

06-05-02 Hoffman/Murphy

Carried

To accept the meeting calendar for 2006-07 and beyond as presented (Annex 1).

4. Management of CIS Errors

M. McGregor presented a refreshed version of the Framework for the Management of Errors (Annex 2).

The Board expressed appreciation for the extensive and thorough background material on this complex issue.

ACTION: Framework for the Management of Errors to be presented to the General Assembly at the 2006 Annual General Meeting.

5. Termination of ETS Membership in CIS

CIS referred to a letter from Robert Lemieux, Director of Athletics at École Technologie Superieure indicating that since they no longer offer any CIS sports, they are withdrawing their membership from CIS.

06-05-03 St-Denis/Sheahan

Carried

To terminate the membership of Ecole Technologie Superieure based on the fact that they no longer meet condition 2.2.3 of CIS By-laws **2.2 Conditions of Membership** which reads:

2.2.3 Members shall offer to their student bodies, Canadian Interuniversity Sport competition in one or more sports for men and one or more sports for women.

6. Policy Changes and Updates

M. McGregor presented a number of policy changes for Board approval and by-law changes for the Board to recommend approval by the General Assembly.

06-05-04 Hall/Murphy

Carried

To approve the following four policy changes:

1 Expanding the recruitment pool for student-athlete representation on the Sport Committee Changes are underlined.

80.40.9 SPORT COMMITTEE

80.40.9.1.1 The Committee will be composed of:

- a) Vice President Sport, who shall serve as chair of the committee
- b) Vice President Marketing, or member of marketing committee
- c) Chair Finance Committee, or member of finance committee

- d) one representative from each RA (different individual from the one representative to the Board)
- e) one male student-athlete voice as appointed by the Canadian Interuniversity Sport board, one female
- f) student-athlete voice as appointed by the Canadian Interuniversity Sport board*
- g) the Coaches Association representative on issues relating to that particular sport (ex-officio)
- h) Manager of Events and Programs (ex-officio)
- i) International Program Services staff member (ex-officio)

***Note:** For the purposes of including student-athlete perspectives on CIS committees, a student-athlete shall be defined as a current (at least 4th or 5th year if possible) Canadian Interuniversity Sport student- athlete or a recently graduated student-athlete (graduated within the past 5 years). The student-athlete will be may be recruited from the pool of Academic All Canadians, and the BLG Awards nominees as this pool of student-athletes represent an extraordinary talent pool of leadership potential. Candidates from outside this pool may also be approached. The board shall make every effort to appoint student-athletes from different Regional Associations, and different sports. The terms shall be for two years.

2 Providing clarification regarding the areas of responsibility of Coaches Associations. (Changes are underlined).

80.40.10 COACHES ASSOCIATIONS

80.40.10.2 Responsibilities

Coaches Association shall have the authority to make decisions which conform with CIS values, principles and policies, and which take into consideration NSO and International Federation regulations, subject to financial impact restrictions, and subject to an oversight review by the Sport Committee on the following topics:

- a) draws
- b) pools
- c) seedings, trials and heats
- d) selection criteria (guidelines for top 10)
- e) procedures and protests
- f) game and practice times
- g) overtime and time-out
- h) Field of play rules in effect
- i) scoring and standards
- j) ~~records and statistics.~~ (Responsibility for this is in fact shared with COMSID so this item should be removed from this list)

#3 Catch-up/housekeeping revisions related to policies which relate to updates in the 2006 Bid Book which have been approved.

Policy Number: 20.30
Name: National Championship Hosts, Locations and Schedules
Approval Process: Board of Directors

20.30.1.1 The CIS Board of Directors determines the hosts and locations of National Championships based upon consultation and input from the CIS Sport Committee.

REPLACE WITH:

The CIS Bid Selection committee, appointed by the Board of Directors, determines the hosts and locations of National Championships.

20.30.2 BIDDING PROCESS

~~**20.30.2.2 Canadian Interuniversity Sport will request that Member Institutions who are considering or wish to bid for a National Championship submit a Letter of Bidding Intention (20.30.4).**~~

~~**20.30.2.3 Letters of Bidding Intention will be disclosed to the media and/or Canadian Interuniversity Sport members.**~~

~~**20.30.2.4 Upon receipt of a Letter of Bidding Intention, Canadian Interuniversity Sport will forward to the member a Bid Book which will include timelines and requirements for bid packages.**~~

~~**20.30.2.5 If two or less Letters of Bidding Intention are received by the deadline for submitting Letters of Bidding Intention, Letters of Bidding Intention will be accepted for another 30 days. After 30 days no more Letters of Bidding Intention will be accepted. If three or more Letters of Bidding Intention are received by the deadline for submitting Letters of Bidding Intention, no more Letters of Bidding Intention will be accepted. Bid packages will not be accepted unless a Letter of Bidding Intention has been submitted.**~~

20.30.2.6 If no bids are received, Canadian Interuniversity Sport may return to Regional Association rotation, where applicable, and in consultation with the President of the Coaches Association, or an alternate method as determined by the Canadian Interuniversity Sport Board of Directors.

