

Attendance: **Dick White**, President & Chair, International Committee; **Clint Hamilton**, President Elect; **Pat Murray**, Vice President Marketing; **Coleen Dufresne**, Vice President Sport; **John Ryan**, Chair, Finance Committee; **Manon Vaillancourt**, Chair, Equity and Equality Committee; **Sandy Slavin**, Canada West; **Lorne Adams**, OUA; **Katie Sheahan**, QSSF.

CIS Staff: **Marg McGregor**, CEO; **Debbie Villeneuve**, Director, Finance & Administration; **Peter Metuzals**, Marketing Director; **Sheila-Ann Newton**, Manager, Events & Programs; **Tom Huisman**, Director, Operations & Development.

Regrets: **Leo MacPherson**, VP Research and Development; **Michelle Healey**, AUS.

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.

1. Welcome, Role Call, Approval of Agenda - Annex 1

01-09-01 Sheahan/Healey Carried

To approve the meeting agenda as presented.

2. Mitsubishi Update

Marg McGregor provided a verbal update on the Mitsubishi - CIS sponsorship.

3. Financial Approaches to deal with reduced revenues - See Annex 2

The Board of Directors discussed the documentation presented in Annex 2. They directed:

- a) The staff to move forward with Scenario 2 for 08/09: "Cut off the margins and give the budget a haircut." Defer any drastic cuts until after the outcome of the 2015 Universiade selection is known.
- b) Board members to gather feedback at their upcoming RA meetings about the appetite for additional cutbacks (i.e. deferring the launch of new products).
- c) CIS staff to prepare documentation for the 2009-2010 budget for the Board's review which:
 - (i) looks at the market contraction due to the economic downturn, and provides an updated valuation of CIS properties, that is realistic and attainable.
 - (ii) looks at the implementation staging of the new championship model, and describes what has already been committed to through the bid process.
 - (iii) describes what expenses, can be scaled up or down to match revenue generation.
- d) CIS staff to report back to the Board on the outcome of the Mitsubishi discussions.

The Board discussed the revised risk analysis contained in Annex 3.

The Finance Committee is scheduled to meet via conference call and will develop budget projections for 2009-2010 that take into consideration putting resources behind the 10-point plan to become the destination of choice.

ANNEX 1

**Board Meeting Tuesday January 20, 2009
2:00 – 3:30 PM Ontario time**

Dial in Access: 1 866-613-5223, Participant access code: 8697497
(1004087-837-2940)

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.

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.

1. Verbal update on Mitsubishi sponsorship (Marg)
2. Financial approaches to dealing with reduced revenues (Marg and Debbie - page 4)
3. Marketing Report (Peter - page 14)
4. Updates to the 2009 Bid Book (SAN - page 15)
5. AFA Committee Update (Tom – page 17)

ANNEX 2

Financial Approaches To Dealing with Reduced Revenues

Sequence of upcoming Board decisions:

January Board Meeting: (short term)

For the Board to provide direction to CIS staff with respect to the preferred scenario/general approach to take to deal with the new CIS economy in the 2008-2009 fiscal year.

Scenario 1: Full Speed Ahead

Scenario 2: Cut off the Margins

Scenario 3: Holding Pattern

Scenario 4: Slice Dice and ReVisit

Scenario 5: Hybrid of the Above

February Board Meeting: (short term)

Following the Board meeting, CIS staff will incorporate the Board's guidance and bring a revised 2008-2009 budget to the February 2009 Board meeting for approval. Any motions related to dipping into reserves will be considered at that time. At the February Board meeting the Board will also be asked to approve the guarantees for the CIS Championships that are going out to bid this year.

April Board Meeting: (long term)

Budgets for fiscal years 2009-2010 and beyond will be discussed.

Desired Outcome for January Board Meeting:

For the Board to provide direction to CIS staff with respect to the preferred scenario/general approach to take to deal with the new CIS economy in the 2008-2009 fiscal year.

Background:

- a) There has been a significant global economic downturn. The CIS Board discussed this at their December 2008 meeting and reviewed a CIS risk analysis.
- b) Loss of a major sponsor and what affect it could have on CIS revenue in both 2009 and 2010 was examined.
- c) A revised risk analysis that reflects this possible reduction in sponsorship revenue appears on page 11. Sponsorship targets, which were aggressive before the reduction, are now very aggressive.
- d) The CIS CEO has had discussions with other sport organizations to learn about their approaches to dealing with the down turn in the economy (Hockey Canada, Commonwealth Games Canada, Canadian Hockey League, Canada Games Council, COC etc).
- e) CIS has bold and ambitious plans with a fair degree of risk associated with many of the activities for 2008-2009 and beyond. These plans were adopted and new projects were approved at a time when the economy was strong and the CIS financial picture was bright.

