

**May 17, 2004 CIS Board of Directors Conference Call Minutes
2:00 PM**

Attendance: Drew Love, President; Judy McCrae, Past-President; Diane St-Denis, Vice President Programs; Murray Hall, Vice President Research and Development; Dick White, Vice President Marketing; Barb Mullaly, Chair, Finance Committee; Bob Dubeau, QSSF; Liz Hoffman, OUA; Jean-Guy Ouellette, International Programs

CIS Staff: Marg McGregor, CEO; Tanja Mackin, Director Finance & Administration; Sheila-Ann Newton, Manager, Programs and Events; Peter Metuzals, Marketing Director; David Haanpaa, Operations and Development Officer.

Regrets: Sandy Slavin, Canada West; Danielle Gardner, Equity and Equality Committee; Derryl Thomas, AUS.

1. CONSIDERATION AND APPROVAL OF BUDGET FOR 2004-05

M. McGregor reported that the 2004-05 draft balanced budget (Annex 1) had been sent to the CIS Finance Committee for review. The budget assumes no revenue from a television partner or Air Canada and includes a list of items that were cut which could be reintroduced if new revenue is realized. D. White spoke on the benefits of adding more face to face meetings if any extra revenue is realized.

04-05-01 St-Denis/White Carried
To recommend the 2004-05 budget as presented to the General Assembly in June.

2. CONSIDERATION AND APPROVAL OF REFRESHED VISION STATEMENT

M. McGregor presented the revised vision statement (Annex 2).

04-05-02 Hoffman/McCrae Carried
To recommend the revised vision statement as presented to the General Assembly in June.

Sport Funding, as defined by the CANADIAN POLICY ON DOPING IN SPORT (2000) may not be reduced.

(b) The application must be supported by the national sport organization of which the Athlete was a member at the time the penalty was imposed.

(c) The reduction cannot become effective until the *Athlete* has been subject to doping control at his or her own expense and has tested negative. The CCES may require more than one doping control test.

(d) Any application for a reduction of a four year penalty shall be made within six (6) months of these Rules coming into force and effect, even if the *Athlete* has more than two (2) years left of their penalty, but reductions can only become effective after at least two (2) years penalty is completed.

All athletes are eligible to apply for a reduction of eligibility sanction under the new Canadian Anti-Doping Program. While reductions can only become effective after at least two (2) years of the initial sanction being completed, the application must be submitted to the CCES within six (6) months of the new Canadian Anti-Doping Program coming into force and effect. As such, the deadline to submit an application is November 30, 2004.

The CIS currently has four student-athletes serving four (4) year sanctions. They are as follows:

Name of Athlete	School	Date of Infraction	Sanction Completed (4 years)	Year of Eligibility at Time of Suspension
Corkum, Donal	Concordia	March 7, 2004	March 7, 2008	1
Medler, Derek	Wilfred Laurier	November, 8, 2003	November 11, 2007	2
Bazilewich, Charles	Manitoba	September 6, 2002	September 6, 2006	1
Hardy, Julian	Ottawa	October 24, 2001	October 24, 2005	1

The CIS has always followed the CCES' position. As CCES is changing, the CIS is adapting to change with it.

04-05-04 Dubeau/Hoffman Carried

That the CIS, upon request, support the applications for reduction in length of the sport ineligibility period for Donal Corkum, Derek Medler, Charles Bazilewich and Julian Hardy.

While serving a sanction, the student-athletes are charged with years of eligibility accordingly. In order to regain their eligibility and return to play in the CIS, each student-athlete would be subject to all existing eligibility rules.

Assurance was provided that concerns with CCES testing protocols would be addressed with CCES.

4 MARKETING REPORT

P. Metzals reported that the television situation is moving forward slowly, and reviewed the situation as of Monday May 10.

Sponsorship

Air Canada – We have secured an agreement with Air Canada that will provide the CIS with revenue based on total dollar volume used, in addition to passes, once again based on total revenue. This agreement is for one year, as Air Canada needs to be fully stabilized prior to any multi year agreements.

Campbells Soup – We are discussing a sponsorship agreement with a new product Campbell's Soup is launching this fall.

5. MEETING CALENDAR

M. McGregor presented the proposed meeting calendar for the 2004-05 year. The Members Roundtable is scheduled for November 30/December 1 in Ottawa. Discussion took place on whether to hold meeting this year due to budget constraints. It was noted that no CIS budget money had been allocated to the meeting, and that registration fees would need to cover all costs. It was agreed that if the Roundtable did take place the subject matter would have to be compelling and relevant in order to encourage participation.

Pending a decision on whether to stage the Roundtable in 2004, T. Mackin will reserve a location in Ottawa, and cancel if need be.