~~**20.30.2.8 Specific content of the bids will be considered to be the private property of the bidder. CIS will share the bids only as required to make the appropriate selection decisions. A copy of all bids (successful and unsuccessful) will be kept on file at the CIS**~~

~~office and will not be for public distribution without written consent from the Bid Committee.~~

~~20.30.2.9 Representatives from the Finance and Marketing Committees and Coaches Associations will provide their feedback on the bids to the Sport Committee who will recommend the successful bidder to the Canadian Interuniversity Sport Board of Directors for approval. Any member of the Sport Committee who is in a conflict of interest will be removed from the committee. A replacement may be appointed as required.~~

4 Adding interim on the spot, in the moment measures to deal with minor code of conduct infractions at CIS events in a timely fashion (Changes are underlined).

3. CODE OF CONDUCT AT CANADIAN INTERUNIVERSITY SPORT EVENTS

3.1 Principle

It is the expectation of CIS that persons representing Member institutions, and/or Canadian Interuniversity Sport, at Canadian Interuniversity Sport events will behave responsibly, and with propriety, and in accordance with the laws of the land.

3.2 Procedures Regarding Misconduct

Recommended addition #1 in Bold below clarifies the timing when CIS has jurisdiction to respond to code of conduct issues at CIS events.

Recommended addition #2 in bold below relates to those events when there is no event convenor...i.e. BLG Awards, FISU events, etc.

3.2.1 Where misconduct occurs at a CIS event (including traveling to and from the event, practice days and competition days), the Chief Executive Officer, assisted by the event Convenor, when one exists, shall:

- a) Investigate the particulars of the incident that gave rise to the misconduct;
- b) Determine the amount and type of damage to property or injury to persons;
- c) Identify the persons and institutions responsible for the incident; and
- d) Summarize this information in a written report.

3.2.2 The Chief Executive Officer shall provide a copy of the written report to the President, who may bring a complaint in accordance with Canadian Interuniversity Sport Policy 90.40 - Discipline. A copy of the written report shall be provided to the Directors of Athletics of the institutions involved.

- 3.2.3 **Notwithstanding the procedures described in policy 3.2.2, the CIS Championship Management Committee shall have the power and jurisdiction to take interim on-the-spot measures to address minor code of conduct issues that arise at CIS Championships, in a timely fashion. The record of the incident, including the interim measures taken to address it shall be copied to the Athletic Director(s) of the affected school(s), and the CIS office and Discipline Committee.**

Reminder of what was said at the December 2005 Board Meeting related to this topic:

- a) M. McGregor indicated that in the fall of 2005 there were several high profile incidents of inappropriate conduct in university sport (hazing, stomping on logos, charging officials, taunting student-athletes, inappropriate fan conduct, disrespectful conduct, etc.) Most of these incidents occurred at campus events or at Regional Association events so the jurisdiction for responding to the incidents from a sanctioning perspective rests with the individual university or the Regional Association. Regardless of where the events occurred the entire “university sport” brand is impacted.
- b) The communication between stakeholders needs to be improved in the management of infractions (i.e. the CIS media response to the McGill hazing sanctions could have been enhanced had CIS received advance notice from McGill of their decision.)
- c) In instances where CIS **does** have jurisdiction to respond to code of conduct issues, our response mechanism is a cumbersome and lengthy one. There may be merit in giving authority and jurisdiction to the Championship Management Committee to respond on site in real time to code of conduct issues that arise at Championships.

06-05-05 Hoffman/Sheahan Carried

To recommend the following two by-laws changes to the General Assembly in June 2006.

#1 By-Law 3.5.3.2 Term of Office, Removal, Vacancies for CIS Committees

Change existing wording:

The maximum term for all Committee members will be two consecutive terms (four (4) years).

To: The maximum term for all Committee members (excluding Committee Chairs) will be two consecutive terms (four (4) years).

Rationale for the proposed change:

- To clarify the by-law.
- Committee members are appointed by Regional Associations and
- the maximum of four years encourages a healthy turn-over.

- Ideally an individual will serve as a committee member and then progress to the Chair position. So if the 4 year maximum applies to the chair as well as committee members, then the 4 year maximum is too restrictive.
- Committee Chairs can also be voted out by the membership if there is an issue or they over-stay their leadership life-span.

#2 Expand the responsibilities of the Executive Committee to include responsibility for post-mortems on major issues, CIS errors, etc. (Changes are underlined).

3.7.2.2 The Executive Committee responsibilities shall include, but not be limited to:

- a) **Dealing with cross-portfolio issues.**
- b) **The strategic planning process.**
- c) **Being proactive and immediately responsive to external pressures and issues as they arise.**
- d) **Monitoring the direction of the Committees of Canadian Interuniversity Sport.**
- e) **Directing issues through committees of the organization such that information is available.....**
- f) **Reviewing organizational effectiveness and internal communications.**
- g) **Provide leadership to the organization in developing ways of working together.....**
- h) **Preparing the agenda for the Annual General Meeting of the General Assembly.**
- i) **Reviewing professional development needs of the Members.**
- j) **Setting the meeting timetable for the following year to coincide with the budget...**
- k) **Deciding finally, on all matters involving the discipline of Members.**
- l) **Forming a crisis management team made up**
- m) **As part of a commitment to continuous learning and risk management, the Executive Committee shall conduct or commission post-mortems to review major issues and errors to distil learnings and to seek out ways to reduce the likelihood of similar events occurring in the future.**