2008-09:

launch of new CIS logo
overhaul of CIS website
introduction of new CIS Championship model
webcasting all CIS Championships
2015 Universiade bid
ComSID Workshop at CIS AGM

2009-2010

women's basketball from eight to 16 teams
new CIS Championship model
Program Renewal: determine CIS sports for 2012-2017
50th anniversary preparations
Vanier Cup: leverage CIS property

- f) If CIS were to continue to implement the 2008-2009 plans, as approved by the CIS membership, with no adjustments/cuts, we could incur a loss/deficit for the 08-09 year of about \$225,000.
- g) Deficits could be cushioned to some extent by tapping into the contingency reserve fund (currently sitting at \$200,000), dipping into unrestricted accumulated surplus (~ \$60,000), reducing the percentage of Championship guarantee funds that get put into the Championship travel pool etc.
- h) The 2008-2009 budget is being dissected and opportunities for savings and economies are being identified. All aspects of the budget are on the table for consideration.

Possible General Approaches to the 2008-2009 Budget
(the financial projections below assume reduction of sponsorship revenues)

- Scenario 1: Full Speed Ahead
- Scenario 2: Cut off the Margins
- Scenario 3: Holding Pattern
- Scenario 4: Slice Dice and ReVisit
- Scenario 5: Hybrid of the Above

Scenario 1: Full speed ahead (2008-2009 projected deficit ~ \$225,000)

- No belt tightening
- When the going gets tough – the tough get going. No risk – no reward.
- Seize the opportunity amid the turmoil.
- Be brave and forge ahead with all plans on spec that the economy will bounce back, new sponsors will be secured, and there is a bright future ahead.
- Dip into the reserves to bridge us forward to brighter times.
- Defer any decisions to “Slice Dice and ReVisit” until after May 23, 2009 when the outcome of the 2015 Universiade decision is known, as a positive outcome will have a significant impact. (\$500,000 in June 2009, \$35K annually through to 2015 for staffing, \$500,000 in 2015 etc.).
- In the “Full Speed Ahead” scenario the 2008-09 deficit would be in the area of \$225,000.
- For this scenario to be sustainable in the longer term, this scenario assumes we have full confidence that the sponsorship targets are realistic and achievable (i.e. the value of CIS properties is equal to or greater than the revenues needed, that there is a demand for our niche of properties, and that we have the capacity to sell and service).

In this scenario, in the longer term CIS needs to retain existing sponsors and attract new sponsors in the amounts described below in order to operate with a balanced budget:

2009-10: \$350,000 new money

2010-11: \$520,000 new money

2011-12: \$620,000 new money

2012-13: \$720,000 new money

Impacts and Considerations of adopting this approach for 08-09:

No momentum would be lost with this approach – the trade off: is increased risk.

CIS would be seen as an organization with ambitious plans, that has confidence in itself, that has had the foresight to build up reserves to cushion it through hard times, without having to put on the brakes.

In the event we do secure Edmonton 2015 Universiade, we would not have deferred any projects prematurely, if we pursue this scenario.

The CIS Marketing staff/committee will re-evaluate over the next month, the realistic revenue potential of CIS properties for 2009-2013. The marketplace has contracted, so the valuations of CIS properties needs to be re-looked at to see if revenue targets are realistic, and if not, what is an achievable figure. Elements to be looked at:

- what is total size of our market
- historical and current demand
- trends in market
- other revenue generating options beyond corporate sponsorships

On the downside, everyone is tightening their belt, and CIS members would expect CIS to do the same.

This is a “bullish” approach at a time when other NSOs (some with what would be considered extremely marketable properties) are being cautious, and when many corporations are pulling back on their sport sponsorships.

Scenario 2: Cut off the margins (2008-2009 deficit ~ \$150,000)

- Tightening the Belt and Give the budget a haircut.
- Look for efficiencies, economies, and do all the things we can do to be as responsible as we can.
- Manage cash and expenses carefully – plan carefully.
- Continue with the growth plans: new logo, new website, new Championship model, WBB 16 Team format.
- Run lean but keep running.
- Defer any decisions to “Slice Dice and ReVisit” until after May 23, 2009 when the outcome of the 2015 Universiade decision is known.

