

Notes from CIS Members' Roundtable
November 23, 2003
Draft #3

Objectives of the session:

1. To begin process to refresh the CIS vision and strategic directions.
2. To develop a greater understanding about the CIS – its past, its present and its future.
3. To develop agreement on who we want to become and develop a sense of commonness around what the big picture for CIS should be

The session was facilitated by David Clarke.

1. CIS the past and the present

Judy McCrae and Drew Love provided a background context to the session by presenting some of the key milestones in CIS history, and the existing vision, values, strategic directions.

2. Review of Vision

Participants worked in groups to review the existing CIS vision statement. Groups discussed if they agreed with the vision and offered suggestions on how it could be improved.

Small Group feedback:

- CIS is recognized as one of the key leaders in university sport in the World and a preferred choice within the Canadian sport entertainment market
- Concerned with “limiting” vision statements
- Don't have issues with existing vision statement, however, we'd like a stronger, bolder, shorter, easier to remember, punchier, more compelling statement. Specific feedback on items a to l of existing vision statement:
 - a. can be better explained
 - b. athlete involvement reference prompts questions around mechanics
 - i. delete- it's operational'
 - j. soften 'provide' verb
 - l. fix 'greater capacity' word
- CIS is recognized as the prime destination of choice for Canadian Student-Athletes, Coaches and Sport Leaders. Canadians recognize and are engaged in the values and quality of CIS sport excellence. CIS fosters through sport the development of student-athletes and social values in the educational environment
- As a market driven entrepreneurial/ learning organization the CIS is recognized as one of the influential leaders in Sport in Canada demonstrating equity and respect for diversity and culture
 - e. no, we should promote more opportunities for participation, legislate minimums, and how many campuses have a 50/50 split among their student pop?
 - k. local and regional strategies can be more effective

I. yes, and we envision greater participation among current members, involving more schools and greater understanding overall

- SIC est reconnu comme un des leaders du sport universitaire dans le monde et devient le choix par excellence dans le créneau du divertissement sportif Canadien

*key leaders in marketing sport

*like to see some of these combined

Following the small group presentations the facilitator presented his analysis of the common points and highlights presented by the small groups:

A shorter statement is preferred. Key elements to capture in our documents

1. student-athlete (centered)
2. "business" (entrepreneurial)
3. marketing
4. gender equity
5. professional development
6. cultural diversity
7. quality sport experience

The facilitator then tested some vision statements to measure if any captured everyone's imagination:

1. As a market driven entrepreneurial/learning organization, CIS is recognized as one of the influential leaders in Sport in Canada*, demonstrating equity and respect for diversity in culture*

Feedback from the large group on this statement was:

Rather than just "sport in Canada" should be "Sport in the World"

Diversity in culture - this is a given and need not be in the vision. It can be in the values.

2. CIS is recognized as one of the key leaders in university sport in the world, and a preferred choice within the Canadian Sport entertainment* market

Feedback on this statement was:

Clarify 'entertainment' in relation to education

3. CIS is the prime destination* for Canadian student-athletes, coaches and sport leaders. All Canadians recognize and are engaged in the values and qualities of CIS sport excellence. CIS fosters though sport, the development of student-athletes and social values in the educational environment.

Feedback on this statement was:

(destination) change to destination of choice

Where are we going? Action statement

Next Steps:

The CIS board to take this feedback and work on developing a vision statement for future approval by the CIS membership at the 2004 AGM. The board to discuss this at their April Board meeting.

3. CIS Niche

Participants worked in groups to review and comment upon the existing niche.

Small Group feedback was as follows:

CIS niche should be:

- Coordinating the branding of university sport, which drives value back to the members.
- Keeping Canadians in Canada
- Core Business - Strategic Direction areas
 1. Marketing- public profile
 2. Advocacy
 3. Promotion of CIS strengths
 4. Sponsorship
 5. Communication
 6. Television
 7. Leadership development
 8. National Championships
 9. Coaching development
 10. Student-athlete input
- Promoting, marketing and raising the profile of Canadian University Sport.
 1. Research/Shared learning
 2. National Championships
 3. Governance
 4. Equity and equality
 5. Coaching development
 6. New Sport development
- International development
 - Sport Delivery
 - Global principles of governance and compliance
 - Sport advocacy and research
 - Celebrating national excellence
- The opening sentence “Driving value.....” is not essential to the description
 - National championships are #1
 - Provide the framework and resources to ensure that the rules are respected
 - Emphasis in international opportunities should be re-examined
 - Promote and raise the profile of Canadian University Sport
 - Focus on building relationships
 - Advocacy
 - Celebrating
 - Developing university sport leaders

4. Strategic Directions

Participants worked in groups to identify what should be key strategic directions for CIS to pursue.

