

**February 23, 2004 CIS Board of Directors Conference Call Minutes
1:30 PM**

Attendance: Drew Love, President (until 2:50); Judy McCrae, Past-President; Diane St-Denis, Vice President Programs; Dick White, Vice President Marketing; Barb Mullaly, Chair, Finance Committee; Bob Dubeau, QSSF; Liz Hoffman, OUA; Sandy Slavin, Canada West; Derryl Thomas, AUS; Danielle Gardner, Equity and Equality Committee; Jean-Guy Ouellette, International Programs

CIS Staff: Marg McGregor, CEO; Tanja Mackin, Director Finance & Administration; Sheila-Ann Newton, Manager, Programs and Events; Colin Timm, International Program Services; Peter Metuzals, Marketing Director; Tom Huisman, Director, Operations and Development.

Regrets: Murray Hall, Vice President Research and Development

1. APPROVAL OF AGENDA

The Agenda was approved as circulated, with the addition of item 14) Update on the Program Renewal process.

2. MARKETING UPDATE

P. Metuzals updated the Board on his discussions with the networks, including TSN, Sportsnet, the Score and CBC. It is hoped that contracts and television schedules will be in place by the June 2004 Annual General Meeting.

P. Metuzals also reported that Tissot has been confirmed as a CIS sponsor for a two-year period. Tissot has agreed to provide watches to the Players of the Year; Rookies of the Year, Academic All Canadians and other award winners. In addition, Tissot will provide CIS a cash rights fee in both years.

3. MCGARRIGLE POST-MORTEM

D. Love indicated that W. Bedingfield would be unable to conduct the McGarrigle post-mortem, therefore we have contracted David Lech (Centre for Sport and Law) to conduct the review, and provide insights and advice on the issue.

4. EQUALITY AND EQUITY

D. Gardner presented draft 1 of a proposal that will address the larger issue of gender equity (Annex 1). The highlights were reviewed and the Board was asked to submit their feedback to D. Gardner by April. After receiving Board feedback, draft 2 will be provided to the Regional Associations to review at their May meetings.

Some immediate feedback was provided as follows:

- There may be difficulty in obtaining operating expenditure equity data from Members with integrated departments;
- It will be important to include timelines and deadlines for target compliance.

5. RESEARCH AND DEVELOPMENT

In Murray Hall's absence, M. McGregor referred to the Leadership Building and Research and Development backgrounders (Annex 2). M. Hall has requested that any feedback on these documents be directed to himself.

General consensus from the Board was that the Leadership Building recommendations would be a positive contribution to CIS and that they be integrated into the format of CIS meetings. It was agreed that two "tracks" would be necessary to accommodate both the veteran and rookie athletic department staff.

It was recommended that best practices sessions focus on best practices related to CIS policy requirements.

It was agreed that the idea of Top 20 book list could be implemented as soon as feasible.

6. REGIONAL ASSOCIATION UPDATES

AUS: Derryl Smith reported that:

- Discussions at the AUS related to CIS focus mainly on the concept of award maximums.

QSSF: Bob Dubeau reported that:

- A Directors meeting will take place March 2, where CIS program renewal, championship dates and awards will be discussed.
- An issue with Basketball Coaches and Officials is being addressed.
- An agreement with RDS has been reached to televise QSSF games
- Discussion will take place on awards, focusing on the concept of setting limits per sport.

OUA: Liz Hoffman reported that:

- The OUA recommended to CIS the move of Vanier Cup to Hamilton
- The OUA is now in the implementation stage of the Strategic Plan
- The 2004 Women of Influence Luncheon will again take place in cooperation with the OUA
- work is being done on developing a basketball interlock format

Canada West: Sandy Slavin reported that:

- The planning process began in February – dealing with issues of staffing, growth within conference, awards
- The challenges and opportunities of adding members to the Regional Association will be discussed by Directors of Athletics in May.