Rationale for the proposed change:

- The Board's work on management of errors identified this need
- to institutionalize the CIS commitment to continuous learning
- to provide a formal place for debriefings to take place

7. Approval of the 2006-2007 budget to present to the membership

J. Ryan reported that the CIS Finance Committee convened a conference call on May 17th to review the 2006-07 budget. Based on some new information regarding television costs, the budget is currently projecting a \$20,000 deficit. The following new initiatives are included in the budget:

9. 2007 Swimming Championship Date

S. Newton reported that the Swimming Coaches Association put forward the following motion on their vote sheet –

Motion 5 (D. Fry/J. Slater) Carried

That the 2007 CIS Swimming Championship be held on Thursday, February 22-Saturday, February 24th.

Current results of the voting are as follows:

Athletic Director For - 11	Against - 1	Abstain - 3
Head Coach For - 12	Against - 1	Abstain - 2

Sport Committee discussed the motion on their May 15th conference call. Al Scott confirmed that Dalhousie University (host of the 2007 Championship) is prepared to accommodate the change. Sport Committee supported the motion. Moved by Pat Murray, seconded by Al Scott.

As per policy 20.30.3.1.1 the Board of Directors determined National Championship schedules based upon consultation and input from various committees.

06-05-08 St-Denis/Murphy Carried

That the date of the 2007 CIS Swimming Championship be changed from March 2-4, to Thursday, February 22 to Saturday, February 24th.

10. Championship Schedule

D. St-Denis reported that the national championships schedule has been on the Sport Committee’s agenda for the past 3 years without any resolution. The Sport Committee is looking to secure direction from the membership in June on two specific items which will bring closure to this task and allow the committee to move forward with the implementation of the new schedule.

To ensure the debate is focused and leads to an outcome, the Sport Committee feels it is important to provide each member with background information and rationale for the consensus it has reached and to clearly identify the two (2) questions which shall be posed to the membership. The following will be presented to the membership in the body of the VP Sport Report.

Consensus:

The fall schedule remains unchanged

Week 1	Field Hockey	
Week 2	Soccer – M	
	Soccer –W	
	Cross Country	
Week 3	Bowl Games	
Week 4	Vanier Cup	

In reviewing the spring championship schedule, the committee remained committed to the scheduling principals listed in 20.30.3. The committee was also very sensitive to the need to maximize our profile in the media and the sport community by utilizing all 5 championship weekends (last weekend of February to the fourth weekend in March).

With these items in mind, the committee agreed on the following schedule for 8 of the 10 championships.

Week 1	Curling	Curling Canada had originally requested the championship be held on week 2. In light on the current number of events already on week 2, Canadian Curling Association agreed to move to week 1.
	Swimming	The swimming community has requested the event move back to week 1. The committee recognizes that from time to time, this event may move to week 2 to address conflicts with the national or international schedule but believe this week to be the better overall fit for the general schedule.
Week 2	Wrestling	No change.
	Volleyball – M	Consideration was given to previous requests received from the coaches association to move the championship to a later date. The committee chose not to affect any changes based on: i) the need to have championships cover a 5 week window; ii) the TV ratings for the past few years have been excellent for this sport on this weekend; and iii) the volume of teams in basketball dictate a longer season than volleyball and would therefore logically move basketball to a later date in the overall schedule.
	Volleyball - W	See above for notes.
Week 3	Ice Hockey – W	Hockey Canada has agreed to move their Esso National Championship to the week 4 (3 rd weekend in March) to eliminate conflict with our event.
	Track & Field	No change.
Week 4		
Week 5	Ice Hockey – M	No change.

For Membership Input:

The optimal schedule for men’s and women’s basketball remains the outstanding items to be addressed as part of this overall national schedule.

The committee discussed recommendations from the men’s basketball coaches association to see the men’s championship move from week 4 to week 3 in order to move away from the NCAA championship broadcasts. This concept has received

support from the Marketing Committee although couched with a statement that a change cannot guarantee an automatic increase in viewership, simply create opportunities for a possible increase in viewerships.

The committee discussed concerns regarding the ability for the CIS to grow the number of televised games by having the two (2) basketball championships on the same weekend. As well as what the affect of moving the women's basketball to the week 4 may have on this championship.

For this reason the committee will be taking the following questions to the membership on the floor of the assembly. Members will be asked in June to vote on the following option:

1. Do you favour having both the men's and the women's championship on week 3?
 - a. Yes go to question 2
 - b. No, go to question 3
2. Do you favour moving the men's ice hockey championship to week 4?
3. Do you favour having the men's championship move to week 3 and the women's championship to week 4?

Members will hear from both the Sport Committee and Marketing Committee during the Issue Preparation and Discussion Session and shall have the opportunity to discuss the above options prior to moving into the assembly for a vote during the Sport Committee report.

Following the AGM, the Sport Committee will complete the calendar for the August 2006 Board of Directors meeting for approval as per CIS Policy 20.30.3.1.1.

