

Attendance: **Dick White**, President; **Pat Murray**, Vice President Marketing; **Leo MacPherson**, Vice President Research and Development; **John Ryan**, Chair, Finance Committee; **Coleen Dufresne**, Canada West; **Lorne Adams**, OUA; **Katie Sheahan**, QSSF; **Jean-Guy Ouellette**, Chair, International Committee.

CIS Staff: **Marg McGregor**, CEO; **Tanja Mackin**, Director, Finance & Administration; **Peter Metuzals**, Marketing Director; **Sheila-Ann Newton**, Manager, Events & Programs; **Michel Belanger**, Media and Public Relations Officer; **Tom Huisman**, Director, Operations & Development; **Joe Morissette**, International Program Services.

Guest: **Paulin Lafontaine**, Sport Canada

Regrets: **Manon Vaillancourt**, Chair, Equity and Equality Committee; **Michelle Healey**, Atlantic University Sport

1. Call to Order, Approval of Agenda

The meeting was called to order at 10:45 am. D. White was appointed chair of the meeting due to the departure of President, Don Wilson from the Board.

L. Adams and L. MacPherson were welcomed to their first face to face Board meeting.

The following items were added to the agenda:

- a) AUCC membership as a condition of membership within CIS
- b) All-Canadian gifts – payment model

11-07-01 Sheahan/Murray Carried

To approve the meeting agenda as amended (Annex A).

2. Approval of Minutes , October 9, 2007

11-07-02 Adams/MacPherson Carried

To approve the minutes of the October 9, 2007 Board of Directors conference call.

3. June 30, 2007 Audited Statements

J. Ryan referred to the June 30, 2007 Audited Statements and noted that the internal statements presented at the AGM projected a surplus at June 30, 2007 of \$6,500. From the AGM to June 30, 07, the following increases in revenues/reductions in expenses were realized:

Projected surplus at 2007 AGM	6,500
TV costs - less than projected	25,000
Legal fees and other admin expenses- less than projected	6,600
International travel less than projected	1,700
Airpasses, via contra, other misc revenue – over projections	6,000

Loss of 3.5% interest revenue (AUS did not pay MBB guarantee and other fees on due date agreed upon in CIS-AUS arbitration agreement.)	-1,100
Pay out of Wrestling and Field hockey portion of guarantee held back from travel pool pending surplus	-37,000
Final Surplus per internal statements	8,000
Distribution of 05-06 Surplus to Championship travel	-61,000
Brought forward from 05-06 surplus	-61,000
Distribution of Surplus to Championship travel 06-07	-4,000
Contribution to restricted reserve	10,000
Final Deficit per Audited statements	-108,000

Unrestricted Surplus at June 30, 2006	173,668
Contribution to Restricted Reserve (now at \$189,527)	-10,000
June 30, 2007 Deficit per Audited statements	-108,000
Net Investments in capital assets	3,568
Unrestricted Surplus at June 30, 2007	\$59,200

J. Ryan also referred to the letter to the Board from the CIS Auditor and noted that it indicates that no difficulties were encountered during the audit.

The Board acknowledged the contribution of the staff to the successful management of CIS finances.

11-07-03 Ryan/Sheahan

To recommend to the General Assembly in June 2008, the acceptance of the June 30, 2007 audited statements.

4. Receipt of Year to Date Financials Including Verbal Update of Airline / Travel Agent Situation

a) Year to Date Financials

J. Ryan referred to the October 31, 2007 interim financial statements (ANNEX B) and noted that CIS is currently projecting a small surplus of \$1,247, although it is early in the fiscal year, and other variances are likely to occur in the next few months. The major variances to date are as follows:

One half surplus carry over from last year	4,000
Projected increase in interest (ING), fines	5,000
UOIT membership application and fee	6,000
Airfare Cancellation Fees for Championships (Fall only)	-20,000
Summer Universiade Admin fees	33,850
Set aside for 09 Winter Universiade	-23,850
CIS Sponsor payments to Championship Hosts	-20,600
Web site maintenance	-13,000
Salary/pension savings - staff turnover	22,116

b) Championship Travel Policy

T. Mackin indicated that we had originally budgeted for a loss of \$10K in cancellation fees from championship travel for the whole year, when in fact we have already incurred costs of approximately \$18,000 for the fall championships only. If this trend continues, CIS could be facing a loss in the range of 50K.

The Board discussed the potential downfalls of changing the policy in mid year, however agreed that it was critical that we take immediate steps to reduce the financial risk to CIS.

11-07-04 Sheahan/Dufresne

Carried

To direct the CIS staff to make adjustments to the CIS Championship travel booking procedures, in order to reduce the financial exposure to CIS.

5. Research and Development

L. MacPherson indicated that the CIS R&D Committee wants to add considerable value to CIS' strategic plan and be a key driver in our collective success. Like most organizations, we tend to have more "research" than "development". Our challenge is to gather data, convert it to information and then transform it into knowledge and strategy. Data and information only gets transformed into knowledge and later strategy when people act on it.