A final version of the 2004-05 Meeting Schedule will be presented at the June 9 Board Meeting.

6. MCGARRIGLE POST-MORTEM FOLLOW UP

M. McGregor reviewed the proposed motions and policy changes from the McGarrigle post-mortem follow-up (Annex 3). The motions passed by the Board will be forwarded to the General Assembly at the June meeting.

Recommendation: The CIS eligibility rules seem overly complicated. Consider the possibility of paring down the eligibility rules to a more concise and fundamental "core" set of requirements that reflects the reality of scarce institutional resources to manage the eligibility system and technology that allows instant registration and dropping of a course. Perhaps not every infraction regarding eligibility should demand an investigation and a discipline hearing? Depending how the "core" rules regarding athlete eligibility were articulated, perhaps the first few non-core self-reported infractions could be the subject of a warning. Likewise, infractions which are the result of breaching minimum

7. REGIONAL ASSOCIATION REPORTS

Atlantic University Sport: B. Mullaly reported that the issues discussed at the AUS AGM in May included:

- the future of university field hockey,
- how to deal with forfeits, and
- scheduling.

Québec Student Sports Federation: B. Dubeau reported that issues discussed at the AGM in May included:

- budget,
- ethics,
- new rules for convenors, and
- naming QSSF reps to CIS Committees.

Ontario University Athletics: L. Hoffman reviewed the issues discussed at the OUA AGM in May:

- feedback on CIS eligibility motions,
- CIS championship schedule –including the change to Women’s Basketball,
- support for CIS Equity Policy review timeframe (J. McCrae named to CIS Equity and Equality Committee),
- CIS Program renewal - will e-mail to Board some concerns which were identified with the “next steps”.

Canada West: D. White reported from the May AGM:

- University College of the Cariboo was accepted as a member of CWUAA beginning in the 2005 season conditional upon being accepted by CIS. University College of Fraser Valley, upon fulfilling a number of conditions, will be a member as of the 2006 season,
- Plans are proceeding for hiring 3 full time Canada West staff,
- University of Manitoba dropped Field Hockey and M & W Wrestling, but plans are to add w. soccer in 05-06,
- Brandon University has plans to add m & w volleyball,
- several question came up regarding the CIS program renewal, eligibility and financial policies.

7. REPORT ON SITE VISIT TO UNIVERSITY COLLEGE OF THE CARIBOO AND VOTE OF RECOMMENDATION TO ADVANCE TO CIS MEMBERSHIP

M. McGregor reported on the visit to the University College of Cariboo and affirmed that the institution meets the CIS criteria for membership.

04-05-08 White/McCrae

Carried

That CIS approve the membership of University College of the Cariboo commencing in August 2005 for a two-year probationary period.

Note: This motion requires a two-thirds majority vote from the membership.

8. FUTURE OF FIELD HOCKEY

M. McGregor reported that the University of New Brunswick dropped their Women's Field Hockey program in May. This leaves the AUS with two participating teams (Saint Mary's and UPEI) and therefore AUS will not be holding an AUS Championship. University of Manitoba has also withdrawn from participating in field hockey leaving 4 teams in Canada West, 9 teams (including McGill) in OUA, two teams in AUS, for a total of 15 teams participating in CIS Field Hockey.

CIS Policy #20.10.3 states:

There shall normally be a minimum of three Regional Associations committed to holding Regional Association Championships, in order to maintain a National Championship.

The Board of Directors reviewed the situation and exercised the discretion provided to the board by policy 20.10.3. The board agreed that for the following factors, a CIS Field Hockey Championship shall occur in 2004.

- 15 universities have committed to a field hockey program for the 2004 season and several have contractual staffing obligations with coaches and financial awards committed to student-athletes;
- The 2004 Field Hockey Championships are less than 6 months away. CIS has a signed contract in place with the hosts of the 2004 Championships (University of Alberta). Alberta has indicated that they are well underway in the organization of the event, and would like to stage the event.
- Eliminating Field Hockey from the roster of CIS Championships at this stage would have an impact on the equitable ratio of female to male sports currently in place.
- The future of CIS Field Hockey from 2006 and beyond shall be determined through the Program Renewal Process. The provisional list of CIS Championship sports will be determined through the Program Renewal Process in December of 2004.
- Supporting the continuation of the Championships for 2004, provides a window of time for the Coaches Association, and Field Hockey Canada to energize around the issue and come up with potential solutions for the 2005 season, such that Field Hockey would comply with the CIS policy for 2005. The board would expect

to receive a report and 2005 plan from the Coaches Association and Field Hockey Canada by end of year 2004.