In the “Cut off the Margins” scenario the 2008-2009 deficit would be in the area of \$150,000.

Impacts and Considerations of adopting this approach for 08-09:

Most of “haircut” items can be made without a dramatic impact on the organization, or its image. (Admin/overhead, staff travel, professional development, Women in Sport poster, etc.)

No momentum would be lost.

CIS would be seen as an organization with ambitious plans, that has confidence in itself, that has had the foresight to build up reserves to cushion it through hard times, without having to put on the brakes.

In the event we do secure Edmonton 2015 Universiade, we would not have deferred any projects prematurely.

The CIS Marketing staff/committee can re-evaluate over the next month, the realistic revenue potential of CIS properties for the longer term. The marketplace has contracted, so the valuations of CIS properties needs to be re-looked at to see if revenue targets are realistic, and if not, what is an achievable figure.

Scenario 3: Holding Pattern: (2008-2009 deficit ~ \$100,000)

- Make the significant cuts, feel the pain, postpone new initiatives.
- Be conservative for 18 to 24 months and get the budget as close to balanced as possible.
- Defer plans to launch new website and new logo by one year to a June 2010 launch date. (\$45,000 impact on 08-09 budget).
- Defer plans to expand Women's Basketball Championship from 8 to 16 Teams by one year.
(saves \$110,000 expenses – which were to be offset by \$110,000 in sponsorship in 09-10).

In the “Holding Pattern” scenario the 2008-2009 projected deficit would be in the area of \$100,000.

Impacts and Factors to think about:

Deferring the logo launch and website overhaul by one year represents a year of lost opportunity.

The website and logo are very visible, and are symbolic of a vibrant and healthy organization. These tools help with our marketing and sponsorship.

Putting things on hold at a time when the NCAA is endeavoring to get a foothold in the Canadian market, has its risks.

On the other hand we have operated with the existing logo, website, for some time. Is a 12-month delay significant?

The move to a 16 Team Format in WBB, will result in additional travel costs to members. Deferring these additional costs by one year, might help members cope with their budget issues.

The Women's Basketball coaches are likely to be very disappointed with any delay.

There has not been any dialogue with McMaster (host of 2010 Final 4 Women's Basketball) about an 8-team format.

Scenario 4: Slice and Dice and ReVisit: (2008-2009 deficit ~ \$100,000)

- Relook at the New Championship Model. Competition for sponsor dollars is intense. The decision to move away from a guarantee driven model to a sponsor driven model made sense when the market was strong and CIS finances were robust. We are operating in a new normal now. Revisit the new model: re-assess the risk factors, test if the assumptions that it was based on still hold true, and if risk factors merit adjustments.
- Put an increased emphasis on internal activities and internal marketing: advocacy to university presidents/CUPEKA, high schools, Canada First promotions, building NSO relationships, member professional development, get our own house in order (enhanced playing regulations and student-athlete focus) etc. with a decreased emphasis on television and sponsorship.
- Make the significant cuts, feel the pain, postpone or backburner new initiatives.
- Be conservative for 18 to 24 months and get the budget as close to balanced as possible.

In the “Slice and Dice and ReVisit” scenario the 2008-2009 deficit would be in the area of \$100,000.

Impacts and Factors to Consider:

We are just getting going with the New Model. We will lose momentum. It took a significant amount of time and energy to secure the membership support for the new model. We have already begun the roll-out of the new model in the latest round of bidding by significantly reducing the guarantees for Vanier Cup, Men’s Basketball, and Men’s Hockey.

Scenario 5: A Hybrid of the above:

Select elements from the above scenarios that you value:

How Other Sport organizations Are Weathering The Economic Times

Strategic:

- Maintenance and holding pattern – rather than initiating new projects and activities. Sponsorship revenue possibilities are a fraction of what they were given the economic contraction. Most economists expect the economy to begin to grow again in Q3 2009, though given the depth of the recession, and how quickly it came on, we do seem to be in a bit of unknown territory. We will likely have more interest post Vancouver 2010 when we can once again bask in the glow of the Games and celebrate our Olympic and Paralympic Games champions from Vancouver. For this reason we are deferring moving on some projects until post 2010.
- Business as usual does not cut it.
- Corporate relations have to be more strategic. Corporations are all cutting back their marketing budgets so they are less likely to sponsor NSOs and MSOs unless there is a great fit, and great track record of delivering results. We have to really understand what the strategic imperative of a potential sponsor is, and then be able to appeal to that strategic imperative and deliver on that in a big way.
- Be imaginative. Go after philanthropic sources from non-traditional sources... i.e. the Indo-Canadian community.
- Nurture and look after people and corporations who are already our friends.
- Achieve savings, produce returns on investment.
- Get our own house in order.
- Make the business case with government for increased funding: track conversion rates of former athletes who have gone on the win Olympic medals.
- Think differently.
- Look out for each other – a rising tide raises all boats.
- Recognize and lever our unique features.