The R&D Committee will champion the sharing of common knowledge and build on our collaborative work environment that encourages, measures and applauds knowledge sharing across all member institutions. The benefit will be better decision making and better policy at the CIS level and member institution levels.

Current Year Action Items:

Item #58: Collect and analyze financial awards data

- The collection and analysis of the AFA data is considered to be the responsibility of the AFA Committee
- With respect to the data report that is generated, the Committee suggests enhancing the presentation of the data by providing conference-specific summary data in addition to the national summary data that is provided.

Item #59: Publish graduation rates of CIS student-athletes vs. the general student body study.

- The Committee identified two purposes for this information: 1) for recruiting and promotional purposes regarding strength of academics in CIS sport (such as keeping our best in Canada), and 2) for advocacy and building bridges to academia.
- It was acknowledged that any such study need not have 100% representation and that smaller sample sizes would be sufficient to obtain this, provided the sample accounted for regional representation and school size. Further, the differences across schools with respect to definitions and grading scales and so on make the collection of a national statistic very challenging.
- The Committee recognizes that some schools have collected such data for varying purposes, such as McGill (where student-athlete graduation data was used to make changes to some admission policies) or at Queen's (where a leadership study was conducted).

- It was noted that the NCAA requires the posting of graduation rates and that maybe CIS schools could do the same thing using their own institutional definition.
- The posting of graduation rates was referenced as a possible element within the Canada First program.
- The Committee would like the opportunity to preview and review the proposal being prepared by Murray McGill, a Ph.D. student and former CIS student-athlete at Lakehead University (for information, the Committee was provided an update on the proposal, which is anticipated for acceptance prior to Christmas, with data collection expected thereafter; it's anticipated he will defend his paper in the spring or early summer.
- The idea of conducting an audit of what research has already been conducted in this area was also noted. It is likely that much research has taken place and it need only be repackaged, and perhaps refreshed, to be relevant.
- The Committee believes in the value of this type of data and believes there are other means other than graduation rates that can be used to help tell the story of academic success of student-athletes and it need not be reliant on data that all members have had to provide.

Item #60: Research # of Canadians competing in the NCAA, #s who return to Canada, and why.

- The “why” of the above is the significant question.
- A random sampling of student-athletes, both for why they went to the NCAA and why they returned from the NCAA, would be sufficient for this.
- This type of project would be a good project for a work study person.
- It was noted that the NSO's and their respective PSO's have good data with respect to where their provincial and national team athletes attend university.
- The need to get connected with who is doing this kind of research and who can do the research was identified as a project like this would likely be beyond the Committee's capacity; the opportunity to look at what's already been done and repackage it for our own use was considered again.

Item #61: Research economic comparison of NCAA full ride vs. costs of Canadian education.

- A graduate department of York university has recently completed a study for CIS which addresses this issue. The results of this study are available at:
<http://www.universitysport.ca/e/research/index.cfm>

Item #62: Provide training for conducting appeals and protests.

- This is a task identified for 2008-09 and was not considered at this time due to time constraints.

Item #63: Create a learning environment at AGM.

- This relates to the Professional Development sessions provided at the AGM, as well as the Issue Preparation sessions.
- The committee agreed this is valuable and will continue to provide these opportunities and look for ways in which to make them even stronger.

Item #64: “Annual Audit” to gather information from members on areas such as: athletics student fees, gate/event amounts charged by sport; compensation levels of coaches and staff; infrastructure, # of therapists etc. Information would be summarized in the version of an annual or biennial *CIS R&D Report Card* which would be circulated to the membership.

Questions to be considered:

- Is the effort associated with developing a tool, and then having each school complete the tool, justified by the product that will be produced?
- Do all schools want to do this?
- Is national data relevant, or is regional / conference data more relevant?
- What information would AD's like to have included?

It was noted that we need to ensure that any on-line survey has a tool that allows Members to enter the correct data, and asks enough of the right questions to be useful.

K. Sheahan indicated that the QSSF is already doing a survey, and that at the next meeting between Regional Associations we could compare the information collected and the information required by CIS to see if there is any overlap.

It was also noted that Items 59 (Grad rates) and 60 (Student-athletes returning from NCAA) are the two most important areas of research from an advocacy perspective.

6. Harmonization of CIS and Regional Association Policies

M. McGregor reported that as part of the post-mortems CIS has conducted on a few problematic files in recent history, the need to enhance the level of sophistication in our policies was identified. The risk management benefits of harmonizing the policies of RAs and CIS as it relates to discipline, codes of conduct, hearings, appeals, etc. was also underscored.

T. Mackin reported that each Regional Association has since agreed to partner with CIS on a policy harmonization project.

David Lech, Centre for Sport and Law was contracted to:

- Review 5 sets of policies (CIS plus four RAs);
- Flag areas of inconsistency / potential problems / duplications;
- Make recommendations for how to correct flaws, strengthen policies, and harmonize policies.

David Lech provided a preliminary report in April 07 which identified the need for **CIS** to define the range of activities and the sphere of decision making over which it has jurisdiction or intends to assume jurisdiction.

