descriptions in the New Year.

### **Web Site - redesign/bundling of digital assets**

We are working towards re-designing our web site with a hopeful launch in June, in conjunction with our new logo. Although progress has not been as quick as we had anticipated, we are still in discussions with MRX, who has indicated a strong desire to work together with CIS to re-design the site while also partnering with the sale of some of the digital assets; such as selling inventory for the site, bundling the sales with other assets and instigating promotions to help drive further traffic to our site.

### **Marketing Committee**

The Marketing Committee will meet in the coming weeks to discuss some very key issues. Among them the date of the Vanier Cup, a discussion on the launch of a branding plan, future television plans, and promotion of the CIS.

The workplan and progress report for the launch of the new CIS logo follows.

**# 6 Progress Report on Top 10 actions to Become the Destination of Choice**  
4 - Improving Marketing / CIS Branding / Keeping People Informed

**CIS Logo Renewal Launch – Work plan**

November 25, 2008 Update

Full hard launch scheduled for June 2009 in conjunction with the CIS annual meeting

**Overall Project Manager for Logo Renewal:** Debbie Villeneuve.

Debbie will convene regular meetings with the staff members involved in the logo renewal project and will report to Marg on a bi-weekly basis on the progress.

	<b>Activity</b>	<b>Lead</b>	<b>Completed by</b>
1	Complete artwork	Leo / Peter	Aug 08 - Leo/PM
2	Board <b>Approval</b> of final artwork and implementation plan	Marg	Oct 08 - MM
3	<b>Develop Visual Identity Standards</b> and Style Guide -Draft scope of work: Primary visual identity, alternate visual identity, official colours, fonts, conventions, secondary sub-brands (CIS International, CIS Basketball, CIS Volleyball etc.).	Debbie	Oct-Dec 08 In progress
4	Managing the Brand	Peter	Ongoing
5	<b>Legal</b> stuff associated with conversion	Debbie	Jan 09 - In progress
6	Secure CIS.ca domain name and SIC.ca domain name	Debbie	Jan 09 - In progress
7	<b>Budget:</b> Cost this plan and suggest revisions to the budget as needed	Debbie	Jan 09 - In progress
8	<b>Collateral materials: Office</b>		
9	Convert national office door signage, Uottawa signage	Debbie	June 09
10	Convert staff e-mail addresses e.g. Peter@cis.ca	Debbie	June 09
11	Convert e-mail signatures	Debbie	June 09
12	Letter head (hard and e-version) and envelopes	Debbie	April 09
13	Business cards	Debbie	April 09
14	Cheques, invoices	Debbie	April 09
15	Certificates: All Canadians, Bob Pugh, Academic All Cdns. Etc	Debbie	April 09
16	Template for PowerPoint presentations at AGM etc.	Debbie	April 09
17	BLG rings, signage at BLG event	Debbie	Dec 09
	<b>Collateral materials for CIS Championships</b>		
18	Championship banners	SAN	June 09
19	Championship poster template	SAN	June 09
20	Championship program template	SAN	June 09
21	Championship medals	SAN	June 09
22	CIS lanyards	Adam	June 09
23	CIS print ads for CIS Championship programs	SAN	June 09
24	CIS Media Kit folders	Debbie	June 09
25	CIS signage: banners, media back-drops	Peter	June 09
26	CIS t-shirt giveaways at CIS Championships	SAN	Aug 09
27	All Canadian Gifts	Adam	Aug 09
28	Templates for Championship PowerPoint presentations	Debbie	June 09
29	CIS Trophies	SAN	Aug 09
30	CIS floor/field decal for CIS Championship hosts	Debbie	Aug 09
	<b>Collateral materials: International</b>		
31	Summer 2009 Universiade clothing (may be too late)	Joe	June 09
32	2015 Bid Documents and collateral materials	Joe	June 09

	<b>Activity</b>	<b>Lead staff person</b>	<b>Completed by</b>
	<b>CIS Publications:</b> update the artwork for		
33	Almanac	Michel / Frank	June 09
34	On-line doping materials	Tom	June 09
35	Canada First manuals	Debbie	June 09
36	CIS Domestic Championship bid book	SAN	June 09
37	CIS International bid book	Joe	June 09
	<b>CIS Branded Items</b>		
38	CIS briefcases	Debbie	June 09
39	CIS flags, pins, pens, crests, balloons, mugs, swag, table clothes	Debbie	June 09
40	CIS staff branded clothing for AGM and CIS Championships	Debbie	June 09
	<b>CIS Digital Properties:</b>		
41	CIS Website: replace existing logos with new logo	Jason/Frank	June 09
42	CIS Championship websites	Jason/Frank	June 09
43	CIS Website: major overhaul to reflect new look and feel	Peter / Michel	TBD
44	TV and webcast: send new artwork info to broadcasters	Peter	June 09
45	CIS TV commercial	Peter	June 2009
	<b>Communications of Launch of New Logo</b>		
46	Teaser story: It's coming	Michel	April 2009
47	Write story for website about logo change	Michel	May 2009
48	CIS print ads for NSO Ntl. Championship programs, websites	Debbie	June 2009
	<b>CIS Signage/Branding in Member Facilities</b>		
49	Provide CIS members with a starter kit: banners, rink board, etc.	Debbie	June 09
50	Provide visual identity guidelines info to all members	Debbie	June 09
51	CIS member websites: monitor and encourage conversion	Jason/Frank	Aug 09
52	Regional Association websites: monitor and encourage conversion	Jason/Frank	Aug 09
	<b>New CIS Logo by other non-CIS organizations</b>		
53	Partners websites: provide new artwork info to NSOs, MSOs, PSOs, clubs, school sport federations, AUCC, etc. Monitor and encourage conversion	Debbie	
54	<b>Launch Event:</b> Organize Event for full launch: branding workshop something out of the ordinary and memorable....shooting someone out of a cannon etc.	Debbie/Peter	June 09