The format of the 2004 Championship has yet to be determined. A sub-committee composed of one representative from each Regional Association, the Field Hockey Coaches Association, and the Sport Committee will be established to recommend a format for the 2004 Championship. These recommendations will include the number of teams participating in the CIS Championship, assignment of berths and financial commitments to the travel pool among others. The sub-committee will meet via conference calls and will forward their report to the Sport Committee and Board of Directors by June 8th, 2004.

9. ADJOURNMENT/NEXT MEETING

04-05-09 Mullaly/Hoffman

Carried

To adjourn the meeting.

Next Board of Directors Meeting: face to face at Mont Ste-Anne, June 9, 2004, at 6:00 pm.

ANNEX #1 - Consideration and approval of budget(s) for 2004-05

For presentation to the Finance Committee, the May CIS Board meeting, and the CIS AGM

Background:

CIS is in a period of revenue uncertainty. We are encountering challenges with respect to the sponsorship renewal of TSN. The Air Canada sponsorship has been renewed, however the certainty of the revenue is somewhat fragile given the airline's bankruptcy status. TSN's sponsorship, which includes rights fees, and advertising revenue valued at over \$275,000 per year is in jeopardy. At the time the TSN sponsorship deal was negotiated six years ago, TSN was by and large the only sports channel in the marketplace. The television industry has changed dramatically since that time, as has the leadership and ownership of TSN, and they are looking to cut costs on amateur sport.

CIS is aggressively pursuing a number of options and approaches to keep CIS strong during a difficult period of uncertain revenue sources including:

- looking into the feasibility of producing our own television broadcasts similar to NCAA TV.
- exploring webcasting.
- pursuing alternate broadcast networks for sponsorship.
- reviewing all aspects of spending to see where savings can be derived. All measures are open to consideration to sustain the organization
- approaching Sport Canada to solicit an increased contribution to help stabilize and bridge CIS through the next 2 years.

The board will ask the CIS membership at the 2004 AGM to approve two 2004-05 budgets/plans:

- a) a status-quo scenario in which we are successful in renewing sponsorships and maintaining a similar/slightly reduced revenue stream as in recent years; and
- b) a reduced revenue scenario in which we are unable to replenish revenue streams.

The Board's approach to the reduced revenue scenario is as follows:

- a. we are reluctant to dip into the reserve which is currently at \$200,000. If need be we would dip in to the reserve to a maximum of \$5K/annum.
- b. we will not initiate any significant new initiatives during the 2004/05 to 2005/06 time frame.
- c. we will remove from the plan redundancy's, overlaps, and resource heavy activities and projects which can be parked; where duplication exists, which can be done elsewhere
- d. we will follow an austerity program for a two year period and look for savings in administration, rent, meetings, publications, coaching development, international, communications and staff.
- e. we will conduct a CIS staff job analysis of sorts to get a fix on the level of human resource support dedicated to the various activities to assist in budget decision-making, particularly with respect to gaining a better understanding of the real cost of activities
- f. we will project the 3 year staff compensation costs and make adjustments to staff size if we are unable to rebound and replenish revenue streams
- g. we will look into reducing the percentage contribution to the National Championships travel pool from Championship guarantees from 50% to 45% in the future
- h. we recognize the value of face to face meetings, and will continue to support the gatherings of the membership and committees as a necessary element of doing business and sustaining the organization.
- i. The CIS financial status will be carefully reviewed at the time of the Program Renewal decisions in the Fall of 2004 with respect to the number of sports to be admitted for the 2006-2011 cycle.
- j. The impact of reduced revenues will be felt most profoundly in the 2005/06 fiscal year. Each year 50% of the prior year's surplus is added to the operating revenues of the subsequent year. This cushions the blow in 04/05 as a surplus will be brought forward for the 2004/05 budget. This would not be the case for 05/06. The impact of reduced revenues in 04/05 is also cushioned by virtue of savings incurred during Tom Huisman's parental leave. Additional cuts will be made if CIS is unable to replenish revenues by December 2004.

Description of Adjustments / Cuts to be made in the Worst Case Scenario Budget

Eliminate CIS Funding for Sport Congresses: The 2003 Volleyball and 204 Women's Hockey Sport Congresses have been well received. In the reduced revenue budget scenario the organizational model of future Congresses will shift to a user pay cost recovery model, which does not rely on the financial subsidy of CIS nor the investment of CIS staff time. Coaches Associations who wish to host a congress may use their Coaches Association budget to provide an honoraria to someone to organize the event, and charge a registration fee to offset costs. **(savings \$7,500)**

Eliminate CIS Funding for Presidents of Coaches Association to attend CIS Annual Meeting

Coaches Associations may use their budgets to fund the expenses associated with this. As an alternative, the President of the CA may be teleconferenced in to Sport Committee meetings, during the relevant portions of the meeting. **(savings \$5,000)**