This **first step** was accomplished after many discussions and meetings between David and CIS staff. The following amended policies are the end result

The **next step** is to define the lines of jurisdiction around the areas of discipline and conduct, between **CIS, Regional Associations and Members** (ANNEX C). CIS will meet via phone with a representative from each Regional Association to receive input and suggestions on this draft.

The **final step** would be to integrate the final agreed upon delineation of jurisdiction into each of the Regional Association policies, something each Regional Association would be responsible for. Each RA is free to amend their policies how, and with whom they choose, however, CIS is highly recommending that the RA's contract David Lech to facilitate this, as he is now intimately familiar with all the issues and has done excellent work on the CIS policies.

Policies and Procedures
90 – Conduct and Enforcement

Policy Number: 90.20
Name: Harassment and Discrimination Policy
Origin: Equity and Equality Committee
Approved: June 1998
Approval Process: General Assembly

90.20.1 STATEMENT OF POLICY

90.20.1.1 Canadian Interuniversity Sport is committed to providing a sport and work environment in which all individuals are treated with respect and dignity. Each individual has the right to participate and work in an environment which promotes equal opportunities and prohibits unlawful discrimination and harassment.

90.20.1.2 For this policy, Canadian Interuniversity Sport recognizes that harassment is prohibited by the Canadian Human Rights Code and by human rights legislation in every province and territory of Canada. Harassment can also be an offense under Canada's Criminal Code.

90.20.2 JURISDICTION

90.20.2.1 This policy applies **in general** to all Canadian Interuniversity Sport member institutions, as well as all employees, directors, officers, volunteers, coaches, student-athletes, officials and any other persons involved in the activities of the member institutions and Canadian Interuniversity Sport. **This policy applies, with respect to its implementation by CIS, for harassment and discrimination which may occur during the course of all Canadian Interuniversity Sport business, activities and sanctioned events occurring at the national and international level.**

90.20.2.2 Harassment and discrimination arising within Canadian Interuniversity Sport business, activities and sanctioned events occurring at the Regional Association level shall be dealt with using the policies and procedures of the Regional Association.

90.20.2.3 - 90.20.2.12

90.20.4 CONFIDENTIALITY

90.20.4.1 The Canadian Interuniversity Sport shall not disclose to outside parties the name of the parties or the circumstances giving rise to a complaint unless such disclosure **is required to conduct an investigation or is directed by the Discipline Committee to give effect to any remedy or sanction imposed** or is required by law. The term "outside parties" does not include officers duly appointed by Canadian Interuniversity Sport under this policy.

90.20.5 COMPLAINT PROCEDURE

90.20.5.1 Any person who believes he or she has been subjected to conduct which constitutes discrimination or harassment under this policy **at section 90.20.2.1** may contact Canadian Interuniversity Sport in order to make a complaint. The complaint will be referred to the Canadian Interuniversity Sport Harassment Advisor. **Where CIS is not authorized to act pursuant to section 90.20.2.1 the relevant Regional Association or institution shall act, as the case may be.**

90.20.5.2 - 90.20.8.2

90.20.9 THE INVESTIGATION REPORT

90.20.9.1 The Investigation Report from the Harassment Investigator should contain:

- a) a summary of the allegations;
- b) a **summary of the fact(s) and the relevant evidence so that the Discipline Committee may decide** whether the allegations in the written complaint have been substantiated by the **facts and the evidence**; and
- c) recommended remedial action (such as systemic changes), if any.

90.20.9.2 On completion of the report, the Harassment Office shall forward a copy of the Investigation Report to the Complainant, the Respondent, the Harassment Advisor and the Disciplinary Committee.

90.20.10 DISCIPLINE

90.20.10.1 The Discipline Committee shall receive the Investigation Report of the Harassment Investigator. The Respondent shall be allowed to submit a response, within 10 days, to the Harassment Investigator's Investigation Report for consideration by the Discipline Committee.

90.20.10.2 After considering the Investigation Report, **all relevant facts and evidence and any additional material provided**, the Discipline Committee shall:

- a) make a determination as to whether the Respondent has engaged in conduct constituting harassment or discrimination; and
- b) if the Discipline Committee determines that the Respondent has engaged in conduct constituting harassment, order such remedy or sanction as is appropriate in the circumstances.

90.20.10.3- 90.20.12 ...

Policies and Procedures
90 – Conduct and Enforcement

Policy Number:	90.30
Name:	Complaints, Investigation and Discipline Policy
Origin:	Board of Directors
Approved:	June 1999
Approval Process:	General Assembly
Revision Date(s):	June 2002, June 2003, June 2004, June 2007

90.30.1 **DEFINITIONS**

90.30.1.1 Complainant – can be **Canadian Interuniversity Sport** or an individual or a **member institution** engaged in **the activities of Canadian Interuniversity Sport within the scope of this Policy** who initiates a complaint or self-disclosure under this policy; in the case of a self-disclosure, the Complainant is also the Respondent.

90.30.1.2 Respondent – an individual against whom a complaint has been laid or the respective Director of Athletics of a member institution against which a complaint has been laid.