11. Update on key highlights from Regional Association annual meetings

D. Murphy reported the following from the AUS AGM:

- The student council structure in the AUS is working very well;
- The issues of scheduling and overtime for men's hockey are being addressed.

K. Sheahan reported the following from the QSSF AGM:

- The QSSF combined a professional development retreat with their AGM;
- T. Huisman's eligibility workshop was well received;
- L. Gelineau from University of Ottawa spoke regarding the possibility of integrating some U of O teams with the QSSF in order to raise the profile of U of O in Quebec. Creative resolutions are being sought;
- A notice of motion regarding academic standing in Quebec has been forwarded to the CIS as a notice of motion for the General Assembly to consider.

L. Hoffman reported the following from the OUA AGM:

- The OUA combined professional development with their AGM;
- A motion was approved to allow entering financial awards with an 80% average, starting in 2007/08;
- Sport issues continue to be debated – 2 new hockey teams are joining in 2006-07 – Carleton and OUIT. Play-off strategy will be needed;
- OUA is launching an awareness campaign;

- Issues with the sport of cheerleading are being addressed.

M. Hall and D. St-Denis reported the following from the Canada West AGM:

- Plans are unfolding regarding hiring staff for a Canada West office;
- A presentation by Game Tape Xchange was well received. It is a company that has developed a process that eliminates the need to send VHS game tapes via courier. It was noted that this group will present at the CIS AGM as well.

12. International Committee update on status of Edmonton bid

J. Morissette reported that there was no change in the status of the Edmonton bid. The bid committee is continuing to proceed with the process until all avenues for potential funding have been explored, exhausted or secured.

It was also noted for information that the new FISU headquarters were opening next month, and that Ed Zemrau would attend on behalf of the Edmonton bid committee.

12. Adjournment

The meeting was adjourned at 2:35 pm EST.

ANNEX 1

2006, 2007, 2008 Calendar of events and meetings

Draft #2 May 10, 2006

Date	Event
Tues May 23, 2006	Board Conference call - 1:30 Ottawa time
June 13, 2006	Board meeting in Ottawa
Fri June 16, 3:15-4:00	Executive Committee meeting in Ottawa - 3:15 to 4:00
June 20 - 23	NACDA Convention, Louisiana, New Orleans
Thurs June 22	Board conference call - 1:30
Tuesday August 29	Board conference call - 1:30 Ottawa time
Sept 29-Oct 1	AthletesCan Athletes Forum - Fredericton
Week of Sept. 22-29	Committee Calls: Intl, Marketing, Eligibility, E and E, Awards, etc
Tuesday Oct 3	Board conference call - 1:30 Ottawa time
Oct 20 - 22	Commonwealth Games Canada annual mtg - Halifax
Tues Oct 31	Board conference Call - 1:30 Ottawa time
Nov 3-4	CAC Sport Leadership Conference – Vancouver
Nov 2-5	CIS Field Hockey Champs. UBC
Nov 2-5	CIS Rugby Champs. UWO
Nov 9-13 weekend	M Soccer: UofA, W Soccer UVic, Cross Country: Laval
November 15-17	Athletic Business Conference – Las Vegas Nevada
Nov 18 weekend	Mitchell Bowl @ OUA, Uteck Bowl @QIFC.
November 25	Vanier Cup @ Saskatoon
November 26PM, 27	Face to face Executive meeting or Board meeting - Saskatoon
Week of Dec 4 - 8	Committee Calls: Intl, Marketing, Eligibility, E and E, Awards, etc
Tues January 16, 2007	Board conference call, 1:30 Ottawa time
Tues Feb. 20, 2007	Board conference call, 1:30
Feb. 25-27, 2007	Swimming Championships - Dalhousie
March 3 weekend, 07	M Volleyball (McMaster), W Volleyball (Calgary), Wrestling (Sask)
March 10 weekend, 07	W Basketball (MUN), Track (McGill)
March 16 weekend, 07	Men's Basketball (AUS – Halifax), W Ice Hockey (Ottawa),
March 22 weekend, 07	Men's Ice Hockey (Moncton)
April 17 and April 18, 07	Committee Calls: Intl, Marketing, Eligibility, E and E, Awards
April 23, 24, 07	Sport Committee Meeting - Ottawa
April 25, 26, 2007	Board Meeting - Ottawa
April 30 or May 6, 2007	BLG Awards - Calgary
May 15	Finance Committee Conference Call
May	RA annual meetings
Tues May 20, 2007	Board conference call
June 7 - 10, 2007	NACDA Convention, Orlando
June 13, 14, 15, 2007	CIS AGM, location to be determined
Fall (November 23, 24, 25 to be confirmed)	CIS Members Roundtable, Toronto. Or CIS Executive or Board meeting around the Grey Cup-Vanier combo
April 22, 23, 24 2008	Board Meeting Ottawa
June 9 – 13, 2008	Annual meeting: location TBA

Summary of Board/Executive meetings:

Date	Event
Tues May 23, 2006	Board Conference call – 1:30 Ottawa time
June 13, 2006	Board meeting in Ottawa
Fri June 16	Executive Committee meeting in Ottawa - 3:15-4:00
Thurs June 22	Board conference call – 1:30
Tuesday August 29	Board conference call – 1:30 Ottawa time
Tuesday Oct 3	Board conference call – 1:30 Ottawa time
Tues Oct 31	Board conference Call – 1:30 Ottawa time
November 26PM, 27	Face to face Executive meeting or Board meeting - Saskatoon
Tues January 16, 2007	Board conference call, 1:30 Ottawa time
Tues Feb. 20, 2007	Board conference call, 1:30
April 25, 26, 2007	Board Meeting - Ottawa
Tues May 20, 2007	Board conference call
June 13, 14, 15, 2007	CIS AGM, location to be determined
Fall 2007 (November 23, 24, 25 to be confirmed)	CIS Members Roundtable, Toronto- to be confirmed Or CIS Executive or Board meeting around the Grey Cup-Vanier combo
April 22, 23, 24 2008	Board Meeting Ottawa
June 9 – 13, 2008	Annual meeting: location TBA

ANNEX 2

Framework for the Management of Errors that occur surrounding CIS Championships

DRAFT #3 – May 25, 2006

Desired Outcome: For the CIS membership to approve in principle a framework for the management of CIS errors relating to CIS Championships.

Background: The Board developed a **draft** framework for the management of **errors**. The Board discussed what set of circumstances the framework would apply to; guided by what principles; using what mechanics; with what approval process; and how to appropriately engage affected parties, etc.

Once a final framework for the management of errors is approved, request(s) will be addressed in a manner consistent with the approved framework.

Principles Around the Management of CIS Errors:

1. **CIS is** committed to correcting errors before they are acted upon... before the point of no return.
2. **CIS is** accountable... we will work to make things right while doing no further harm.
3. **CIS is** committed to natural justice (right to a hearing, an appeal process, external ADR etc.)
4. **CIS is** committed to reviewing, addressing, learning from, and correcting/remediating what we can when appropriate.
5. **CIS is** committed to being athlete centred.
6. **CIS is** committed to continuous learning.
7. **CIS is** committed to doing the right thing, advancing sport, and not simply pursuing the route that is administratively easy.

Background:

- A Errors will occur routinely as part of the imperfections of sport. Sometimes errors can have a profound impact on the outcome of championships.
- B As part of a commitment to continuous learning and risk management, the CIS is committed to taking some form of action to review what occurred, to confirm if it was an error or not, to distil learnings from the issue, to seek out ways to reduce the likelihood of similar events occurring in the future, and possibly to take some remedy to reduce the impact of the error, or to simply acknowledge that it has occurred.
- C As part of a risk management, CIS is committed to taking proactive steps to address pre-existing conditions which make us vulnerable to errors.
- D Not all errors are correctable or can be remedied by the changing of Championship results.

- E Decisions that individuals/committees might not agree with may get classified as “errors”. Corridor talk feeds the issue, and some individuals may agitate and disrupt for the purposes of advancing their own agendas.
- F **Timing** plays a significant role in this issue. In general there has to be a “**speak now or forever hold your peace**” moment..... a “**last hurrah**” threshold, beyond which there will not be corrective action taken. This last hurrah moment needs to be well communicated and easily accessible in a short flash card document, so people do not need to pour through pages of dense policies.

For example, if an alleged error in Championship seeding is pointed out the day the seedings are circulated, and the error is confirmed, the tournament would be re-seeded to conform with the Playing Regulations. If however, the error is pointed out after the technical meeting or after game tapes have been exchanged and studied, tickets sold, the tournament is underway etc., the error cannot be corrected because it has been acted upon in a significant manner. CIS needs to define the horizons of when errors can be corrected. (e.g. bring concerns up at the Technical Meeting on Wednesday, not Saturday night deep into the CIS tournament).

- G Without saying “never”, field of play calls by Technical Officials will normally not be addressed by this framework. Field of play issues/errors will typically be governed by the processes and rules of the sport governing body. In exceptional circumstances this may be waived (i.e. the case of the 2002 Olympics it was proven that a field of play official in figure skating was fixing the results, or when Sylvie Frechette lost her gold medal in synchro swimming due to a judging error, which was corrected years later).
- H Communication plays a big role in this issue. CIS needs to reinforce... the importance of CIS Championship technical meetings.... The Importance of reading the CIS Playing Regulations when they are first published.... what the limits are.... What is appealable and what is not, what are the last hoorah timeframes... etc.
- I Some form of statute of limitations is reasonable in the cast majority of instances. However a family of an Olympian who had lost his medal, fought to clear his name decades later, and he eventually received the medal posthumously. So CIS needs to be open to the possibility of considering exceptional and extraordinary circumstances.

Risk Management Strategies to Reduce the Likelihood of Errors

	Actions that CIS needs to start-up, set-up, reinforce, to reduce the likelihood of errors/manage risk	Action steps to operationalize risk management
1.	The importance of CIS Championship technical meetings needs to be reinforced.	Effective the fall of 2006, Sheila Ann Newton to add to Championship Bulletins a message reinforcing the importance of Technical meetings and explaining the “last hurrah” moment.