Nuts and Bolts:

- Running Lean. People will expect you to do things differently at this time even if you have the financial resources for business as usual.
- Cancellation of dishwashing service.
- Scale back on the staff Christmas Party and other staff functions paid for by the company.
- Charge back personal use of company cell phones to staff.
- Use up office supplies that are in stock before re-ordering.
- Re-use items that allow for it.
- Reduce the use of courier services – plan and ship items well ahead of time.
- Photocopy double sided.
- All travel must be approved by the CEO.
- Reduce discretionary travel and do more meetings by teleconference whenever possible.
- Save on meeting costs by cutting back on bottled water, all day drink and muffin stations etc.
- Host meetings in mid-range properties as opposed to the Westin.
- Hold meetings in economical locations (central to where most participants are).
- Pick up your own tab, and not the bar bill for Board members or volunteers.
- Share taxis.
- Staff involved in professional trade associations should re-enroll at their own expense, as these associations are not essential to the day-to-day operations of the business.
- Complete review of HR budget: staffing levels, increases, benefits, etc.
- Media Guides and other publications: produce mostly in CD and thumb drives (500 CDs and 50 thumb drives = \$2,100, compared to paper guides at \$10,000 plus shipping).
- Eliminate professional development expenses for the remainder of the year.
- Eliminate capital purchases for the remainder of the year.
- Marketing is a variable cost; so cut it back to weather the storm.

ANNEX 3

CIS Financial Risk Analysis

Updated January 14, 2009

The Global Economic Downturn and CIS Weathering the Storm – “The New Normal”

The global economic downturn is having an impact on CIS. 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. With the surprise reduction in sponsor revenue mid way through the 2008-2009 fiscal year CIS has significant challenges in 08-09. However the subsequent years present more profound 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.

Budget Division	Risk	Explanation of Risk
<p>Sponsorships.</p> <p>Roughly 33% of CIS revenues come from sponsorships.</p>	<p>Very High</p> <p>Note: This was rated High at the Dec 08 Bd Mtg</p>	<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 & 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 margin of risk if our existing national sponsors were to find they were unable to live up to their obligations. There is also a margin of risk if CIS Hosts were not to deliver on what CIS has sold to sponsors.</p> <p>The highest 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 below for more details on guarantees and sponsorships).</p> <p>Sponsorship targets are extremely aggressive in this climate.</p> <p>In the old CIS Championship 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. Taking into account the Mitsubishi situation, CIS needs to retain / renew existing sponsors and attract new sponsors in the amounts of: 2010-11: \$520,000 2011-12: \$620,000 2012-13: \$720,000</p>
<p>Championship Guarantees</p> <p>Roughly 22 % of CIS revenues come from guarantees</p>	<p>Med</p>	<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</p>

		<p>transfer of funds from CIS to Hosts will no longer occur. This will result in some savings.</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 changes to the timing of the call for bids is needed in order to ensure the Guarantee revenue stream remains solid and strong.</p>
Budget Division	Risk	Explanation of Risk
<p>Membership Fees</p> <p>Roughly 20% of CIS revenues come from this source.</p>	<p>Low</p>	<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>
<p>Sport Canada core support.</p> <p>Roughly 15% of revenues come from this source.</p>	<p>Low 09-10</p> <p>High 10-11</p>	<p>CIS has a multi-year contribution agreement which 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>
<p>Sport Canada international.</p> <p>10% of revenues</p>	<p>Low 09-10</p>	<p>CIS has a multi-year contribution agreement signed which protects our contribution for the 2009 Summer Universiade.</p>
<p>Publications, interest, misc.</p> <p>2%</p>	<p>Low</p>	<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>

Expenses:

Budget Division	Risk	Explanation of Risk
Staff Represents 32% of CIS expenses	Low	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. 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.
Office expenses 6%	Med	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.
Budget Division	Risk	Explanation of Risk
Meetings 1%	Med	Need to book travel during seat sales as costs of travel and accommodation are escalating substantially. 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.
Marketing and Communications 25%	High	These costs include launching of new logo, launching of new website, webcasting, TV, etc. There are risks of increased production costs. 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. More precise expense projections in the budgeting phase will be required to minimize the uncertainties.
CIS Championships 25%	Med	Increased costs of travel to Championships (officials) and uncertainties of expenses related to rolling out the new model.
International 10%	Low	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.