90.30.1.3 Affected Parties – means **one or more of the following**: the Complainant, Respondent, the respective Director of Athletics (or equivalent), institution president (or equivalent), Regional Association president of both the Complainant and Respondent, the designate of the President of Canadian Interuniversity Sport, or others, **all** at the discretion of the **Discipline** Committee Chairperson.

90.30.1.4 The Discipline Committee (the Committee) – includes the four respective Regional Association representatives on the Canadian Interuniversity Sport Board of Directors, and three individuals from the Canadian Interuniversity Sport membership, as designated annually by the Canadian Interuniversity Sport President; one of the three designated individuals will serve as Chairperson; quorum shall consist of any 3 of the 7 members and will exclude those individuals determined to be in a conflict of interest by the Chairperson.

90.30.1.5 Record – means the formal charge, the report of the Investigator, and any other documentation that the designate of the Canadian Interuniversity Sport President may have considered in making its determination that a formal charge should be laid.

90.30.2 APPLICATION

90.30.2.1 As a legal entity, Canadian Interuniversity Sport has the authority to establish policies to govern its own affairs and to prescribe, monitor and enforce the conduct

of its member **institutions** and the **conduct of other** individuals involved in Canadian Interuniversity Sport activities pursuant to such policies.

90.30.2.2 **This Policy applies to (i) all Canadian Interuniversity Sport member institutions, (ii) all individuals who are formally engaged in Canadian Interuniversity Sport activities on behalf of Canadian Interuniversity Sport, (iii) those individuals who are subject to proceedings under Policy 90.60, and (iv) all individuals involved, directly or indirectly, with an alleged eligibility violation pursuant to the Eligibility Policy Section 30, and (v) all individuals involved, directly or indirectly, with an alleged awards violation pursuant to the Award Policy Section 50 (the Parties).** The Parties shall conduct themselves in a manner consistent with the By-laws, principles, policies, rules, regulations and ethical standards set out in Canadian Interuniversity Sport's governing documents. Those **Parties** who fail to meet or breach this standard, through a violation or infraction of any of the above, shall be subject to **this Policy** and the disciplinary sanctions identified within this Policy.

90.30.2.3 **Subject to paragraph 90.30.2.2, this Policy shall not be used and shall not apply to those who are not Parties, including (i) non-members of Canadian Interuniversity Sport, (ii) individuals who are not formally engaged in Canadian Interuniversity Sport activities on behalf of Canadian Interuniversity Sport or (iii) complaints** where the matter or issue complained of relates directly or exclusively to the **Complainant's** institution or to matters solely involving the **Complainant's** relationship or involvement with **students**, employees, contractors, partners or agents of that institution. All such complaints shall be resolved using the dispute resolution processes and procedures adopted by the **Complainant's** institution. The CEO of Canadian Interuniversity Sport shall determine, in his or her sole discretion, whether this Policy applies on a case by case basis and this decision may not be appealed.

90.30.3- 90.30.4.12

90.30.5 DISCIPLINE HEARING

90.30.5.4 The Committee shall govern the discipline hearing as it sees fit, provided that:

- a) The Affected Parties shall be given 14 days written notice of the time and place of the hearing;
- b) Canadian Interuniversity Sport staff shall not be a voting member of the Committee;
- c) Members of the Discipline Committee who are employees of the Complainant or the Respondent shall excuse themselves from the Committee;
- d) Quorum shall be three voting members;
- e) Decisions shall be by majority vote where the Chairperson carries a vote;
- f) The hearing shall be held in private;
- g) The parties to the hearing may be accompanied by legal counsel **at their sole cost**;
- h) The Discipline Committee shall consider the Record and any other evidence submitted by the parties;
- i) The Discipline Committee may request that the Investigator participate in the hearing;
- j) The Discipline Committee may request that any witness, including the Complainant, be present at the hearing or submit written evidence in advance of the hearing;

- k) Should the Respondent wish not to participate in the hearing or to waive the 14 day written notice, the Respondent must provide a written statement that is signed by all individuals named in the formal charge.
- l) The Complainant bears the onus to prove that the complaint is substantiated on a balance of probabilities.

90.30.6 DETERMINATION OF SANCTIONS

90.30.6.2 The penalties that may be imposed for a breach by an individual (**whether that individual is affiliated with a member institution or is described in 9.30.2.2**) include any one or combination of the following:

- a) Reprimand or warning;
- b) Suspension of the individual from further participation in any or all Canadian Interuniversity Sport sports or activities, including Canadian Interuniversity Sport committees, for a fixed or indefinite period of time, with or without conditions for reinstatement;
- c) Requirement that the individual make restitution for any damage caused;
- d) Ordering that the individual apologize in person or in writing to any person affected by the breach;
- e) Rescind any Canadian Interuniversity Sport record or title awarded to the individual.
- f) Other penalties as may be considered appropriate for the offense.

90.30.6.3 -90.30.7.1 ...