7. EVALUATION FRAMEWORK FOR 10 TEAM FORMAT IN MEN'S BASKETBALL

M. McGregor reviewed the evaluation framework for the 10 team format in Men's Basketball:

The new format was approved at the June 2001 Annual Meeting by the CIS membership, for a two year pilot beginning in March 2004. CIS has called for bids for the 2006 and 2007 Men's Basketball Championships and these bids will be evaluated in December of 2004. The decision regarding the continuation of the pilot will not have been made by the time the bid is submitted, therefore it would be prudent to ask the bidders to submit a bid proposal for an 8 team and a 10 team format.

CIS needs to develop an evaluation framework for the pilots, such that the appropriate data can be collected from various sources, and a reasoned decision can be made about event formats for 2008 and beyond.

Discussion occurred around who the data should be collected from, and the format of the evaluation, ie. survey, questionnaire, etc.

Timelines for the evaluation were proposed as follows:

- Feedback and evaluation data should be collected following the 2004 and 2005 events.
- The data should be compiled, synthesized and analyzed, with a recommendation to the May 2005 CIS Board meeting.
- The board should consider the recommendation and develop a notice of motion for the CIS membership to approve at the 2005 AGM (May 2005 board meeting)
- The CIS membership votes on the proposal (June 2005)

The Board was asked to provide any feedback on the proposed evaluation and timelines to M. McGregor.

8. CIS VISION, STRATEGIC DIRECTION, OBJECTIVE, ACTIVITIES AND BUDGETING PROCESS

M. McGregor referred to the previously circulated Draft Round Table Notes, 4 year Strategic Plan, and Operational Plan and Budget.

The Round Table notes are for information only, and will be revised and re-circulated prior to the April 2004 Board Meeting.

The Strategic and Operational Plans will be discussed in detail at the April Board meeting.

Detailed budget documents will be circulated to the Board prior to April and will include best case and worst case scenarios in terms of revenue realization for 2003-04. We will request feedback from the Board on budget priorities, and will approve both scenarios at the April meeting.

9. INTERNATIONAL UPDATE

C. Timm indicated that the 2001 site selection committee was not formally adopted by a decision making body within the CIS. Therefore, criteria for the site selection committee for the Universiade, and the World University Championships was proposed.

04-02-01 Mullaly/McCrae

Carried

To ratify the criteria for the Universiade / World University Championships site selection committees:

Universiade site selection committee:

CIS International Programs Services staff member

CIS Chief Executive Officer

Up to 2 members of the International Committee (provided that at least one is a member of the CIS Board of Directors)

One external expert in multi-sport games selection processes (named by the CIS International Committee)

World University Championships site selection committee:

CIS International Programs Services staff member

CIS Chief Executive Officer (optional)

Up to 2 members of the International Committee (provided that at least one is a member of the CIS Board of Directors)

(Note: In all positions, selection committee members should not be in a conflict of interest)

10. AGM SPECIAL FEATURE

M. McGregor introduced a proposal by Bob Descheneaux/Université Laval to initiate a tradition of reunions for former CIS staff and Members' personnel which would provide an opportunity for these people to maintain touch with each other and with the current crop of CIS leaders.

Other details of the proposal included:

Laval would take the leadership in organizing the event. A small organizing committee would be struck.

The logistics would be planned in close cooperation with CIS.

The funding would be costs shared between Laval and CIS. Laval is willing to invest \$5000 on a matching approach with CIS.

The final decision on whether or no to go ahead with this project would have to be made before the end of February 2004.

After lengthy discussion about format, timing and finances, it was agreed that the "alumni" in the region of every AGM should certainly be invited to attend the CIS social functions (golf, celebration), and that gifts could be provided, however no financial contribution would be provided by CIS.

11. AWARDS DATA COLLECTION FEEDBACK

M. McGregor referred to the previously circulated Member and media feedback on the "Awards Data Collection" media release. The Board was asked to e-mail and comments or suggestions on the process to M. McGregor.