Coaches Associations Professional Development Funds. Cut. (savings \$5,000)

Reduce CIS Staff Travel to Championships The CIS delegate, and on occasion one other CIS staff person will attend Championships. If the host committee would like an additional staff member, due to their language or organizational needs, they can make that request and underwrite the travel expenses. The CIS President's travel to championships will also be reduced. **(savings \$7,500)**

Reduce CIS staff travel costs by holding Annual General Meeting in Ottawa

The 2005 and 2006 AGMs will be held in Ottawa, so CIS staff can participate without incurring travel costs. **(savings to CIS members \$5000/year)**

Office Hospitality Scale back on the size and scope of functions/hospitality. **(savings \$1,000)**

Staff Professional Development

Freeze for 04-05, and support \$2,000 in 05-06. **(savings \$4,000 in 04/05 and \$2,000 in 05/06)**

Staff No cost of living adjustment to the salary grid in 04/05. Merit step increases unaffected.

Defer step increase merit adjustments in 05/06 from July 1, 2005 to September 1, 2005.

Conduct job analysis to determine staff time associated with various projects.

Adjust staff job descriptions. Develop 3 year projection of staff costs, and CIS revenue sources and make recommendations to the board by November 2004. **(savings \$10,000)**

FISU International Representatives Travel Continue to fund for this term, but indicate on the next call for volunteers that the CIS subsidy will support 50% of their expenses, so if they wish to let their name stand, they should do so with that in mind. **(savings in 07/08 \$4,000)**

Athlete's Guide On-Line Feedback from the board is that the Athlete's Guide could be published on-line only, with very little detrimental impact. CIS will poll the membership and ask if any university would like hard copies of the material, which can be purchased on a cost-recovery basis. **(savings \$3,000)**

Media Clipping Service Cancel, and ask members to forward electronic clippings. **(savings \$3,000)**

CIS Directories Reduce number of print copies by 50%, set up on-line data base for electronic directory. **(savings none in 04/05, \$2,000 in 05/06)**

Meetings Cancel plan for one extra face to face board meeting in 04/05. **(savings \$8,000)**

Change time of National Championship bid selection meeting to June in 2005, which will reduce number of Sport Committee meetings to one **(savings in 05/06 \$6,000)**

Eliminate the President's Think Tank (savings \$5,000)

Almanac – cut back on number of hard copies, and also publish electronically. **(savings \$2,000)**

Office Administration

Reduce # of cell phones by one, when next renewal comes up. **(savings \$1,000)**

Explore alternate office space options for 05/06 and beyond. **(savings unknown)**

Tender for banner/pennant suppliers. **(potential savings to members \$5,000)**

Canadian Interuniversity Sport 2004-2005 Plans, Budget Scenarios

Draft #2

Mission, Values, Vision, Strategic Directions

Mission Statement:

It is the mission of Canadian Interuniversity Sport to enrich the educational experience of the athlete through a national sport program that fosters excellence.

Values:

1. Quality educational and athletic experience.
2. Unity of purpose, respect for autonomy.
3. Integrity and fair play.
4. Trust and mutual respect.
5. Equity and equality.

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.

Strategic Directions:

Sport Development Objectives

- Work with universities and NSO partners to develop and deliver quality competitions and programs, such that Canada is a destination of choice for student-athletes and coaches.
- Contribute to the development and recognition of coaches.
- Contribute to the Canadian sport system, and the Canadian Sport Policy.

Marketing / Branding / Communication / Advocacy Objectives

- Generate television coverage and financial resources in order to sustain and grow the operations of CIS.
- Promote and celebrate the values and achievements of student-athletes and university sport heroes.
- Raise the profile of CIS such that it is recognized as a destination of choice for student-athletes.
- Tell the story of the impact and contribution of university sport to the sport community and the university community.
- Undertake initiatives to get more fans in the stands.

Governance and Operations

- Ensure that policy making and operations are being informed by accurate and up to date research, and contribute to CIS becoming a destination of choice.
- Continually review and improve upon business processes to ensure that CIS operates in the most efficient and effective manner consistent with its values.
- Create a shift in culture so that CIS can more efficiently and effectively deliver on its strategic plan, and can become a destination of choice.
- Review all aspects of spending to see where savings can be derived.
- Develop and strengthen strategic partnerships to advance CIS objectives.

Objectives, Activities, and 04/05 Expense Budget

Sport Development Objectives:

- Work with universities and NSO partners to develop and deliver quality competitions and programs, such that Canada is a destination of choice for student-athletes and coaches. Contribute to the development and recognition of coaches. Contribute to the Canadian sport system, and the Canadian Sport Policy.