**Policies and Procedures
90 – Conduct and Enforcement**

Policy Number:	90.60
Name:	Code of Ethics
Origin:	General Assembly
Approved:	
Approval Process:	General Assembly
Revision Date(s):	June 2005

90.60.1 -90.60.2

90.60.3 PUBLIC IMAGE OF UNIVERSITY SPORT

90.60.3.1 It is understood that all decisions arrived at through the democratic process will not be completely satisfactory or be completely acceptable to all **persons engaged in the activities of Canadian Interuniversity Sport member institutions**. Regardless of any personal feelings or beliefs one may have pertaining to a particular matter, it is expected that the individual concerned will follow the due process to achieve any desired change.

90.60.3.2 It is most important for the continual development and credibility of interuniversity sports that all 'differences' are settled through the procedures provided for such and that a united and supportive position is projected at all times to the general public and in particular to the news media.

90.60.3.3 **Persons engaged in the activities of Canadian Interuniversity Sport member institutions** who use outside sources to express their grievances or disagreement should expect to be sanctioned for such action.

90.60.4 CODE OF CONDUCT

90.60.4.1 **General Principles applicable at Canadian Interuniversity Sport Events**
Persons representing member institutions and Canadian Interuniversity Sport by participating at World University Championships, a World University Games or a Canadian Interuniversity Sport Championship, including all related activities (an Event) whether as a Team member, Mission staff, a coach, an official, a volunteer, or otherwise, will behave responsibly, with propriety, and in accordance with the laws of the applicable nation. Persons participating at international Events shall be subject to specific agreements and Codes of Conduct with dispute resolution procedures designed for each international Event. In the event an allegation is made concerning a breach of an agreement or Code of Conduct associated with an international Event, Rule 90.60.4.2 may apply to resolve such allegations, subject to the provisions contained in the specific agreement or Code of Conduct for interim decision making and appeals at the international Event.

90.60.4.2 Procedures Regarding Misconduct

90.60.4.2.1 Where alleged misconduct occurs at an Event by those to whom this Policy applies (including traveling to and from the Event, practice days and competition days), the Chief Executive Officer, assisted by the Event Chef de Mission or Convenor, when one exists, shall:

- a) Investigate the particulars of the incident that gave rise to the allegation of 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.

90.60.4.2.2 The CEO shall provide a copy of the written report to the President, who may bring a complaint in accordance with CIS Policy 90.30 - Discipline. A copy of the written report shall be provided to the ADs of the institutions involved.

90.60.4.3 **Disputes where there is a critical lack of time**

Notwithstanding the procedures described in policy 90.60.4.2, the CIS Championship Management Committee shall have the power and jurisdiction to take interim, on-the-spot measures, **in a fair and timely fashion** to address minor **misconduct** issues that **may** arise at a CIS Championship **and at all related activities**. The record of the incident, including the interim measures taken to address the misconduct shall be copied to the Athletic Director(s) of the affected school(s), and the CIS office and Discipline Committee.

90.60.4.4 General Principle applicable to public disagreements and grievances

Further to Rule 90.60.3, all persons engaged in the activities of Canadian Interuniversity Sport member institutions shall strictly refrain from making inflammatory or disparaging comments publicly and/or to the media regarding any issue relating to Canadian Interuniversity Sport, its member institutions, teams or decisions on which there may be a disagreement or a grievance. Such disagreements or grievances relating to Canadian Interuniversity Sport shall not be aired in public or through the media.

90.60.4.4.1 Where it is alleged that a breach of Rule 90.60.4.4 occurred, the Chief Executive Officer shall provide a copy of a written report of the incident to the President, who may bring a complaint in accordance with Canadian Interuniversity Sport Policy 90.30 - Discipline. A copy of the written report shall be provided to every individual and institution involved.

11-07-05

Dufresne/Murray

Carried

To recommend the changes to Policies 90.20, 90.30 and 90.60 as presented above, to the General Assembly for approval in June 2008.

7. International Report

a) 2007 Summer Universiade – Post Games Report

J. Morissette presented his report (ANNEX D) and highlighted how participation at the Universiade furthers the CIS and Sport Canada's goals both domestically and Internationally.

P. Lafontaine requested a brief written report on the medical mission and the service received from CASM. J. Morissette noted that the service received from CASM and A. Attalah as clinic manager was excellent, and that he would be happy to provide a written report.

It was also noted from several sources that FISU recognized Canada as one of the most organized and prepared countries attending the Universiade. Appreciation was expressed to the staff for their excellent work in this area.

A suggestion was made that, based on the high number of carded athletes attending the Universiade, CIS should connect with "Podium Canada" to ensure the Universiades are a part of their plan, and a component of their "road to excellence". It was agreed that a meeting with the Canadian Olympic Committee was in order.

Discussion occurred on various aspects of communications at the Summer Universiade including photography. It was noted that CIS is limited as to the number of staff it can bring to the games, based on budget constraints, and that the priority for funds is ensuring student-athletes needs are met.