2.	The importance of reviewing CIS Playing Regulations (PR) when they are published need to be reinforced.	Sheila Ann Newton to remind Hosts and Members of the importance of reading the PR upon circulation.
3.	Head officials needs to engage/familiarize with CIS rules well in advance of CIS Championships	Effective October 2006 SA Newton to communicate with head officials to ensure they are familiar with the CIS rules.
4.	The wording of existing PR and CIS Policies needs to be reviewed and improved. Objective external expertise can be helpful in illustrating gaps that exist that we cannot see due to our own familiarity and intuition around the subject matter.	<p>a. Eligibility Committee (EC) to draft amendments to the policies identified as being flawed from the Dalhousie and Regina 2005-06 cases for approval by the membership in 2006.</p> <p>b. CIS CEO to commission a review of existing rules/policies to flag areas that require editing / enhancement in 06-07.</p> <p>c. The by-laws relating to the approval of eligibility rules (14.3 to 14.5) have not been adhered to. The additional level of redundancy where the Board reviews EC proposals needs to be built into the system commencing 06-07.</p>
5.	The manner in which new motions get crafted and inserted into Playing Regulations (PR) and CIS policies needs to be enhanced. Crafting motions on the fly during meetings, and amending words here and there during meetings needs to be avoided if at all possible. Additional level of redundancies and scrutiny in our writing and policy development needs to be a routine component of how we do business. The use of editing teams, and back-up for everyone should be considered. Objective external expertise can be helpful in illustrating gaps that exist that we cannot see due to our own familiarity and intuition around the subject matter.	<p>Effective November 2006, Coaches Association vote sheets should record the intent and spirit of the proposed change, along with the general wording of a motion. If a motion is passed by the Coaches Association / Sport Committee, license will be given to edit the general wording of a motion, to final text that captures the intent and spirit, and is clear and well written.</p> <p>Effective June 2007, new policies that are approved, other than minor housekeeping ones, shall be reviewed by an external source (fresh eyes) prior to their insertion in PR or Policies.</p>

6.	CIS policies in key areas such as Discipline need to be harmonized with Regional Association ones.	CIS CEO to commission a review of CIS and RA policies with a view to presenting a package of harmonized policies for the 2007 annual meetings of CIS and Regional Associations.
7.	Last hurrah (LH) time frames need to be developed and communicated.	T. Mackin to develop a LH flashcard.
8.	Continuous learning needs to be woven into the fabric of what we do. We need to institutionalize a forum for reflection, learnings and post-mortems. We need to formalize a way in which continuous learning and openness is operationalized.	The Executive Committee terms of reference to be expanded to include responsibility for post-mortems. The ExCom may conduct the post-mortem internally or engage an external facilitator at their discretion according to the circumstances.
9.	It would be helpful for CIS to enhance our collective understanding of the principles of natural justice, due process, conflict of interest, ADR etc. A PD session to our members on these topics is needed.	Discussions on conflict of interest will be held at the 2006 AGM. 2007 AGM will include a theme on natural justice.
10.	A case book collection with examples from Regional Association's issues would be helpful to share amongst members..	The CIS CEO to ask RA's to send in their cases, and compile them electronically. Fall 06-Winter 07.
11.	Look into the NAIA accountability model to step up and bring emerging issue to the attention of a directing mind as soon as you are made aware of them.	CIS Executive Committee to consider this in the Fall of 2006.
12.	Look into the Canada Games risk management model ... actions taken vary depending upon what cycle of the games you are in.... i.e. 3 months out differs from 3 weeks out and Games time CIS Discipline actions related to eligibility infractions could be tailored that way to adjust for play-offs scenarios....	CIS Executive Committee to consider this in the Fall of 2006 and discuss with the Eligibility Committee.

Proposed Process to Follow in the Event of an Alleged Error

Steps and Process	
1. Incident/event/alleged error occurs.	
2. The incident is brought to the attention of a “directing mind”... (some one in charge)	Normally the Athletic Director or a senior admin. person will bring an alleged error to the attention of the CIS CEO, or CIS delegate, or Board member or CIS Host convenor, including the remedy they are seeking to address the alleged error.
3. Process occurs to look into, to review, to investigate and to tell the story.	Prior to a CIS Championship, a CIS staff member or related Vice President or CIS Board member, looks into the situation. During the Championship, the Championship Mgmt Committee looks into the situation. After the Championship a CIS staff member, or a related VP or committee or an external investigator, looks into the situation. All the affected parties shall be made aware of the process to look into the situation from the outset.
4. Alleged error is confirmed or not, with the engagement of the affected parties.	<p>If the error is confirmed as per the process outlined in #2 above, all the affected parties are made aware of the decision within 48 hours.</p> <p>If there is disagreement as to if an error actually occurred or not, the Board shall make the determination either directly or through a process the Board commissions.</p> <p>Members who are impacted by a CIS error through no fault of their own, should not be expected to engage in a lengthy process or incur significant costs in the process to confirm an error.</p>
5. Decision is rendered with respect to what actions if any to take, and a proposed remedy or not.	In instances where the jurisdiction to respond to the situation is not prescribed within existing CIS policies, the Board shall have the authority to confirm errors, take corrective actions, and apply remedies. (Note: this Board authority needs to be added to the Board terms of reference and approved by the membership). All the affected parties are made aware of the proposed remedies within 48 hours.
6. Right to an appeal.	All affected parties have the right to appeal within the process described in CIS Policy.
7. Right to ADR.	All affected parties have the right to ADR within the process described in CIS Policy.
8. Implementation of the remedy if any, following the exhaustion of appeal/ADR avenues.	Once all appeal and ADR avenues have been exhausted, the remedies will be confirmed and implemented.
9. Debrief of learnings from situation.	The Executive Committee shall be responsible for post-mortems. The ExCom may conduct the post-