	Activity	04-05	05-06	06-07	04-05 Expense Budget
Item	Sport Development				
	Domestic				
1	Host entertaining, high-level, well-organized CIS Championships.	X	X	X	603,750
2	Promote/publicize invitational university events in cooperation with NSOs (golf, curling, baseball, rowing, etc)	X	X	X	
3	Work with OUA to develop opportunities for athletes with a disability in swimming.	X	X		
4	Look to expand opportunities for athletes with a disability in other Regional Associations and at the CIS level.			X	
	International Multi-sport Games				
5	Contribute to the internationalization agenda of universities, and the high performance sport system through participation in the Winter Universiade – Austria 05.	X		X	\$71,000
6	Conduct an advance site-check for the 2005 Winter Universiade.	X			
7	Contribute to the internationalization agenda of universities, and the high performance sport system by sending teams to the Summer Universiade – Turkey 05, and Thailand 07	X		X	
8	Guide the process to submit a Universiade bid sometime in the next 8 years.	X	X		
9	Develop an International Hosting Manual	X			
	International single sport events				
10	World University Championships.	X		X	
11	Call for bids to host single-sport event in Canada: 2008	X			
12	Call for bids to host single-sport event in Canada: 2010			X	

Marketing / Branding / Communication / Advocacy

- Generate television coverage and financial resources in order to sustain and grow the operations of Canadian Interuniversity Sport.
- Promote and celebrate the values and achievements of student-athletes and university sport heroes.
Raise the profile of CIS such that it is recognized as a destination of choice for student-athletes. Tell the story of the impact and contribution of university sport to the sport community and the university community.
Undertake initiatives to get more fans in the stands.

	Marketing / Branding / Communication / Advocacy	04-05	05-06	06-07	04-05 Expense
	Recognition Events to celebrate our heroes				
13	Coordinate the Academic All-Canadian program, including the CIS celebration event.	X	X	X	20,000
14	Support the BLG Athlete of the Year Celebrations.	X	X	X	500
15	Recognize excellence through awards: Pearson, Matthews, Sgambati, Coach of the Year, All-Canadians, etc	X	X	X	
	Communication Tools and Promotional Vehicles				
16	Improve credibility with the media by being firmer with universities not reporting results in a timely manner.	X	X	X	
17	Website – update, maintain, keep current.	X	X	X	12,500
18	Website – create new features: e.g. audio clips of coaches at National Championships, etc			X	
19	Investigate feasibility of webcasting of National Championships.	X			5,000
20	Statistics of scores / schedules.	X	X	X	34,600
21	Publish Top 10's	X	X	X	
22	Publish Student-Athlete of the Week selections	X	X	X	
23	Look into Coach of the Week / Month feature				
24	Produce Almanac and Directory	X	X	X	5,000
25	Host COSIDA in Canada	X			
26	Review policies on media conferences at CIS Championships.	X			
27	COMSID to develop a Sport Information Directors Orientation handbook.	X			
	Marketing Initiatives				
28	Promote and market CIS Women's Championships through Canadian Forces sponsorship.	X	X	X	
29	Renew/secure a television broadcast sponsor.	X			
30	Increase the number of hours of live television broadcasts.	X	X	X	30,000
31	Ensure venues are more television friendly.	X	X	X	
32	Create new sponsorships/partnerships.	X	X	X	
33	Sponsor servicing.	X	X	X	206,187
34	Hire a CIS marketing/communications intern	X			1,000
35	Renew inflatable sponsorship				
36	Renew energy bar sponsorship	X			
37	Elevate the CIS brand: CIS markings on CIS student-athlete uniforms.		X		
38	Elevate the CIS brand: CIS banners / signage at member universities.	X	X	X	6,000
39	Elevate the CIS brand: posters	X			
40	Elevate the CIS brand: TV advertising spots / CIS commercial		X		
41	Elevate the CIS brand: promotional print and media materials that can be customized by members and RAs		X		
42	Elevate the CIS brand: camera-ready artwork for inclusion in NSO's newsletters, websites.		X		
43	Marketing workshops at CIS AGMs and Roundtables	X	X	X	
44	CIS presentations at Nike All-Canada basketball camps	X	X	X	
45	Work with Canada Games Council on Sport Action initiatives	X			

Advocacy Activities					
46	Develop materials and statistical support tools to articulate the contribution that athletics makes to universities. Contracting of a writer, production expenses.	X			5,000
47	Develop and distribute materials for recruiting high school students and promoting CIS as a destination of choice.			X	
48	Influence public policy through Sport Matters involvement and other activities	X			1,000
49	Participate in key sport community meetings, events and conferences	X	X	X	
50	Participate in activities of the university community: AUCC, CCAE, CCUPEKA	X	X	X	
51	Develop "key message" documents to strengthen our voice	X	X	X	
52	Nominate candidates for external recognition awards	X	X	X	
53	Attend FISU Conference (international meeting of the IF)		X		
54	Representation on FISU committees.	X		X	5,000
55	Nominate candidates for FISU positions			X	
56	Develop and update FISU / International Information document for AD's.	X			
57	Lobby with NSOs to Sport Canada for Winter Universiade funding.				