It was asked whether there was anything CIS and the Sport Committee could do to assist our athletes and teams to achieve higher levels of success. It was suggested that if there were more 50 Meter pools available at University facilities, this would be helpful to our swim team.

b) Canadians appointed to FISU Commissions, Mission Staff for 2009 Universiades

J. Morissette confirmed that the following were appointed to FISU Commissions:

Coleen Dufresne
Jean-Guy Ouellette
Janice Harvey
Mark Tennant
Bob Philip

J. Morissette also reported that a call for Mission Staff for the 2009 Universiades was distributed recently, and all Members are encouraged to apply.

c) Universiade partnership assessment (Criteria to Evaluate bids to host Universiades)

J. Morissette presented an assessment tool (ANNEX E) that will be used in the proposed Universiade partnership evaluations. It is broken down into five general categories that align with the Sport Canada evaluation criteria. They have been expanded upon and each category and subsection has been provided a weighing so that a more transparent evaluation is possible. As well, the categories are fairly general and do not lend themselves to favour either a winter or summer bid.

11-07-06

Dufresne/Murray

Carried

To accept the partnership assessment tool as presented (ANNEX E).

Note to clarify the difference between area six and seven under the Finance, Marketing and Budget section.

d) Bidding for Universiades – Partnership Framework

J. Morissette reported that on May 10th, CIS and all other major games franchise holders in Canada received a communication from Sport Canada outlining the new process for bidding for multi-sport games. The process is:

1. Before a franchise holder initiates the domestic phase of a bid, they must provide the following to Sport Canada:
 - a. Operational budget
 - b. Infrastructure budget
 - c. Final budgets and hosting costs from the past two Universiades (2 winters and/or 2 summers)
 - d. Financial and cost control strategies to manage the bid process as well as hosting cost
 - e. Benefits to Canadian sports system with emphasis on national team excellence programs as well as the long-term athlete development program.
2. Once this information is provided to Sports Canada, it will take from 9 to 12 months before Sport Canada can provide indication of federal support for the games.
3. Once federal support is provided, the franchise holders can initiate the domestic phase of the bid process.
4. Sport Canada also indicated that they would like to see an increased level of sophistication in the CIS bid process and selection procedures.

This information was later provided in a letter dated May 10th, 2007 to all the multi-sport games franchise holders.

CIS expressed dismay at the proposed method of seeking federal funding for a potential Universiade bid, particularly with the financial burden of preparing materials for evaluation by Sport Canada and Cabinet transferred to the Franchise holder. This material was normally prepared by the city selected in the domestic bid process.

CIS investigated the cost of preparing this material and received estimates ranging from \$100,000 to \$150,000 to prepare this material for Sport Canada evaluation.

At the 2007 CIS AGM, the International Committee determined a process to meet the requirements of Sport Canada, however raising the funds to pay for the study would be difficult. Subsequent to the AGM, the International Committee investigated several methods of raising funds to pay for the material preparation. This included approaching FISU and ODUPA for a grant, potentially requesting financial assistance from interested cities, and requesting funding from the CIS membership. However, all of these proposed funding methods were either rejected or met with minimal interest.

The CIS International Committee also determined that the project would be enormous undertaking given the differing resources available for hosting the Universiade in various locations in Canada and that material prepared by CIS for Sport Canada would be very general.

Some of the issues are:

- The infrastructure needs from one city to the next will vary significantly.
- The infrastructure and operation budgets for winter games would be significantly different than the budgets for summer games.
- The scope of the international budget would differ significantly between a winter and summer games.

In recent discussions, the International Committee concluded that if CIS was successful in securing federal support to host the Universiade in Canada that any city interested in hosting would be required to repeat the work CIS would have done with a specific focus on the hosting requirements of their particular region.

Upon reflecting on the size and scope workload, the associated costs of doing the work required by Sport Canada and the need for any bid committee to repeat the majority of the work that CIS would have already completed but specific to their municipality, the International Committee is proposing a partnership framework to complete the work required by Sport Canada and move a potential 2015 Universiade bid forward (ANNEX F).

11-07-07

Murray/Sheahan

Carried

To accept the partnership framework as presented (ANNEX F).

8. Update: CIS and Regional Association Common Statistics Committee Update

M. McGregor reported that the Common Statistics Ad Hoc Committee struck at the June 2007 Annual General Meeting has been populated, and that a CIS student-intern has done

preliminary work to determine which Regional Association is using which program for which sport. A report will be distributed to Regional Associations in the near future.

It was noted that the plan is not to use the same statistics package for all sports, but rather we will be working on a sport by sport basis. The goal is that within each sport, the same statistics package will be used across the county by 2010.

9. Vanier Cup Grey Cup Combo

M. McGregor referred to the Grey Cup / Vanier Cup Evaluation Framework (ANNEX G). This framework will help CIS determine under which circumstance the Vanier Cup would twin with the Grey Cup.

Information will be collected over the next eight weeks, and a report will be available for the April 2008 Board of Directors Meeting.

11-07-08

Murray/Sheahan

Carried

To accept the Grey Cup / Vanier Cup Evaluation Framework as presented (ANNEX G).