	mortem internally or engage an external facilitator at their discretion according to the circumstances. Learnings to be shared with the Board, Hosts, RAs etc.
10. Adjustment to policies as warranted from the debrief.	Board or membership depending upon the nature of the adjustment needed.
11. Communications (internal and media) strategy for all of the above.	CIS staff and board

Necessary Policy Changes:

At present no CIS Committee or body is empowered to award a duplicate CIS Championship banner or medals if unique circumstances warrant it. A policy should be presented to the CIS Membership giving the CIS Board the authority to exercise this and other remedies in unique and compelling circumstances.

All the above would benefit from an external review to flag any areas of concern so that we do not make errors in our management of errors!

Annex 3

2005-2006 Year to Date Financial Statements with Variances and Comparisons

REVENUE	2003/04 Actual	2004/05 Actual	2005/06 Budget Worst Case	2005/06 Actual YTD	2005/06 Projection	Variance Projected /Budget	2006/07 Budget
(details under "Rev" tab)							
1 Sponsorship and Sales	456,478	406,736	679,950	625,972	652,972	-26,978	718,450
2 Championship Guarantees	527,600	561,500	481,000	481,000	481,000	0	469,500
3 Membership Fees	404,875	412,084	421,700	433,064	433,064	11,364	438,753
4 Sport Canada -Core	348,000	352,000	352,000	261,500	353,000	1,000	360,000
5 Contrib. from previous year's surplus			71,963	0	66,000	-5,963	99,471
6 Public. Revenue, Interest and Misc	72,886	67,583	50,600	42,218	68,504	17,904	53,600
7 International Programs	213,058	140,835	0	220,773	195,693	195,693	0
8 Sport Canada - WUG	307,325	0	375,000	375,000	375,000	0	0
Total Revenue	2,369,221	1,940,738	2,432,213	2,439,526	2,625,233	193,020	2,139,774
EXPENSE							
STRATEGIC DIRECTION: EXCELLENCE							
Provide domestic competitive opportunities for student-athletes							
Championship Travel							
9 Travel Pool - Sport Canada			100,000				100,000
10 Travel Pool - 50% of guarantees			240,500				197,685
11 Members Contribution			140,000				132,153
12 Contribution from Surplus							
13 Subtotal	591,487	500,509	480,500	536,912	470,912	-9,588	429,838
Championship Operations							
15 Delegates	12,546	14,499	15,000	17,381	17,381	2,381	18,000
16 Officials	28,732	34,464	34,000	40,051	40,051	6,051	40,000
17 Poster and Program Template				1,071	1,071	1,071	
18 Sport Committee Meetings	2,131	11,328	3,000	3,632	4,000	1,000	4,000
19 Trophies, Medals and Banners	14,038	15,996	16,000	16,491	16,500	500	16,000
20 Eligibility Info Kit	834	226	225	0	0	-225	0
21 Drug Books/Athlete's Guide	2,831	0				0	
22 Outsourcing of complaints			2,000		0	-2,000	2,000
23 All- Canadians Recognition	12,831	13,379	18,000	12,506	12,495	-5,505	18,000
24 Student Athletes with a disability	6,000	0		0		0	
25 Pre-Championship Site Visit	415	0				0	
26 Subtotal	80,359	89,892	88,225	91,132	91,498	3,273	98,000
27 Total Domestic Opportunities	667,846	590,401	568,725	628,044	562,410	-6,315	527,838
Provide international competitive opportunities for student-athletes							
29 W. WUG/ Mission Staff		129,449		943		0	23,800
30 Summer Universiade	492,734	0	375,000	383,651	383,651	8,651	
31 Offset by fees -W. Soccer				73,483	73,483	73,483	
32 Offset by fees -W. Volleyball				5,250	5,250	5,250	
33 Non funded				58,817	58,817	58,817	
34 International Representatives Trav	1,522	0		2,559	2,559	2,559	6,000
35 Total International Opportunitie	494,256	129,449	375,000	524,703	523,760	148,760	29,800
36 Total Excellence	1,162,102	719,850	943,725	1,152,747	1,086,170	142,445	557,638

2003/04 Actual	2004/05 Actual	2005/06 Budget Worst Case	2005/06 Actual YTD	2005/06 Projected	Variance Projected /Budget	2006/07 Budget
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STRATEGIC DIRECTION: BUILDING CAPACITY