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 4

**Agenda Item # 3 Marketing Update
Prepared by Peter Metuzals and Pat Murray**

Desired Outcome: To provide the Board with an update of marketing and broadcast activities, with an opportunity to provide input and clarity.

Television Update: It is our intent to broadcast several additional games in Men's and Women's Basketball. These games will include the Men and Women's games between Ottawa and Carleton at Scotiabank Place, on January 28. We will also broadcast the semi final Games in addition to the final on The Score of the Women's Basketball Championships. RDS will pick up the final as well. In addition we will broadcast one or possibly two games from the Canada West Men's Final. The Score Television Network will broadcast these games, while Rogers Sports Network will broadcast three games from Men's Hockey.

In the meantime we are pursuing options for the 2009-2010 year and have entered into discussions with TSN, CBC and The Score. CBC was interested in broadcasting the Vanier Cup, but the current date is something that is problematic, as are the Uteck and Mitchell Bowl dates. We will continue to pursue and work with all broadcasters in an attempt to give the best exposure to CIS. The Score has provided CIS with excellent exposure, and is a good partner. Considering the limited attention and promotion of our events, we still manage to attract viewers. It is essential to have good events on TV, it also is essential to promote our Championships. That is why we plan for regular game broadcasts and more consistency of coverage leading up to the Championships and partnering with a broadcaster is essential.

Women's and Men's Basketball - Jan. 28 - Ottawa vs. Carleton – Men's and Women's game
Basketball Feb 21- location TBD - Dependent on price of production - TBC
Men's Basketball Feb. 27-28 - TBC confirmed, might not happen
Women's Basketball - both semi-finals - Saturday, March 7th @ TBD on The Score
Women's Basketball final - Sunday, March 8th @ 8:00 EST on The Score and RDS
Men's Basketball quarter final - Friday, March 13th @ 6:00 pm EST on The Score
Men's Basketball quarter final - Friday, March 13th @ 10:00 pm EST* on The Score (**tape delayed*)
Men's Basketball semi-final - Saturday, March 14th @ 6:00 pm EST on The Score
Men's Basketball semi-final - Saturday, March 14th @ 8:00 pm EST on The Score
Men's Basketball final - Sunday, March 15th @ 4:00 pm EST on The Score

Women's Hockey final - Sunday, March 22nd @ 9:00 pm EST* on The Score and RDS (**tape delayed*)

Men's Hockey semi-final - Saturday, March 28th @ 2:00 pm EST on RSN
Men's Hockey semi-final - Saturday, March 28th @ 7:00 pm EST on RSN
Men's Hockey final - Sunday, March 29th @ 2:00 pm EST on RSN

Sponsorship: For CIS sponsorships to prosper it is essential for CIS to actively control our properties/events to ensure we are able to deliver the rights and benefits agreed upon. If we need to grow from a revenue side, sponsorship is an area that we need to focus on. We are able to deliver television. With 30 second spots, bill boarding, fan activates, in game sponsorships, and such, but now, more than ever the corporate partners are demanding more. And we need to deliver.

ANNEX 5

Agenda # 4 2009 Championship Bid Book

Desired outcome:

For the Board to review and vote on recommendations to update the Bid Selection process for 2009.

Background:

There were several learning's that came to light during and following the 2008 CIS Bid Selection process. These included:

- a) The time of the selection process was challenging for many bidding institutions as reported in feedback received from many who traditionally bid but chose not to in the 2008 process. The 2008 timelines were: Call for bids in July, bid proposals due in November, selection meeting in December. The time of the selection process was also problematic from a staff perspective.
- b) The 2008 Bid Book allowed two individuals to present to the selection committee with no limit to the number of observers who can attend the presentation. This led to an increased number of individuals in attendance (including a City Mayor) which can increase the likelihood of additional people speaking (beyond the two presenting), and increases the costs for the bidding committees; flying in upwards of 8 people for a 30 minute presentation
- c) Written bid proposals in many cases have increased in size, complexity and length. As an organization that desires to be more environmentally friendly this does not lend itself to this desire. The Selection Committee bases their selections on several key factors as outlined in the criteria and not on the length of a bid proposal.
- d) One of the bidding committees contacted CIS expressing concern re a potential perceived conflict of interest of a member of the selection committee. This was based on the member of the selection committee being a former employee of one of the other universities bidding for the championship, and having been very involved in hosting that Championship at that university in the past. In the interests of protecting the integrity of the selection process the Selection Committee member excused himself from the Selection Committee for that particular Championship.