10. Marketing Update

a) Television

P. Metzals reported that CIS was able to successfully secure the broadcast of most of the Championships this past fall with The Score Television Network and with Rogers Sports Network. We are still working on securing additional broadcasts of regular season events throughout the month of February leading up to the Championships. Much of that will be based on resources available to help offset television production costs.

The games CIS did broadcast seemed to flow much easier as the television people are becoming more comfortable with how diverse the operation of our Members can be. The Hardy Cup reached close to 100,000 viewers - a new high.

Other area discussed:

- Rogers Sports Network will broadcast the Hockey Championships for 2008, 2009 and 2010.
- The agreement with The Score expires in March 2008
- CBC has expressed an interest in CIS Football coverage, potential connection to CBC president – Hubert Lacroix with one of the CIS Board Members identified
- The agreement with RDS encompasses three football games and four other championships.
- The Canadian Olympic Committee is launching a Canadian Sports Network in June 2008.

b) Sponsorship

P. Metzals reported that although CIS serviced its sponsors well with the television coverage we are still discussing renewal and determining where and how they will fit in the future with CIS. One key element of this discussion is where and how television will fit into their contributions. It should play a very large role, as CIS absolutely needs to provide substantial value back to its partners.

P. Metzals noted that in order for sponsorships to grow CIS needs more control of CIS properties/events to ensure we are able to deliver the rights and benefits. At times, it is difficult for CIS to properly deliver all that we have promised. If we need to grow from a revenue side, sponsorship is an area that we need to focus on, but now more than ever, corporate partners are demanding more.

P. Metzals also reported that CIS is close to securing an agreement with Mitsubishi which will encompass all CIS Championship events, All-Canadian support, Top Ten and other extremely exciting properties.

11. Women's Basketball Championship Format: A Think Piece

P. Metzals introduced his thoughts on a new model for CIS championships, specifically for the new 16 Team Women's Basketball Championship Format approved at the June 2007 CIS AGM (ANNEX H). He noted that the Marketing Committee has discussed the concept and is supportive of the new model proposed.

Thoughts, questions and suggestions from the Board included:

- the need to provide rationale and objectives for the new model
- establish the cost of the new model, vs the cost of status quo
- must have a plan for the funds that CIS is projecting to earn from this model
- need concrete information from sponsors as to their level of satisfaction (or dissatisfaction) with their current return on investment
- CIS should allow hosts to retain gate, but need to gain control of sponsorship, although this will require a change in the guarantee structure
- CIS' brand equity – how good is it? Are our Members reluctant to use it because CIS has a low brand equity? Do we need to change our logo?

Concern was expressed with the risk level of the new model, when in fact the new Women's Basketball Championship format was presented to the Membership in June as low risk.

Next steps include:

- Development of a business plan, rationale, establishment of costs, risks, etc.
- Incorporation of some of the sponsorship components into the 2008 bid book (see agenda item 15).

It was felt that if the vision and rationale is strong enough and there is support for the new model, some existing hosts may want to convert to it immediately.

12. Current and Upcoming Vacancies on CIS Board

The meeting went in camera. D. White and CIS staff other than the CEO left the room. M. McGregor chaired this agenda item.

The CIS Board discussed filling the Board vacancies. The President's position on the Board was vacant through to June 2009 as a result of D. Wilson's departure from the Board in October 2007.

11-07-09

Adams/MacPherson

Carried

To appoint Dick White as CIS President through to the June 2009 Annual General Meeting.

In turn, D. White resigned his position as Vice-President Sport in order to serve as President. This created a Vice-President Sport vacancy on the Board through to the June 2008 annual general meeting.

11-07-10

Murray/Ryan

Carried

To appoint C. Dufresne to serve as Vice-President Sport through to the June 2008 Annual General Meeting.

C. Dufresne was currently serving as the Canada West representative on the CIS Board through to June 2009. Canada West will be asked to name a replacement representative to the CIS Board for the January to June 2008 time period, to replace C. Dufresne while she is serving in the Vice-President Sport position. The CIS past-president position will not be filled.

In June 2008 there will be an election for the following positions on the Board: President-elect (one year term, followed by two years as president) and Vice-President Sport (two year term).

13. Hilary Burn File

Background

This matter arose in July 2003 as a request for a review of the eligibility status of Ms. Hilary Burn, a student athlete at Dalhousie University, by Mr. Al Scott, Athletic Director at Dalhousie University at the time. Pursuant to CIS Rule 40.20.1.1, as it was in 2003, the Eligibility Review Officer (ERO) provided an interpretation of Ms. Burn's eligibility to Dalhousie University. A copy of the interpretation was not provided to the CIS Office representative in August 2003. The interpretation was thus not confirmed by the CIS Office representative at the time as was required under the applicable rule.

Since that time several individuals have queried the correctness of the interpretation as well as the deviation in procedure from that which was set out in the rules.

Decision of the Board of Directors

The CIS Board of Directors considered the matter and it was the decision of the Board that the matter now be considered at an end. The Board will not alter the interpretation of the ERO in August 2003.