**#6 Progress Report on Top 10 actions to Become the Destination of Choice  
Additional information for #4 – Improving Marketing / CIS Branding / Keeping People Informed**

**Progress Report on Women’s Basketball Championship 16-Team Format**

**Desired outcome:** To provide an update to the Board on plans for the implementation of the 16-Team pilot of the Women’s Basketball Championship in 2010 and 2011.

**Background:** The following motion was passed at the June 2007 AGM:

**Resolution #6 (McCrae/Murray) To showcase women’s sport in CIS by approving the concept of the expansion of the CIS Women’s Basketball Championship from 8 to 16 teams for a 3 year pilot period commencing in March 2010.**

Following the June 2007 meeting a workplan was developed to assist with implementation. Below are the components of the workplan and an update on progress made:

	<b>Activity</b>	<b>Lead</b>	<b>Progress</b>	<b>Next Steps/Timeline</b>
1	Seedings: Put together a document, which outlines how the seedings will be done.	Sheila-Ann	Recommendation ready to go forward to Sport Committee for approval. Additional info: ➤ The berths for first round will be assigned as follows: Canada West – 5 berths; OUA – 5 berths; QSSF – 2 berths; AUS – 3 berths; plus 1 assigned berth to the Regional Association winning the CIS Championship the preceding year.  ➤ Following the completion of the conference finals, a conference call would be held to establish seeding for the 16-teams and confirm location of the 1 <sup>st</sup> round of playdowns (school vs RA).  ➤ Each playdown will consist of two semi-finals (on the Friday night) and one final (on the Saturday).  ➤ The four winning teams from round 1 will advance to the Final 4.	April 2009 – See recommendation below for information.
2	Modify the proposal to reflect feedback from the 2007 AGM: who hosts round 1: first right of refusal concept then could default to RA to select host.	Marg	Done.	
3	Modify the proposal - feedback at AGM: - finances... guarantees down, WCBA seed money, TV money from members, #s of TV games covered	Marg	Done.	
4	Name of tournament – come up with suggestions for name and phraseology around round 1 and	Peter	Through The Score and CIS website launch a contest to seek out new and	Contest launch January 2009 Announcement of winner

	final 4, etc.		creative names. Selection Committee will be comprised of members from The Score, WBCA, Marketing Committee VP and Director.	at the 2009 CIS Women's Basketball Championship.
5	Prepare hosting manual with detailed requirements for the look and feel of the championship (regional playdowns and Final 4). Will include: - signage / floor layout / event logo - schedule - sponsorship - television requirements - scripts / programs, etc. Note: All the above to be produced by CIS and provided to the Hosts completed and ready to go. Manual to be shared and reviewed with Regional Associations.	Sheila-Ann	Initial work has commenced. Look/brand is tied to new logo.	Completed April 2009 Conference call/meeting with Regional Association offices by May 2009.
6	Re-look at overall CIS Championship calendar. Calendar was approved before 16TF approval.	Sheila-Ann / Peter	No recommendations to change dates will be coming forward from Sport Committee at this time.	See update/concerns below from CIS Office re dates of the regional playdowns and Final 4 in 2010 and 2011.
7	Manage expectations of other sports Coaches Associations around expansion	Sheila-Ann	Coaches Associations have been involved with Phase 1 of the review of championship policies. Phase 2 will be circulated to Coaches Associations in June 2009.	On-going
8	Build an audience for women's basketball: – look to broadcast one or two quality rivalry games each year in Jan/Feb in the years leading up to 2010	Peter	CIS is in negotiations and close to finalizing arrangements with The Score for 3 to 4 games in the upcoming months (2009).	Jan/ Feb 2008 Jan/Feb 2009 Jan/Feb 2010
9	Build support within Basketball Community: Basketball Ontario Basketball Quebec, etc Canada Basketball	Various	Marg to meet with PSO's and new CEO at CB to explore interest in partnering in some fashion. On going.  McMaster University has had discussions with Michelle O'Keefe at Ontario Basketball. Strong interest in partnering on this project. Discussions on-going.	
10.	Marketing/Sales of property Develop terms of reference (scope of work) for requests for proposals.  Championship agreement with Host. Scope of work... decide what is internal and external...	Peter	New championship model approved June 2008.  First meeting with Host Organizing Committee to review roles and responsibilities. CIS to provide the framework (includes logo, schedule,	