Governance and Operations Objectives

- Ensure that policy making and operations are being informed by accurate and up to date research, and contribute to CIS becoming a destination of choice.
- Continually review and improve upon business processes to ensure that CIS operates in the most efficient and effective manner consistent with its values.
- Create a shift in culture so that CIS can more efficiently and effectively deliver on its strategic plan, and can become a destination of choice.
- Review all aspects of spending to see where savings can be derived.
- Develop and strengthen strategic partnerships to advance CIS objectives.

Governance and Operations		04-05	05-06	06-07	Expense Budget
Sport Technical Governance and Operations					
69	Apply program renewal framework and select sports for refreshed core sport program for 2006/07 to 2011/12.	X			
70	Implement changes to the roster of sports in the core sport program.		X		
72	Review National Championships Task Force Principles	X			
73	Review the format proposal from women's basketball	X			
74	Evaluate pilot of 10 team format in men's basketball	X			
75	Ensure fair and safe environment through rules, competitions policies, doping education, and crisis/risk management plans: production of eligibility kits, and the CIS Athlete's Guide brochure on-line, conducting disciplinary hearings, eligibility interpretations, compassionate appeals, actions to comply with the new privacy policy etc.	X	X	X	2,850
76	Develop Casebook for eligibility/financial aid. (Simple/practical /common examples in eligibility / financial aid, a catalogue of eligibility rulings listed on the web.)			X	
77	Review recruiting guidelines	X			

78	Eligibility Committee review of transfer rule.	X			
80	Receive report from Financial Awards ad hoc committee.	X			
81	Implement recommendations from Sport Portfolio proposal	X			
82	Overhaul of Championships Bid Book and contracts		X		
83	Develop fan and announcer protocol		X		
84	Develop generic national championships program.	X			
85	Develop generic national championship poster.	X			
	Administrative Governance and Operations				
	Deregulation and simplification				
86	Change from a culture of regulation to a culture of minimum specifications. Develop a process to reduce existing rules, and ensure that all new rules are based on sacred principles and contribute to making CIS a destination of choice.		X	X	
	Research and Development				
87	Collect and analyze financial awards data	X	X	X	2,000
88	Develop research agenda, and implement data collection and analysis.	X			
90	Review criteria for CIS membership.			X	
91	Provide training for conducting administrative tribunals and panels			X	
93	Create a learning environment at AGM and Roundtable. (distribute leadership books, build in exchange and time, cultivate and nurture leaders).	X	X	X	
95	Athlete centredness: student-athletes on Sport Committee	X			
96	Conduct meetings: board, committees, AGM, Roundtables	X	X	X	30,000
97	Review of travel agent contract	X		X	
98	Tendering of all major suppliers: medals, printers, etc	X			
99	Member satisfaction and priority survey			X	
100	Office technology upgrade: computers, phones.			X	
101	Refresh HR policies: market value compensation study			X	
102	Trophy maintenance and update of insurance			X	
103	Lease renewal: consideration of alternate options	X			
104	Review governance structure, and explore alternate possibilities: e.g. sport convenors, presidential involvement etc			X	
	Office operations	X			
105	Staff salaries.				664,500
106	Staff travel	X			17,500
107	Job analysis, job description and staffing model revisions	X			
108	Office administration.	X			149,250
109	CIS President's travel to events and functions	X			3,000
	Equity and Equality				
110	Implement bilingualism policy.	X	X	X	18,000
111	Refresh the gender equity policy.	X			
112	Develop tool and collect data to measure gender equity and compliance.	X			
113	Continue to implement minimum gender requirement on the board, mission staff at major games, committees, and for voting privileges at the AGM.	X	X	X	
	Partnerships				
114	Enter into a Memorandum of Understanding with Canadian Association of Basketball Officials.	X			
115	Renew the MOU with Canada Basketball			X	

116	Re-visit opportunities to align more closely with CCAA.			X	
117	Evaluate the positioning/delivery of Men's CIS Hockey, and work with Canadian Hockey to develop synergies.	X			
118	Look to strengthen linkages with Canadian Soccer Association.	X			
119	Develop MOU with Volleyball Canada.		X		
120	Develop linkages, and broker partnerships, and relationships with other key organizations who provide international programs and opportunities to athletes.	X			
121	Contribution towards building up the reserve following the McGarrigle expenses, and implementation of post-mortem recommendations	X	X	X	10,000