12. STUDENT-ATHLETE APPOINTMENTS TO SPORT COMMITTEE

S. Newton reported that Mike Munday, a former CIS Volleyball student-athlete and Top 10 Academic All-Canadian, and Kelly Matheson, a former CIS Soccer student-athlete and also a Top 10 Academic All-Canadian have agreed to serve on the CIS Sport Committee for a two year period.

04-02-02 St-Denis/Hoffman

Carried

To appoint former student-athletes Mike Munday and Kelly Matheson to the CIS Sport Committee for the period June 2004 to June 2006.

13. PROGRAM RENEWAL UPDATE

M. McGregor indicated that February 23rd was the deadline to vote on the Program Renewal Framework. Quorum has been achieved at this point, and a note to the membership with the final results will be circulated in the near future. It was noted that stakeholder feedback had not been requested on any changes that had been made to the framework since December, but the final version had been circulated to the Membership via the January Board minutes and posted on the CIS Website.

14. ADJOURNMENT AND DATES OF NEXT MEETING

The meeting was adjourned at 3:10. The next Board meeting is a face to face meeting on April 14 and 15 in Ottawa, ON. The next Board conference call was changed to Monday May 17th at 2:00 pm.

15. SUMMARY OF ITEMS REQUIRING FEEDBACK FROM BOARD

- Financial Awards Report. Send feedback to Judy McCrae jamccrae@uwaterloo.ca
- Equity and Equality Measurement Tool (Annex 1). Send feedback to Danielle Gardner gardner@twu.ca
- Leadership Series/Best Practices Workshop Series (Annex 2). Send feedback to Murray Hall hall@twu.ca
- Evaluating the Ten Team Format in Basketball (Annex 3). Send feed back to Marg McGregor mgregor@universitysport.ca
- Strategic Plan. Send feed back to Marg McGregor mgregor@universitysport.ca
- Awards data collection tool/process/media release. Send feed back to Marg McGregor mgregor@universitysport.ca

ANNEX 1

Equity & Equality February 07 ~ Draft 1

Note: Danielle would welcome e-mail feedback from the board in advance of the board meeting if possible.

E & E committee members

Danielle Gardner - Canada West (chair), John McFarlane - OUA, Tom Huisman - CIS

Background

A portion of the November 2002 Roundtable meeting was dedicated to discussing gender equity and awards. Several weaknesses in the current awards gender equity policy were identified.

It was agreed that a broader look at gender equity would go further to achieving gender equity in university athletics than simply the exclusive application of an awards gender equity policy. The Equity & Equality Committee was tasked with developing a proposal to look at the larger issue of gender equity.

Following the 2002 Roundtable, the E&E Committee began their work to develop an alternate and broader approach to measuring and encouraging equity in athletics.

E&E developed a discussion paper that was circulated at the 2003 AGM for the workshop time. Discussion around this paper was positive and supportive of the direction the committee was heading with the expansion of the CIS gender equity policy.

Motions were served at the 2003 AGM to improve some of the weaknesses in the current awards gender equity policy for the 2003-2004 year. The following is the motion, rationale & implementation that the committee put forward at the AGM. This motion was passed at that time.

Rationale

- Current policy is the only measure of gender equity imposed on the members by the members
- Current policy can serve to discourage an institution from entering/ establishing a new women's program in a CIS sport.
- The provision of gender equitable participation opportunities is considered to be more important and valued in the promotion and encouragement of gender equity than simply the provision of athletic-related awards.
- Broader look at gender equity, of which athletic-related awards would be a part, would go further to achieving and monitoring gender equity in interuniversity athletics.

Motion

- Awards policy 50.10.4.2 & 50.10.4.3 be replaced by a broader approach to measuring and encouraging equity in interuniversity athletics.

Implementation

- Policy 50.10.4.2 & 50.10.4.3 not be included in the 2003 Awards Policy
- A new policy, which is currently under development, will be presented for approval at the 2004 CIS AGM

Following the AGM, discussion was continued on the indicators and the best way to measure them, leading to the development of the Gender equity survey. (Yet to be properly named) From the mission statement, we concluded that the CIS can only regulate opportunities, awards and decision making (voting)... the other areas can only be addressed through program development.