	<p>Develop sponsor package Sponsor sales Sponsor servicing Anticipated revenues Anticipated fees Guidelines for selling title, and other sponsors... how many, what types etc On-site event execution</p>		<p>game times, look and feel of event). Host Committee to focus on ticket sales.</p>	
11	<p>Championship Agreement signed with Host</p>	Peter	<p>Done (pending date discussion).</p> <p>First meeting with Host Organizing Committee to review roles and responsibilities took place November 21, 2008</p> <p><u>Schedule for the Final 4:</u> Thursday - Team practices - All-Canadian Awards Celebration - Coaches Assoc. Meeting - Participating Coaches Technical Meeting</p> <p>Friday - Shoot arounds in the AM - Game 1 (Time TBD, based on TV) - Game 2 (Time TBD, based on TV)</p> <p>Saturday - Clinic (most likely a youth clinic) - Bronze Medal Game (Time TBD, based on TV) - Gold Medal Game (Time TBD, based on TV)</p>	
12	<p>Promotion/Announcement of the new format</p>	Peter	<p>Big launch planned to take place at this year's championships (both at the women's and the men's) on The Score. Could also look to include details on the Vanier Cup broadcast in 2009.</p>	March 2009
13	<p>Ticket Sales Strategy for Final 4</p>	Peter with Host	<p>Tickets sales launch in January 2010. Will target - provincial organizations* - regional clubs* - high schools* - Ontario schools in close proximity - Ontario Basketball partnership will be key. *Will be hosting youth clinics in conjunction with the Final 4.</p>	On-going

			- Advertisement on Raptors games with Spalding partnering with NBA.	
14	If outsourcing elements to an external agency or marketing firm: Develop long list of companies/firms/individuals to send RFP to:	Peter	MRX, Canada Basketball's new marketing company Chris Lang Etc	
15	Evaluation framework: Send out a request for interest to retired AD's to see if anyone would like to take on the project for an honorarium.	Marg	March 2008	

**Recommendation going forward to Sport Committee re Seeding:**

**D.2.1 SEEDING**

The criteria for seeding the Championship will be as follows:

1. Head to Head – this means one team's record against all other teams in the championship. The date and location of the games must be considered.
2. Strength of schedule.
3. Playoff performance.
4. Adjustments can be made in the bottom 8 seeds (mobility between 9-12 and/or 13-16) to mitigate travel costs and to encourage rivalry and drive tickets sales.
5. Without affecting the integrity of the championship efforts should be made not to schedule Sport Conference opponents against each other in game 1 of the first round.

**Update of Championship Dates:**

The document approved at the June 2007 AGM re the framework for the new Women's Basketball model included the following plan re dates for the regional playdowns and the Final 4:

- Regional playdowns would be held on the weekend of March 19-21, 2010 and March 11-13, 2011
- Final 4 being held on the weekend of March 25-28, 2010 and March 19-21, 2011

These dates were established to ensure a one-week break between the conference finals and the start of the regional playdowns. This to allow time to manage the logistics surrounding preparations for round one including flights for teams, flights for officials, booking venues, etc.

It is important to note that the basis for accepting this new model/proposal was to establish a plan for increased promotion/television coverage of CIS women's sport, in particular women's basketball.

Since this decision CIS has been in discussions with The Score re our broadcast schedule for the 2009-2010 season. The current dates as listed above are posing challenges. With a look at 2010 only:

- The weekend of March 19-21 – regional playdowns where the intent was to have at least 2 of these 4 games broadcast, are running head to head with the CIS Men's Basketball Championship (3-5 games televised) as well as the 1<sup>st</sup> weekend of NCAA Men's Basketball. Early indications from The Score is they will not be able to broadcast the men's basketball games and would therefore not have any space available to broadcast women's basketball. Other television options may/could include TSN2, CBC, Canadian Olympic TV. Even with this opportunity CIS Women's Basketball would end up going head to head with CIS Men's Basketball.
- The Final 4, specifically the Gold medal game on Saturday would be running up against CIS Men's Hockey semi-finals (2 games).

An option that would increase our chance of ensuring television broadcasts for the playdowns and finals would be to move everything up by 2 weeks.

- Regional playdowns held on the weekend of March 5-7 (same weekend as volleyball championships)
- Final 4 being held on the weekend of March 12-14 (same weekend as Women's Hockey Championship - final televised Sunday).