TOTAL 2004-05 EXPENSES
1,903,637

NOTE: If CIS is able to replenish revenue streams to 2003-04 levels the following projects will be added to the 2004-05 plan:

A	Support CA Presidents to attend CIS AGM every other year.	5,000
B	One additional face to face board meeting	6,000
C	Two sport congresses	5,000
D	Professional development grants to CIS Coaches Associations	5,000
E	Reinstate professional development to a modest level	2,000
F	Modest cost of living adjustment to salary grid	4,000
G	Reinstatement of cuts to president's travel, publications, meetings, advocacy	10,000
H	Attend FISU Forum in 2004 in Portugal as a strategy to promote a Canadian candidate to the FISU executive in 2006	2,200
I	Provide simultaneous translation of CIS AGM.	7,500

ANNEX #2 *CIS Mission, Values, Vision, Strategic Directions* Draft #2 April 20, 2004

Mission Statement:

It is the mission of Canadian Interuniversity Sport to enrich the educational experience of the athlete through a national sport program that fosters excellence.

Values:

1. Quality educational and athletic experience.
2. Unity of purpose, respect for autonomy.
3. Integrity and fair play.
4. Trust and mutual respect.
5. Equity and equality.

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.

Strategic Directions:

Sport Development Objectives

- Work with universities and NSO partners to develop and deliver quality competitions and programs, such that Canada is a destination of choice for student-athletes and coaches.
- Contribute to the development and recognition of coaches.
- Contribute to the Canadian sport system, and the Canadian Sport Policy.

Marketing / Branding / Communication / Advocacy Objectives

- Generate television coverage and financial resources in order to sustain and grow the operations of Canadian Interuniversity Sport.
- Promote and celebrate the values and achievements of student-athletes and university sport heroes.
- Raise the profile of CIS such that it is recognized as a destination of choice for student-athletes.
- Tell the story of the impact and contribution of university sport to the sport community and the university community.
- Undertake initiatives to get more fans in the stands.

Governance and Operations

- Ensure that policy making and operations are being informed by accurate and up to date research, and contribute to CIS becoming a destination of choice.
- Continually review and improve upon business processes to ensure that CIS operates in the most efficient and effective manner consistent with its values.
- Create a shift in culture so that CIS can more efficiently and effectively deliver on its strategic plan, and can become a destination of choice.
- Review all aspects of spending to see where savings can be derived.
- Develop and strengthen strategic partnerships with key organizations to advance CIS objectives.

ANNEX 3
McGarrigle post-mortem report follow-up - May 10, 2004

Desired Outcome:

For the board to review, revise and approve proposed motions and policy changes.

Background:

- the CIS board received the McGarrigle post-mortem report at the April 2004 board meeting
- the board expressed an interest in following up on the following recommendations
- the chart below describes actions taken, and required policy revisions for the board to discuss, review and approve

Post-Mortem Recommendations	Action
<p>2. The CIS eligibility rules seem overly complicated. Consider the possibility of paring down the eligibility rules to a more concise and fundamental “core” set of requirements that reflects the reality of scarce institutional resources to manage the eligibility system and technology that allows instant registration and dropping of a course. Perhaps not every infraction regarding eligibility should demand an investigation and a discipline hearing? Depending how the “core” rules regarding athlete eligibility were articulated, perhaps the first few non-core self-reported infractions could be the subject of a warning. Likewise, infractions which are the result of breaching minimum standards for academic course loads could be given a few days to correct, without penalty. The goal is to reach a sensible balance between the seriousness of the alleged infraction and the time and cost needed to prosecute each case.</p>	<p>Approved Board motion for the membership to consider at the 2004 AGM:</p> <p>a) That the eligibility committee be directed to minimize the eligibility rules to a core set of requirements, as a top priority for their committee work during 2004/05 and 2005/06.</p> <p>b) That eligibility infractions which are the result of breaching minimum standards for academic course loads be given five days to correct, without penalty.</p> <p>c) That CIS counsel be asked to draft wording for an “escape valve” provision such that for systems oriented /administrative /procedural errors, a full blown investigation and disciplinary hearing would not be necessary, and that rather the first offence of this nature would be subject to a letter of warning.</p>
<p>3. CIS must be prepared to settle contentious disputes at any stage in the proceedings if it is satisfied that mistakes were made and these mistakes were its responsibility. Litigation is hugely expensive and the results are always uncertain. University sport in Canada is a rather insular world and the culture of “circling the wagons” to fight off all attacks against the system must be discarded. What is required is a fair-minded review of every potentially litigious situation and the courage to</p>	<p>Proposed Board motion:</p> <p>c) To insert into “Screening of the Appeal policy: 90.50.5”</p> <p>At the CEO and/or board’s discretion, an independent screening of the file being appealed may take place, prior to determining whether to proceed with the appeal. The independent overseer/s should consider carefully if there are</p>