At this time the committee would be grateful for any feedback that board could give us, as we continue to work and massage this document.

Resources

1. CIS bylaws
2. CIS Comparative Study
3. Sport Canada Gender equity snap shot
4. NCAA Equity in Athletics Disclosure Act.

Guiding Principles

CIS Mission statement

5. Equity and equality of experience: the need of all Canadian Interuniversity Sport members, their representatives and program participants are addressed through the decision-making processes, through progressive action, through development and delivery and through CIS organizational structure.

CIS Constitutional Objectives

12. To provide leadership towards the commitment to equity.

Definition: Gender equity

Gender equity is the principle and practice of fair and equitable allocation of opportunity and resources to both females and males. Gender equity eliminates practices that are barriers to full participation of either gender.

The proposed indicators for the opportunities and resources are:

1. athletic participation
2. financial (athletic) awards
3. Coaching / Leadership
4. Operating Expenses

Phase 1 – Data Collection & Evaluation

During the initial phase of our broader approach we would focus our attention on athletic opportunities offered by universities and the athletic awards given out. By combining opportunities and awards, members will have a larger scope to measure their equitability giving a better reflection of their athletic departments as they strive to be more gender equitable on their own campus and meet CIS requirements. These two indicators would serve as the only indicators in the first number of years.

Athletic Participation Opportunities

Athletic Participation Opportunities would use two benchmarks or ranges to measure equity, with the attainment of either being acceptable.

The first benchmark would have Athletic Participation Opportunities linked to each member institutions full-time equivalency of the student population. Undergraduate & graduate would both be used in the calculation of student population. For example an institution that had a student population of 70% women and 30% men would need to provide more opportunities for women.

These opportunities would have to be played within the Interuniversity sport context. Interuniversity sport is recognized as post-secondary competition that leads to a championship. For example, NAIA competition & sports in the OUA that lead to a championship would be included within the data submitted by an institution.

Opportunities will be based upon roster sizes or equivalents. Multi sport athletes would count for each sport they participated in as it is the number of opportunities that we are measuring. For example an athlete that ran in cross country and then ran in Track & Field would be counted twice.

Institutions athletic participation opportunities should be within a 10% degree of their student population. For those institutions that are out of that range, we would recommend using a staggered implementation that is phased in over a period of time. We would monitor each step as they moved forward into compliance.

The second, and alternative, benchmark would require Athletic Participation Opportunities to be within a 10% degree of 50-50.

Hurdles in the way

- We recognize that each institution is governed by their own university & athletic mandate as to the sports that they offer within the varsity setting. For example some conferences have in their membership guidelines stipulations that new members must enter in an equal number of men & women's sports.
- Fluctuations in the gender enrolment ratios at universities. This is especially significant at smaller universities where a few hundred students can effect the percentage drastically compared to a larger university that would need a larger shift in their enrolment ratios to make a dent.

Financial / Athletic Awards

We would use the current awards collection method along with the recommendations that are coming forward from the Financial Awards committee.

One of the recommendations from the Awards committee is that there would be an "Academic exemption" for Academic All Canadians so they would not count towards the limits that an institution could provide. All data would still need to be collected as it contributes to the overall picture of what an institution is distributing to their student-athletes. That is, the academic exemption concept would not be applied to the proposed equity process.

We would recommend setting the target for 3 years out...working backwards from there with signs of progress along the way. If you do not comply you would be limited to giving the equivalent / no more than the other gender.

The provision of Financial Athletic Awards would be required to fall within a 10% range of either of the two benchmarks used in Athletic Participation Opportunities. In those instances where an institution is not in compliance, a freeze would be imposed on increasing the dollar value of awards being provided to the over-represented gender.

Coaching Opportunities / Leadership

For the first number of years, information would be collected only to develop a baseline. Once the data had been collected and reviewed over a number of years, a determination could be made as to the extent of its inclusion as an indicator towards equity.