## # 6 Progress Report on Top 10 actions to Become the Destination of Choice

5	<p><b>Enhancing Governance</b></p> <p>The 2008 Member Survey identified several areas of frustration that relate to governance. The Board commissions the Constitution Committee and Equity - Equality Committee to look into the following and make recommendations to the Board:</p> <ul style="list-style-type: none"><li>- Revision of voting structure at the CIS AGM;</li><li>- Gender requirement for voting at the AGM;</li><li>- 2/3 voting threshold for eligibility and AFAs;</li><li>- Board and Committee structure/composition;</li><li>- Code of conduct.</li></ul>
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**Update:**

- no progress to report on this item at this time. Staff turnover in the lead staff member responsible for these committees has put this item on hold for the time being.

6	<p><b>Enhancing CIS Championships</b></p> <p>CIS Championships are an important part of our work, and there is a significant room for improvement. The Board commissions the Sport Committee and Marketing Committee to develop strategies and policies for enhancing Championships. Elements to review include enhancing the student-athlete experience, reviewing costs of Hosting, costs of participating, the focus on treating all sports in a similar fashion, CIS branding at CIS Championships, environmental impacts, etc.</p>
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**Update:**

Sport Committee has begun their work on reviewing CIS Championships policies.

**Desired outcome:**

To approve a recommendation from Sport Committee re phase 2 of the review of championship policies 20.20.

**Background:** In June 2008, the Board of Directors approved a framework for phase 1 of the review of CIS championship policies 20.20.

In August 2008 a questionnaire was distributed, via email, to all CIS members. The questionnaire was sent to Directors of Athletics, Coordinators of Athletics and all CIS head coaches (sport-by-sport).

Total number of responses received – 29 (out of a possible 600)

Of the 29 responses the breakdown is as follows:

- Athletic Directors/Coordinators – 2
- Combined School Responses – 2
- Combined Coaches Association (by RA) Responses - 2
- Individual Coach Responses – 23

Sport Committee received a compiled list of feedback and met via conference call on Monday, November 24<sup>th</sup>. Sport Committee agreed that due to the lack of responses the feedback was inconclusive. Therefore the committee is recommending the following approach to phase 2 of the review:

**Recommendation:**

1. Sport Committee members will be provided a list of questions and will be appointed sports to seek out additional feedback. To be completed by April 2009.
2. As part of Sport Committee's face-to-face meeting in April, additional time will be added to the agenda to allow ample opportunity for the Committee to review the current policies and provide draft recommendations on updating, adding, or deleting policies.
3. Draft recommendations from Sport Committee will be provided to the membership at the June 2009 annual general meeting (for information only).
4. Draft recommendations from Sport Committee will be provided to all Coaches Associations in June 2009 requesting their feedback/comments by December 2009.
5. Sport Committee will meet by conference call in May 2010 to finalize recommendations and forward to the CIS Board to serve as notice of motions to the AGM in June 2010.

<b>7</b>	<b>Celebrating Excellence</b> Celebrating excellence is a high priority, and yet there is a low level of satisfaction with our performance to date. The Board will develop a strategy for enhancing recognition of Academic All Canadians, major award winners, all-stars, record breakers, coaching milestones etc.
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Update:

- No progress to report on this item.

<b>8</b>	<b>Enhancing Bilingualism</b> CIS is composed of members and student-athletes from both the Canadian Francophone and Anglophone communities. CIS confirms its intention to ensure the presence and quality of both official languages in its organization. CIS will pursue its efforts to ensure the presence and quality of the two official languages, both spoken and written, in its publications, its website, its promotional and information sharing tools, and at all its events throughout Canada.
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**Update:**

- No progress to report on this item.
- CIS experienced challenges in the Fall 2008 Championships with respect to getting game recaps done in French. The local organizing committees for the most part have not demonstrated a capacity to translate game recaps so Michel Belanger/Benoit Mongeon and others who are not at the Championships have picked up the load, which has proven problematic on weekends when there are multiple CIS Championships taking place.

<b>9</b>	<b>Informing Decision Making through Research</b> The Research and Development Committee will conduct a Membership Satisfaction Survey every 2 years to measure progress as it relates to evolving towards becoming the destination of choice.  Annual audit/survey on matters with strategic importance will be done every other year to complement the Membership Satisfaction Survey. Results will be provided in a Biennial R & D Report Card.
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Update:

- No progress to report on this item.

<b>10</b>	<b>Strengthening the Brand – Responding to the NCAA decision to open its membership to Canadian universities</b> The Board commissions the writing of a discussion paper on the topic to deepen our collective understanding of the issues and its implications. Senior leaders from CIS will meet with the Presidents from universities who have signaled their interest in the NCAA option. The Board to convene a special meeting of the CIS membership in April 2009 to discuss the paper, and the future of CIS. Motions will be drafted and put before the CIS membership in June 2009.
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**Update:**

The NCAA decision to open its membership has been a catalyst for change within CIS. The CIS Board and membership have developed a 10-point plan, which looks to improve, overhaul, enhance and re-engineer the CIS enterprise to meet the challenges of the new reality.