<p>admit, in a timely fashion, that mistakes can and do occur and that CIS will accept the consequences.</p> <p>I would strongly suggest that CIS conduct a rigorous and non-partisan review of every file that is appealed. A group of independent "overseers" should consider carefully if there are indeed merits to the appellant's complaints (based on the grounds of appeal) such that proceeding with the appeal may be unwise. As you know, the grounds of appeal that are allowed to proceed to an appeal hearing must pass only a very low screening threshold. I can see a situation whereby CIS allows an appeal to proceed but is concerned about weaknesses in its own position on the appeal. <u>CIS should not feel that it must fight every appeal that is allowed to proceed.</u> If there are situations identified by a "review group" (however constituted or described) as being potentially problematic on an appeal, this advice can be communicated to the CEO, perhaps reviewed by counsel, and CIS would have the option of calling no evidence on the appeal or otherwise trying to settle the matter.</p>	<p>merits to the appellant's complaints (based on the grounds of appeal) such that proceeding with the appeal may be unwise. If there are situations identified by the reviewer/s as being potentially problematic on an appeal, this advice can be communicated to the CEO, and CIS would have the option of calling no evidence on the appeal or otherwise trying to settle the matter.</p> <p>The time frame for the screening of the appeal would need to be extended to accommodate this from what it currently is at 5 days to 14 days.</p>
<p>4. The CIS rules and policies must <u>expressly set out</u> who is responsible for specific conduct and the infractions that flow from that conduct. If the rules regarding eligibility can be simplified so much the better. In addition, be aware of the limitations inherent in a general Code of Ethics as opposed to a much narrower Code of Conduct. If the CIS rules can be modified with this in mind many of the issues surrounding the drafting of the Charge will be solved.</p>	<p>Improvements in language have been made in the policies. We will continue to refine our language.</p>
<p>5. CIS should consider naming a small "pool" of suitable individuals who would be called upon to sit as members of an Appeal Panel. Panel members need not be CIS members. Pursuant to the CIS rules the role of the Appeal Panel is very different from that required of a Discipline Committee. Specific training should be provided to the individuals who are asked to sit on appeals so they have the skill and confidence to discharge the responsibility. It might also be sensible to retain counsel to advise and assist the Appeal Panel in certain situations. Counsel could assist the Panel with procedural matters including arguments over jurisdiction, help to define the issues, interpret evidence and assist with the writing of the Judgment.</p>	<p>CIS should plan and budget for another round of complaints management training of a smaller pool of candidates in 2005/06/</p>
<p>6. Consider inserting in the CIS rules a clause that makes it a condition of launching a complaint or an appeal that the individual must agree to a total media ban. The intent of such a ban is to have the</p>	<p>Proposed Board motion: Add to policy 90.30.4 "Confidentiality" d) That as a condition of launching a complaint or</p>

<p>dispute resolved in a procedurally fair manner and not fought in the media. While the final result of a hearing should always be made public, the process will unfold much more efficiently and fairly if it is conducted in private.</p>	<p>an appeal the parties agree to a total media ban. The intent of such a ban is to have the dispute resolved in a procedurally fair manner and not fought in the media. While the final result of a hearing/appeal shall be made public, the process will unfold much more efficiently and fairly if it is conducted in private.</p>
<p>7. It is probably not prudent for CIS staff to indicate to any party, at any time, what they feel is the likely sanction for certain infractions. This is the sole purview of the Discipline Committee and as the CIS staff should not be perceived to influence in any manner the decisions of the Discipline Committee this practice should stop.</p>	<p>Point taken.</p>
<p>8. Ongoing CIS staff training is needed to adequately manage the CIS discipline policies. This is a critical and complex area where decisions taken by staff can have significant unintended consequences. As CIS policies or practices change staff who work in this area must be brought up to date and trained appropriately.</p>	<p>Next round of training to take place in 2005/06. Investigation of complex files will be outsourced and money has been budgeted for this.</p>
<p>9. It would be helpful to conduct a review of the Regional Association discipline policies to be sure that they are internally consistent and mesh seamlessly with the CIS discipline policies. Incidents can occur that impact multiple jurisdictions. The major issues to consider in such a review are: (i) whose rules have priority, (ii) who assumes jurisdiction and bears the cost of conducting the discipline process, (iii) will the results likely be consistent across all jurisdictions and, (iv) will there be a consistent right to an appeal.</p>	<p>Marg has contacted the Regional Associations to determine their interest in this. OUA, CW and AUS has responded in the affirmative.</p>