Contribute to Coaching Development in Canada

37	Coaching Professional Development	5,000	0			0	
38	CIS Coaching Coordinators	1,935	0			0	
39	Coaches at CISAGM Meetings	1,643	0			0	
40	Sport Congress	3,264	0			0	6,000
			0				
41	Total Coaching Development	11,843	0	0	0	0	6,000

Advocate the Value of University Sport in Canada/Partnerships/Leadership

43	Advocacy, Attend Conferences	2,392	0	1,000	1,862	1,862	862	1,000
45	Affiliation Fees - AUCC etc.	500	500	500	500	500	0	500
46	Public Relations - Partner recognition	546	44	500	2,366	2,366	1,866	500
48	Professional Development	3,938	0	2,000	921	921	-1,079	2,000
49	Committee Prof. Development	1,986	0		0		0	
50	Almanac	7,540	4,949	1,000	0	0	-1,000	7,500
51	CIS Reps to NSO mtg.	1,961	0		0		0	
52	Awards data analysis	2,514	4,000	2,000	3,852	3,852	1,852	
53	Academic All-Ord Recognition	17,424	1,825	11,825	726	3,551	-8,274	30,000
54	Member's Round Table Meeting, n	5,641	0		0		0	
55	Total Advocacy	44,440	11,318	18,825	10,226	13,052	-5,773	41,500

Marketing and Communications

56	Sponsor Servicing- TSN	393	0	0		0	0	0
57	Sponsor Servicing at Champs - TV Sponsors			75,000	46,732	47,000	-28,000	75,000
58	Television Productions Expenses	13,317	139,725	395,000	253,721	354,116	-40,884	395,000
59	Branding (electronic, webcast, etc)	10,144	8,589	43,950	8,715	10,000	-33,950	43,950
60	Bowen's/CoSIDA	10,619	0	0	0	0	0	0
61	Communication/Marketing Intern	1,000	500	0	250	500	500	0
62	Sponsor, VIP Hosting	1,257	0	0		0	0	
63	Sponsor funds to Champs.	66,100	80,437	55,687	15,708	15,708	-39,979	15,708
64	Sponsor Servicing-general	8,907	3,015	3,000	2,029	3,000	0	3,000
66	Statistic-Result reporting System		6,338	6,630	6,345	6,630	0	
67	Videos and Scoresheets	2,937	3,166	3,600	6,255	6,255	2,655	3,600
68	Result Reporting system - Team	10,743	10,249	3,120	0	0	-3,120	3,120
69	-Individual sports	15,845	14,180	16,000	14,801	14,800	-1,200	16,000
70	Web Site Dev. and Enhancements	15,171	14,286	1,000	978	1,000	0	1,000
71	Total Marketing and Comm.	156,433	280,485	602,987	355,532	459,009	-143,978	556,378

	2003/04 Actual	2004/05 Actual	2005/06 Budget Worst Case	2005/06 Actual YTD	2005/06 Projected	Variance Projected /Budget	2006/07 Budget	
Organizational Development								
Human Resources and Admin (Details under "HR&Admin" Tab)								
72	Salaries and Benefits	649,119	639,429	686,911	565,165	659,000	-27,911	706,669
73	Staff Travel	23,283	16,590	14,500	16,909	17,000	2,500	17,000
74	Administration & Overhead	182,269	187,433	183,550	141,928	188,761	5,211	212,968
75	Directory	3,500	6,557				0	
76	Subtotal	858,172	850,009	884,961	724,003	864,761	-20,200	936,637
Administrative Meetings								
77	Board Meetings	11,499	15,074	12,000	15,619	16,000	4,000	15,000
79	Ad Hoc Comm. meetings	0	3,188		0		0	
80	Annual General Meeting	2,015	1,010	2,000	7,929	2,000	0	2,000
81	President's Travel	6,899	4,876	3,000	5,148	5,300	2,300	4,000
82	President's Forum	0	0	0	0	0	0	0
83	Subtotal	20,413	24,148	17,000	28,695	23,300	6,300	21,000
Committee Meetings								
84	R&D & Eligibility & Intl.	4,493	4,260	3,000	2,577	3,000	0	3,000
85	Marketing and COMSID	8,684	2,951	5,000	6,718	7,000	2,000	7,000
86	Subtotal	13,177	7,211	8,000	9,295	10,000	2,000	10,000
87	Total Organizational Development	891,761	881,368	909,961	761,993	898,061	-11,900	967,637
88	Total - BUILDING CAPACITY	1,104,477	1,173,171	1,531,773	1,127,752	1,370,122	-161,651	1,571,515
89	TOTAL EXPENSES	2,266,579	1,893,021	2,475,498	2,280,498	2,456,292	-19,206	2,129,153
90	Designated to Reserve			10,000		10,000	0	10,000
91	NET SURPLUS/(DEFICIT)	\$59,644	\$47,717	(\$53,285)	159,028	\$158,941	\$212,226	\$621

surplus per audited statements	47,717	79,471 to champ travel
from previous year's surplus	95,000	79,471 to 06-07 budget
to reserve	-10,000	
total surplus per internal stmts	<u>132,717</u>	
to 05-06 surplus	66,000	
to travel pool	66,000	