The CIS Board has commissioned a discussion paper on the topic. A special meeting on the future of CIS will be held in April 2009 and the CIS membership will make decisions with respect to how the CIS will address issues such as dual membership in June 2009.

The senior leadership of CIS met with the Presidents of UBC and SFU in October 2008 to deepen our understanding and exchange perspectives.

The SFU president indicated that SFU is in an “active investigation stage” of pursuing the NCAA option. SFU expressed that their interest in the NCAA stems not from dissatisfaction with CIS, but rather from SFU’s desire to return to its historical roots of offering a Canadian education coupled with an American athletic experience. SFU has a long history of

competing in the United States and that it is with a sense of nostalgia that SFU looks to return south of the border to differentiate its offerings to student-athletes. SFU expressed that cost savings for play-offs, and geography were appealing features of the NCAA option. SFU indicated that it is likely that a recommendation will be forwarded to the SFU Board of Governors in January 2009 and pending that decision, an application would be submitted to the NCAA in June 2009.

UBC is actively investigating the NCAA option, and that no final decision has been made as of yet. A consultation process is unfolding with UBC stakeholders and the results of that process will be posted to the UBC website in late November 20, 2008. As we understand it, a recommendation will be forwarded to the Board of Governors in the New Year and pending that decision, an application could be submitted to the NCAA in June 2009.

We understand from UBC that their interest in the NCAA option stems from concerns with:

- CIS regulations relating to athletic financial awards. UBC expressed a desire to have some upper level flexibility built into the CIS Athletic Scholarship policies which would enable universities to attract and retain top student-athletes by awarding athletic scholarships in amounts that exceed tuition, while still remaining with a capped total overall amount for each university.
- The likely expansion of Canada West, and the impact this may have on diluting the quality of UBC's competitive peer group.

CIS plans to meet with university presidents in April of 2009 to share the CIS vision of becoming the destination of choice, and raising the athletic scholarship topic at the President's level to get the debate going and explore possibilities for preserving academic integrity while providing upper level flexibility in financial support to talented student-athletes.

**ANNEX 7**

**Top 8 Academic All Canadians (clarifying the athletic component)**

**Desired outcome:**

To approve an addition to Policy 60.40.2.1 re Top 8 Academic All-Canadian selections.

**Background:**

Regional Associations have asked for additional clarification on the selection criteria for the Top 8 Academic All-Canadians. Clarification has been asked for regarding the emphasis to place on academic accomplishments and athletic accomplishments.

**The Current policy reads:**

60.40.2.1.1 Every institution will be asked to nominate one male and one female Academic All-Canadian to their Regional Association president/office.

60.40.2.1.2 Each Regional Association will choose one male and one female nominee to be submitted to the Canadian Interuniversity Sport office by the deadline date designated on a yearly basis using the appropriate nomination form (60.40.2.2).

60.40.2.1.3 All eight student-athletes will be honored in some fashion by CIS.

**Recommendation:**

Add the following to the above criteria:

All nominees must first have met all criteria outlined in 60.40.1.2.

For the purpose of Regional Association selections the intent is to honour student-athletes who have succeeded both academically and athletically. Athletic accomplishments may include CIS and Regional Association honours, championship most valuable player, tournament All-Star, conference All-Star, athlete of the week, team captain, etc.

**Proposed Motion:**

To add to Policy 60.40.2.1 Top 8 Academic All Canadian Selection Process:

For the purpose of Regional Association selections the intent is to honour student-athletes who have succeeded both academically and athletically. Athletic accomplishments may include CIS and Regional Association honours, championship most valuable player, tournament All-Star, conference All-Star, athlete of the week, team captain, etc.

**ANNEX 8**

**a) Edmonton 2015 Universiade Update**

**Desired Outcome:** For Board information and Q and A only. No decision required.

Canadian Interuniversity Sport, the University of Alberta and the City of Edmonton continue to work together with the goal to bring the 2015 Summer Universiade to Canada. Since the Board has approved the submission of Canada's letter to intent to FIS, the following activities have taken place.

**Press Conference:**

On October 2<sup>nd</sup>, Edmonton 2015 held a press conference to announce the financial support of the City, University and Province for the bid as well as the support in principle of the Federal Government for the hosting of the 2015 Universiade. The press conference was well attended by media. Dick White represented CIS. Other dignitaries included the Mayor Stephen Mandel, President of the University of Alberta, and members of parliament (at the time) Rahim Jaffer and Rona Ambrose.

**Letter of Intent:**

On October 8<sup>th</sup>, CIS and Edmonton 2015 deposited our letter of intent to bid for the 2015 Summer Universiade at the FISU headquarters in Brussels. The following people were present:

- Dr. Mike Mahon, Dean of Faculty of Physical Education & Recreation University of Alberta
- Dale Schulha, Athletic Director for the University of Alberta
- John Barry, Executive Director of Edmonton 2015
- Nicole Poirier, Chief Operating Officer of Edmonton 2015
- Candice Stasynec, City of Edmonton
- Joe Morissette, CIS

October lobbying trip took place, and additional trips are planned.