Coaching

Data collected would be focused on comparing the number of positions of Full-time and Part-time Coaches in the head position as well as the assistant.

Full-time equivalent would be considered 60% of time dedicated to coaching duties, employed annually / 12 months per year. This would recognize those that have multiple responsibilities. (I.e. teaching or administrative.)

Part-time equivalent qualifies if they are being paid.

Administration and support staff would have data collected at this time strictly as it relates to the CIS Comparative study.

Operating Expenditures

The level of detail that would be required to provide an adequate measure of this indicator far exceeds the capacity of the CIS and its members. However, its relevance to equity was considered significant enough to include it, albeit in a very basic and generic way. For example the question that may be asked is "Of your operating expenditures that are sport specific, what is the percentage between men & women (institutional & other).

Measuring tool

The new gender equity data survey would collect the data necessary to measure gender equity as well as that needed for the CIS comparative study. By combining these we hope to eliminate some of the redundancy between two separate documents. There may be other data not asked in our tool or the comparative study that would be useful in collecting and could be asked at this time. This online data survey would be collected on an annual basis, and would be simplistic and straightforward to complete.

This data collected could be instrumental in supporting CIS program opportunities in the future.

Phase 2 – Programming and Self-Examination

With the emphasis that is being placed on equity, specific programming will need to be introduced to assist members in meeting and maintaining compliance. Initiatives such as 'best-practice' sharing sessions, fundraising workshops, etc are examples of programming that will need to be provided.

As we move forward, we will require a Self examination of how is it going? Is this policy increasing gender equity in the CIS members? Do we want to or can we broaden it any more? These questions will need to be addressed.

As part of this initiative, and as it has been determined that the CIS can only regulate opportunities, awards, and decision making (voting), the following CIS Policies will be reviewed and, where necessary, be revises to contain specific references to equity:

- By-Laws: Conditions of Membership (to address the equity requirements of opportunities and awards)
- By-Laws: Voting (to address decision-making)
- Section 10 – Membership (to address athletic participation opportunities)
- Section 50 – Athletic (Financial) Awards (to address awards)

ANNEX 2

Leadership Building Backgrounder Agenda Item 5 Feb 2004

One of our prime mandates is to build capacity by providing leadership development opportunities. We have agreed to heighten/intensify/focus more of our energy towards leadership development of our members and their professional staff. (all felt it was worth exploring and several suggested we test-drive it over the next 3 sessions June, Nov. and June) There are many ways to do this. Let's crack open two possibilities.

1. Leadership Series Scenario *[put some legs to the personal growth value we all hold high. (continuous learning/learning organization) ongoing professional development, training for "younger" people as we put a succession plan in place for tomorrow's leaders, and to ensure we were "all growing professionally"]. It could grow to become a leadership-training model for all sport people in Canada. It could be whatever we envision and would commit to.*

What might the leadership series look like?

- development of a recommended reading list - the collection and publishing (posting) of a "top 20" book list categorized under a few broad categories - leadership, marketing, etc.
- we could electronically post cogent, timely and practical leadership/management articles on our CIS website
- a **theme** or **curriculum** is created with components somewhat connected or linked
- A 2-4 year window is created and experts are aligned around the curriculum to "deliver it"
- We strategically manage the content (record it) giving us options in the future as we build resources

Next action steps

- is there interest? Is this a worthwhile venture? Is this a future thing?
- if a critical mass of interest a small group will form to study & make recommendations
- "top 20" book list could be started immediately
- we could identify an hour even if over a meal at both June and Nov. for the "bookies" (those interested in discussing a pre-selected book) to congregate and connect –
 - "leader's are readers"
 - we could let the group shape itself - the CIS Book Club... the AD's Book Club...

2. Best Practices Workshop Series Scenario *[people tend to favour best practice discussions and find value in hearing from people who have a proven success in a particular aspect of Athletics Operations @ the University level]*

What might the Best Practices Workshop Series look like?