Group a)

International

Quality Athlete experience

Research and Development

Equity

Regulations (development, compliance)

Recognition/Awards

Partnerships

Financial Awards

Group b)

Marketing/Branding/ Communications

(Develop joint CIS/RA Logo, Identify key RA's of each partner in the strategy, Develop National Championships Ad campaigns)

Group c)

Advocacy/Lobbying

International

Recognition programs for excellence

Student-athlete involvement

(Identify key components to use in strategy, Identify who will lobby, statistical support tools)

Group d)

Rule Simplification (Eligibly, Playing Regulations, Awards)

Égalité et égalité

Développement professionnel

Philosophy Change. Create environment for rule development based on Sport enhancement (not situational specific)

Develop guiding Principles/parameters for rule changes

Independent audit of existing and any proposed new rules

Group e)

Research/Shared Learning:

Annual Report from each school

Create a repository of knowledge database, best practices

Research-based decision-making

Marketing & Promotions

Fill venues

National promotion campaign (eg. High school recruits)

Year-round television

Group f)

Develop "education" campaign on "staying in Canada"

Gather good data: grad. rates, employment, quality of competition, national/international opportunity

Establish a series of forums to share success/best practices
Identify areas of interest to members ~ A.D. 101, fundraising
Identify success stories and best practices along with individuals

Re-evaluate Eligibility and Financial Aid regulation with intent of downloading this area to the Regions
Research data to disprove perception, Articulate transition process

Group g)

Develop partnerships and relationships with organizations who provide international programs
Research and communicate opportunities to membership
Strengthen the case for support of international programs
Get specific Canadian and NSO and members to buy in

Investigate new championship sport models to generate national profile for CIS core sports
Eg. 1-10 year plan vs. 5-2 year plans

Develop a public relations strategy to promote the value and greatness of university sport

Group h)

International Development
Competition based
Experiential
Leadership

Link/partner developing relationships
Research-inform membership of opportunities
Commonwealth Sport Leadership
Right to Play, internship programs, Olympic Solidarity

FISU

Strengthen through partnerships
More buy-in from institutions
Canadian involvement in FISU committees (strategy)
Develop schedule and opportunities for World Championships- selection process

Championship Development

How will it look? Models?
Establish pilot projects (strategy)
Generate a national profile and support
Customize models for different sports
Evaluate how sports are delivered

Enhance public profile and recognition of the value of CIS sport
National advertising campaign, that can be tailored to the regional and local level (and partners)
Through the collection and dissemination of data to support the strategic direction (statistics and data can speak "louder than words")

Strategic partnerships with key organization to advance CIS objectives
Pursue partnerships with organizations with compatible goals - integration- what can they do for us and what can we do for them

Enhance the Student-Athlete experience
deliver quality programs
International opportunities
Leadership development
Advocating quality sport experiences at institutional and regional level

Group I)

Focus only on programs of excellence as defined by NSO's
CIS included in NSO's development stream
Excellence is defined by the NSO criteria
Establish national recruiting regulations, letters of intent down periods for coaches/athletes, procedures for first contact
Establish a compliance mechanism
Create a position that polices the adherence to national rules
Define Procedures and consequences
Streamlining by downloading administration
Responsibility of national office to region
Develop a single consistent key message to promote CIS in Canada
Re-evaluate National Championships programs and define what our core sport will be
Re-look at our governance models-reflect the regional differences
CCAA partnership
Take an existing sport and pilot with new delivery system
Best practices
Coaching development
Brand Awareness
CIS patch on uniforms
CIS university sport day, facilities, tattoos

Simplify~ Comply~ or Die?
Minimum specs.

Next Steps:

The board will digest the feedback from the Roundtable and prepare a draft strategic plan, which articulates strategic directions and strategies and budgets. Marg McGregor will prepare the draft plan, and the board will provide feedback to comment on if the draft captures the feedback and direction of the participants at the 2003 Roundtable, and at other sessions. The board will also approve accompanying budgets. The final drafts will be presented to the CIS membership for approval in June 2004.