**Multiparty Agreement:**

CIS, the City of Edmonton, the University of Alberta, the Province of Alberta and the Federal Government of Canada met November 12<sup>th</sup> to negotiate the multiparty agreement for the hosting of the 2015 Universiade. A final version of this agreement is being drafted.

**CIS Hosting Contract:**

Negotiations are ongoing. We anticipate having a signed agreement before Christmas.

**Business Plan Review:**

Sport Canada hired Pricewaterhousecoopers to review the business plan presented to Sport Canada by CIS and Edmonton 2015. The review was positive and the results were presented to Sport Canada on November 27<sup>th</sup>.

**Federal Approval of Funding:**

Edmonton 2015 and CIS expect notification from the Federal Government regarding funding of the Universiade sometime after December 6<sup>th</sup>, 2008.

## **b) 2012 World University Rowing Championships BID Candidature Final review**

**Desired Outcome:** To approve the International Committee's motion:

Motion: The CIS Board approves International Committee recommendation that the 2012 World University Rowing Championship bid be moved internationally to FISU for consideration.

Moved by Liz Hoffman - University of Toronto and Kevin Dickie - University of New Brunswick

### **OVERALL COMMENTS**

This final evaluation report is based on the review of the submitted preliminary draft bid, additional bid materials and a technical site review of the candidature to host the 2012 World University Rowing Championships submitted by Brock University, Rowing Canada and the City of St. Catherines. It is based on the requirements outlined in the CIS International Hosting Guidelines and the FISU Guide to submitting a candidature dossier for a World University Championship.

### **SELECTION PROCESS**

June 30, 2008	Letter of Intent to CIS
September 2, 2008	Draft Bid submission to CIS
November 3, 2008	Draft #2 Bid Submission to CIS
November 3, 2008	Technical details provided by Rowing Canada
November 25, 2008	Review of bid report by the CIS International Committee
December 2, 2008	CIS Board Final Approval
January 8, 2009	Letter of Intent to FISU
January 8, 2009	Submission to FISU
February 16, 2009	Bid Presentation to FISU

### **BACKGROUND**

#### **Draft Bid submission to CIS**

The City of St. Catherines, Rowing Canada and Brock University submitted a draft of their bid document for evaluation on September 2, 2008. Feedback and suggested enhancements were provided in writing by CIS. A subsequent revised draft bid was received by CIS on November 3, 2008.

#### **Technical Details – Rowing Canada**

Technical details regarding the organization of the competition, boat availability and rental, and the homologation of the venue was provided by Rowing Canada on November 3<sup>rd</sup>, 2008.

#### **Additional Information:**

Niagara Economic Development Corporation (NEDCORP) has indicated their support to the bid committee and the hosting of the rowing championship in St. Catherines. Both Rowing Canada and Brock University are prepared to provide significant support of the hosting of the championship. The committee is prepared to enter a formal contractual agreement with CIS prior to submitting a bid to FISU.

### **RECOMMENDATION**

It is recommended that the bid be supported to be presented to FISU based on the following rationale:

The bid material submitted meets all the criteria required by CIS

1. The competition venue and organization of the event meets the requirements of both FISA and FISU.
2. The proposed athletes villages and athlete services are on par with the standards required by FISU.
3. The bid committee is prepared to enter a contract before CIS submits the bid to FISU.

## ANNEX 9

### 2008 Men's Soccer Championship

Appeal: Fixing the Championship Policy / Playing Regulation gaps

#### Desired Outcome:

An appeal panel related to the 2008 Men's Soccer Championship draw directed the CEO to take steps to ensure that a similar circumstance does not arise again. The desired outcome is to give the Board confidence that this has been addressed.

#### Background:

Dalhousie University filed an appeal on November 3, 2008 with respect to the draw for the 2008 Men's Soccer Championship, which was circulated by the CIS office on November 2, 2008.