- development of a recommended reading list around the specific upcoming workshop topic(s)
- polled members identified topics that would be of most value to them:
 - HR Issues – hiring, “growing” (performance planning, staff evaluation), etc.
 - Promotions, Marketing, increasing viewership
 - Fundraising, alumni and corporate

Next action steps for the Best Practices Series Scenario:

- decide in what manner these workshops will be delivered - mix of theory and practice?
- identify an expert "teacher" (good ones in Canada we can tap into) and co-present by having an excellent practitioner team up along side him/her e.g. one lecturer (e.g. McGill's Mintzberg) and one practitioner (e.g. Bob Phillips on the implementation of the theoretical lecture) this would provide us with a balance of theory and practice, which would build up over time. Video tape it and transcribe it and have a developing product. (CD Rom and guide notes, and/or a DVD)

Suggestions from the cheap seats:

- we MAY be able to do a few plenary sessions but suggest we soon look at least 2 tracks
 - one size does not fit all - someone 20 years in the AD chair likely has different needs than a newbie
 - someone with a massive Alumni base giving lots of money doesn't need to hear "how to start an Alumni Booster Club" but someone who doesn't know what an Alum is may need that session

- the way we offered "2 flavours" of Student Athlete Councils a few years ago may be a model we could employ - 2 levels or flavours.....

Research & Development Backgrounder Agenda Item #5 **Feb 2004**

We had resolved: To restructure the Research and Development Committee, such that it focuses on research oriented activities, data collection and analysis, commissioning of ad hoc committees, writing or commissioning of backgrounders, partnership development and single task assignments. The role of the R&D Council within the CIS appears to have two components: **research** and initiating and building identified areas.

Current Go-Forward Action Steps

- Determine who the research experts are within the CIS and in the broader university community that could support CIS research initiatives.
- Identify schools with Sport Management Programs (especially grad programs) who might be able to assist us with research projects.
- Collaboration on a “values and outcomes paper” [or branding statements/key messages] on educationally based university sport that all members could access as needed
- Ongoing requests for “hard data” to:
 - substantiate (or refute) anecdotal stories of losing student to the US, (why they leave, how many come back, etc.)
 - compare graduation rates of student athletes to the general student population., academic achievement statistics etc. – suggestion is to develop a web-based program for easy entry/collection of info.
 - Differentiate/clarify “who we are” (distinctively Canadian not a mini-NCAA)

Back-Burner Items

The Research and Development portfolio has contributed to the ***Building Capacity*** portion of the CIS Operational Plan in the following core areas that are currently “**on the back burner**”:

A) Student-Athlete Involvement

There has been a significant amount of activity regarding student-athlete involvement over the past years, however the continuing role of R&D in advancing this initiative ***remains to be determined.***

Murray could prepare a list of ideas and initiatives that were identified through the student-athlete focus groups et al. The list will be reviewed by the R&D Council and placed as an R&D action item, recorded for future consideration by R&D, or forwarded to the most appropriate CIS Committee, staff member, or the Board. ***remains to be determined***

The topic of having athlete representation, or at least an athlete's voice, at the CIS AGM was discussed. It was agreed that before having effective athlete representation at the CIS AGM, effective athlete representation is required at the institutional and regional levels. ***remains to be determined***

The concept of establishing some targets and timelines for the participation of student-athletes was entertained as a method of encouraging the establishment of institutional and regional initiatives. ***remains to be determined***

The concept of identifying and targeting particular issues of relevance to student-athletes, and placing a concerted effort on obtaining feedback from student-athletes on those issues was discussed. This targeted topic approach is thought to be more effective, feasible and practical at a national level than attempting to secure athlete representation on all topics as at an AGM. Canada West has tried both approaches and has found more success with targeted topics. Specific eligibility issues, such as the transfer rule, or Championship playing formats, or individual honors / awards policies, could be some of the areas of particular interest to the student-athletes. ***remains to be determined***

B) Assisting other committees with research related activities