Recommendations / Proposed Motions:

Based on the above learning's, we would like to propose the following recommendations for the 2009 Championship Bid Selection process:

Motion #1: To amend the selection timelines as follows:

Call for bids in February 2009; Bid proposals due May 2009; Bid Selection meeting June 2009.

Motion #2: In an effort to reduce costs for Bidding Committees as well as the number of people responding to any questions, to limit all presentations to a brief presentation followed by a question and answer period completed via telephone conference call rather than face to face presentations.

Motion #3: In an effort to streamline the information being provided to the Selection Committee as well as being environmentally friendly, bid proposals will be limited to a covering letter, the completion of questionnaires as designed by CIS Office which relates directly to the selection criteria, a ticket sales strategy, and a detailed event budget.

Motion #4: To include reference in Bid Book that members of the Selection Committee should not be perceived to be closely connected to a university or RA bidding for a Championship. This would include: current employees, former employees within the last five years, or those closely involved with alumni activities, etc.

Additional information:

The upcoming call for bids to include:

- Men's Soccer (Nov. 10-13, 2011 and/or Nov. 8-11, 2012)
- Women's Soccer (Nov. 10-13, 2011 and/or Nov. 8-11, 2012)
- Men's & Women's Cross Country (Nov. 13, 2010 and/or Nov. 12, 2011)
- Men's & Women's Swimming (Feb. 23-25, 2011 and/or Feb. 23-25, 2012)
- Men's Volleyball (March 2-4, 2012 and/or March 1-3, 2013)
- Women's Volleyball (March 1-3, 2012 and/or Feb. 28-Mar. 2, 2013)
- Men's & Women's Wrestling (March 5 & 6, 2009 and/or March 4 & 5, 2010)
- Men's & Women's Track & Field (March 10-12, 2011 and/or March 8-10, 2012).

Vanier Cup (2010 and 2011) will not be included in the next round of bidding, in order for CIS to actively take steps to fully leverage Vanier Cup, and explore partnership opportunities with the Grey Cup/CFL

Championship guarantees will be reviewed as part of the overall financial review for 2009-2010 to be completed by the Finance Committee and Board in February 2009.

ANNEX 6

Athletic Financial Awards Committee Summary of December 3, 2008 Conference Call

Desired Outcome:

For Board information and feedback. No decision required.

1) Becoming the Destination of Choice through enhancing Athletic Scholarships

- The Committee is approaching this task from two directions: (i) policy development, and (ii) advocacy

Policy Revisions

- The Committee is in favor of policy changes that will get more benefits into the hands of student-athletes.
- However, as the members must eventually approve any policy changes, the Committee recognized the need to survey the membership on some fundamental questions prior to crafting any changes.
- A short online survey was developed and circulated to AD's prior to Christmas with a January 9 deadline.
- The Committee will determine its direction regarding policy changes from the results of the survey.

Advocacy

- The Committee would like CIS to increase the emphasis it places on the promotion of the annual AFA data, inclusive of promoting the data at a more visible time of year other than the traditional pre-Christmas time, and incorporating, encouraging and facilitating the involvement of NSO's, the Regional Associations, and individual member schools.
- The Committee discussed three levels of communication regarding Athletic Scholarships: (i) the institutional level (of getting the message to athletes and families), (ii) the regional level (of getting the message to PSO's and high school athletic associations), and (iii) the national level (or getting the message to NSO's).
- The Committee also discussed the value of CIS encouraging more support and resources to the schools, in addition to promoting the total amount of athletic scholarship dollars being provided.
- The Committee also recognizes that AFA's are but one piece of a many with respect to making CIS the destination of choice, although it may be one of the most highly profiled ones in the public domain.

2) Further Defining What Constitutes an AFA – meals / training tables

- The Committee continues to look at non-financial benefits that can / are being provided to student-athletes.
- With respect to meals and training tables, the Committee is in favor of the provision of meals that are associated with a team function (which needs to be defined) and that are available to all team members. The parameters of this are still being considered, but in general, the Committee is supportive of classifying such benefits as NOT being an AFA and therefore not subject to AFA restrictions.