#### Points of View and Perspectives of the Parties:

- The parties voiced a number of points including:
  - Prior to doing the draw that was circulated by CIS on November 2, 2008, CIS received a copy of the QSSF Playing Regulations, which outlined the 2008 QSSF methodology for determining berths to the CIS Championship. The QSSF Playing Regulations provide the winner of the QSSF play-offs the option to be the Q1 or Q2 team at the CIS Championships. *{Le champion de la finale provinciale choisira s'il désire être identifié Québec 1 ou Québec 2.}* Montreal was the winner of the 2008 QSSF play-offs. Montreal informed the CIS office that they would be the Q2 team. The CIS office in turn, went about doing the draw according to the instructions that Montreal was Q2 and Laval was Q1, and in keeping with policy 20.20, which extends the authority to Regional Associations to determine their berths.
  - As per CIS policy (20.20.2.1 and 20.20.2.2) Regional Associations have the responsibility and authority to determine how they will declare the representatives of their RA, and the format for awarding the berths.
  - The 2008 CIS Championship draw as circulated by the CIS office does not reconcile with CIS Playing Regulations D.2.1 (PR/114): *"Therefore Regional Association Championship Teams would be paired against a different Regional Association's runner-up team or the host."*
  - In this set of circumstances there is a contradiction between CIS policies, and Playing Regulations.
  - In 2007 the QSSF applied a non-traditional methodology for awarding berths that differed from what was used by other Regional Associations in CIS [the winner of QSSF regular season league play was Q1]. In 2007 the winner of the QSSF play-offs was Q2. The 2007 methodology was revised in 2008 by the QSSF. The 2008 QSSF methodology again differed from that employed in the rest of the country [the winner of the QSSF play-offs determines if they will be Q1 or Q2]. 2008 is not the first time that the determination of who is Q1 and who is Q2 has rested with the QSSF.
  - The CIS soccer coaches have agreed to the "one-conference champ in each bracket" draw, and that format should be honoured in spite of the contradiction with CIS policy.
  - The 2008 QSSF methodology to grant the winner of the QSSF play-offs the option of being Q1 or Q2 at their discretion creates conditions for a QSSF team to see how other teams in the country have done and then to select their first round opponent. This could be called a competitive advantage, nefarious, and is not a privilege extended to other participating teams. If it were to extend to other Regional Associations there could be last minute swapping of berths and it would be chaotic.
  - From a Host's perspective Carleton has moved forward based on the draw supplied by the CIS office. The CIS Soccer Championship program is at the printers, and advertisement will appear in the Ottawa newspaper with the draw provided by the CIS.
  - Teams have begun their preparations for their first round match-ups and are arriving in Ottawa.

**Decision and Reasons:**

As much as the appeal panel fundamentally disagreed that a Regional Association would extend to a team the discretion to determine their ranking which in turn determines the team's first round match-up, the appeal was denied. The draw will remain as circulated by the CIS office on November 2, 2008.

The panel recognized that CIS policies do extend authority to Regional Associations to determine formats for the awarding of berths to CIS Championships. While the panel struggled with how the word "format" in policy 20.20 applied to rank ordering of the berths, they recognized that a precedent of sort had been set in 2007 when the QSSF applied a non-traditional methodology of determining who would be Q1 and Q2. In 2007 the QSSF Play-off Champion was Q2 and the winner of the QSSF regular season league play was Q1. CIS accepted this ranking in 2007. CIS did not receive feedback from the Coaches Association or from institutions, and no motion to change this QSSF approach was received by the CIS Sport Committee after the 2007 Championships. CIS proceeded in 2008 as in the past year.

While the CIS appeal panel did not necessarily agree with what they labeled the "liberal QSSF interpretation" of the QSSF authority to determine ranking of berths pursuant to Policy 20.20, they recognized that it was not the first time that the QSSF had employed a non-traditional methodology to rank their CIS Championship berths.

The panel wrestled with the contradiction between CIS policies, and CIS Playing Regulations in this set of unusual circumstances. CIS has two rules (one policy and one playing regulation) that do not reconcile given the QSSF interpretation of CIS policy and circumstances. If the panel were to over-turn the original draw, the playing regulations would be respected, yet the policy would not be. Upholding the original decision respects the policy but compromises the playing regulations. Should policy trump playing regulations or vice versa?

To resolve this conundrum the panel reflected on the question of "Was the original decision [the November 2, 2008 draw] reasonable under the circumstances?". If yes, the CIS policies would govern the matter, and the panel would deny the appeal. In this scenario the panel would recommend that steps be taken to remedy it for the future. If the original decision was not reasonable, the appeal would be upheld and the playing regulations would govern the matter.

While the panel did not necessarily agree with the original decision [the November 2 draw], they were of the view that the original decision was reasonable given the set of circumstances and history. The QSSF interpretation of policy was accepted and implemented in 2007, so it was reasonable in 2008 to go with policy as 'interpreted' and previously accepted. The panel also noted that the original decision had been acted upon and teams have begun their preparations for their first round match-ups.

**The panel directed the CEO to take steps to ensure that CIS policies and internal practices are revised such that a circumstance like this does not occur again.**

*Reasons delivered: November 4, 2008.*

**Actions taken by CIS to ensure this does not happen again:**

Sheila Ann Newton prepared a motion for the Men's Soccer Coaches Association to address this gap. The motion was passed at the November 2008 Coaches meeting and it is likely that it will enjoy Sport Committee support. The QSSF representatives on the CIS Board and CIS Sport Committee have been made aware of the situation so that the QSSF can adjust their rules.

It should also be noted that the coaches passed a recommendation regarding start times and sensitivity to time zones.

**ANNEX 10**

**CIS Championship Call for Bids  
2009 Vanier Cup and Longer Term Approach**

**Desired Outcome:**

**Short term:**

1. For the Board to make a decision regarding securing hosts for those championships, which had no bidders in the 2008 call for bids. (Vanier Cup 2009, Vanier Cup 2010 and Swimming 2011 and 2012).

**Long term:**

2. For the Board to provide their perspectives on the CIS approach to bidding - is the low number of bids received in 2008 an anomaly or a trend and a cause for concern? Are systemic changes needed? Going forward what hosting model should be used for Vanier Cup?

**Background:**

Each year CIS has an open bidding process and invites Universities and Regional Associations to submit bids to host CIS Championships.

The response to the most recent call for bids was very low. In the 2008 round of bidding for CIS Championships CIS received fewer bids than we have in the past several rounds of bidding including no bids for Vanier Cup, no bids for Swimming, 1 bid for Men's Basketball, 1 bid for Women's Rugby, 2 bids for Men's and 2 bids for Women's Hockey.

The CIS Bid Book states:

"If no bids are received, the CIS Board of Directors will determine an alternate method which may include placing a second call for bids."

To prepare for the Board discussion on bidding, CIS gathered research to better understand why some of our "usual suspects" when it comes to hosting were not in the bidding mix this time around. There are roughly 20<sup>1</sup> universities and Regional Associations in Canada who bid to host CIS Championships on an ongoing basis. These Universities/Regional Associations were contacted to inquire as to their reasons for not bidding this time around. In addition there are about 10 Universities that bid occasionally.<sup>2</sup>

**Short Term:**

The most pressing issue is determining a host for Vanier Cup 2009 as it is less than one year away and is a major event with high profile.

An article appeared in the Toronto Star reporting that no one had bid for Vanier Cup. This article generated interest in bidding from a few sources across Canada. CIS has communicated with the interested parties and asked that if they would like to be considered to host Vanier Cup 2009 and/or 2010 that they confirm their commitment to host by writing a letter of intent to CIS to be received by December 1, 2008.

At the December Board Meeting the Board will be updated on who has submitted a letter of intent, and the Board will decide the next steps.

**Long Term:**

**Desired Outcome #2**

For the Board to provide their perspectives on the CIS approach to bidding – is the low number of bids received in 2008 an anomaly or a trend and a cause for concern? Are systemic changes needed?

Each year there are 15 CIS Championships that CIS relies on Universities or Regional Associations to host. There are roughly 20 Universities/RAs who bid for CIS Championships on an ongoing basis. Given the feedback received from the usual suspects, is this a sustainable model or are we on a collision course? What ideas, models, input might you suggest?

The Vanier Cup is one of the highest profile Championships, yet is it reaching its full potential?

An article appeared in the London Free Press (see below), which suggests that Vanier has become a second-class citizen.

CIS did an extensive Vanier Cup study in 2000 (see below) and determined that going out for bid was the best approach. Eight years have passed. Is it time to re-think this approach?

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<sup>1</sup> Universities/RAs who regularly bid to host CIS Championships: AUS, OUA, Alberta, UBC, Calgary, Carleton, Dalhousie, Laval, Manitoba, McGill, McMaster, Moncton, UNB, Ottawa, Regina, Saskatchewan, StFX, Toronto, Victoria, and Wilfrid Laurier.

<sup>2</sup> Brock, CBU, Lakehead, Lethbridge, Memorial, TRU, TWU, Winnipeg, Windsor, Waterloo.<sup>2</sup> Brock, CBU, Lakehead, Lethbridge, Memorial, TRU, TWU, Winnipeg, Windsor, Waterloo.

**ANNEX 11**

**Agenda Item 12: Canadian Anti-Doping Program 2009**

**Desired Outcome:** For the Board to approve the motion.

**Motion:**

That CIS formally adopt the revised Canadian Anti-Doping Program 2009, in accordance with CIS legal requirements, effective January 1, 2009.

A revised version of the Canadian Anti-Doping Program (CADP) will take effect on January 1, 2009. This revised anti-doping program is in compliance with the World Anti-Doping Code.

CIS is required to formally adopt the revised CADP by December 31, 2008.

Detailed information about the CADP may be found at [www.cces.ca/CADP2009](http://www.cces.ca/CADP2009) or [www.cces.ca/pca2009](http://www.cces.ca/pca2009). A CIS-tailored summary is presently being prepared for circulation to CIS members. In advance of that, the following highlights are most relevant to CIS:

- Sanctions are variable and may be longer or shorter depending on a variety of factors unique to each case and circumstance.
- What constitutes an anti-doping violation has been expanded. More emphasis will be placed on investigations to pursue violations that do not directly result from a positive test, both for athletes and their support personnel.
- Anti-doping education is emphasized in the new Code. The CADP also encourages more education on the core elements of anti-doping for all Canadian athletes and athlete support personnel.

**Motion:**

That CIS formally adopt the revised Canadian Anti-Doping Program 2009, in accordance with CIS legal requirements, effective January 1, 2009.

**ADOPTION RECORD**

Organization:	Canadian Interuniversity Sport
Adoption Forum: (e.g., Board Meeting, AGM)	Board of Director's Meeting
Method of Adoption: (e.g., Motion, Resolution, Consensus)	Motion
Adoption Date:	December 2, 2008