Jurisdiction of the Board

It is the view of the Board of Directors that it can properly take authority over the matter. The central issue in this matter is whether or not the original interpretation by the ERO should be confirmed. If the interpretation was made in accordance with the rules as they were at the time, the interpretation should be confirmed. If it was not made in accordance with the rules, and thus is an incorrect interpretation, then the CIS Office representative would not have confirmed it at the time, had he received a copy of the interpretation. However, the applicable rules are silent as to what procedure should be followed in the event an interpretation is not confirmed. There is a clear gap in the rules. This gap must be

filled and can be filled by the ultimate authority within the organization – the Board of Directors.

Rationale for Decision

i) No Appeal Filed

CIS rule 40.20.1.3, as it was in 2003, allows an affected party to an interpretation to appeal the interpretation to the Eligibility Committee. The Eligibility Committee must then render a decision within 5 days. There has been no appeal of the original interpretation by any affected party.

While a copy of the interpretation was not provided to the CIS Office Representative for distribution to the membership (as required by the rules at that time), it is clear the interpretation did come to the attention of at least some of the membership, including the most important member in terms of its affect (the University of Guelph). Thus, while the notice provisions were not followed, notice was received by the relevant parties. No institution was prejudiced in bringing an appeal by not receiving notice through normal administrative channels.

The applicable rule in 2003 did not set a time limit for appeals of eligibility interpretations. Nonetheless, the expectation must be that an appeal will be filed within a “reasonable” period of time. Hilary Burn competed in both the 2003 and 2004 CIS Cross-Country Championships, and the 2005 Track and Field Championships. It may have been reasonable to file an appeal concerning the student athlete’s eligibility status in 2004-2005 prior to the CIS Championships. An appeal after the 2005 Track Championships cannot be considered to have been filed within a reasonable timeframe and certainly one coming in 2007 cannot be considered to have been brought within a reasonable period of time. There must be some finality or closure to decisions – they should not be left open indefinitely.

ii) Gap in the Rules

Outside of an appeal, the rules at the time do not set out how an interpretation, which does not receive confirmation by the CIS Office Representative, is to be reconsidered. The rule does not set out who actually gets to make the new interpretation, whether the matter should go back to the ERO for reconsideration, if the requesting institution should be contacted, whether reasons for the rejection are given and, if so, to whom and, whether the requesting institution could respond to the matter. There is a clear gap in the rules.

iii) Amendments to Applicable Rules

The matter took place three to four years ago. The CIS rules governing the interpretation of eligibility matters have been amended over the years to add greater clarity. They will be tidied up to clarify procedures to follow in the event an interpretation is not confirmed.

14. Update on Legal Actions and Disputes Against CIS

M. McGregor provided a brief update on the 2 legal actions pending against CIS, and noted that CIS is the second party named on both suits.

15. CIS Bid Book

S. Newton indicated that it is a Board responsibility to approve changes to the CIS Championship Bid Book, and that the recommended changes presented are based on learnings from the past season as well as the last bid selection meeting.

S. Newton noted that the bid book will be adapted as a contract, specific for Football Bowl Games, which do not have a bidding process. The contract for Bowl Games will include clarity on which logos must be used where, ie. CIS logo, Uteck Bowl logo, etc.

It was agreed that S. Newton would make further revisions to the CIS Championship Bid Book based on discussions today and after CIS staff has had an opportunity to vet the recommended changes. A final version will be presented to the Board for approval at the February 12, 2008 conference call.

16. NCAA Opening its Doors to CIS Members

The CIS Board discussed the situation of some CIS members exploring options for membership within the NCAA. It was agreed that CIS needs to be clear on its position with respect to this possibility and its implications, and this is an important occasion to articulate what CIS stands for.

The Board provided the CEO with the philosophical direction that they would like to see advanced. The CEO will draft policy for review and approval by the Board and in turn the Membership in 2008.

Institutions considering joining the NCAA in 2008, could contact Marg McGregor to get a flavour of the Board's discussions.

It was noted that CIS should look into any issues that may be prompting Members to leave CIS for NCAA.

17. Other Business

a) AUCC membership as a condition of membership within CIS

It was confirmed that one criteria for being a member of CIS is to be a member in good standing of AUCC (Association of Universities and Colleges of Canada), and that currently, all CIS members are members in good standing of AUCC.

b) All-Canadian gifts – payment model

T. Mackin presented a new method for the allocation of All-Canadian gift costs (ANNEX I). The principle of the new method is to allocate the cost of recognition to all Members, not just to those who are recognized.

The new method would add the cost of All-Canadian gifts to the Sport Specific Membership Fee, similar to how other championships costs (i.e. officials, medals) are currently allocated.

11-07-11

MacPherson/Ryan

Carried

To approve the method of allocation of All-Canadian gift cost as presented in ANNEX I. Costs to be included in Sport Specific Membership Fees effective September 2009.

c) Nominee and Award winner participation at Championship Award Ceremonies

S. Newton indicated that current CIS policies encourage equity, and does not fund any non-participating award winners, nominees or All-Canadians to any CIS championships.

It was acknowledged, however, that in reality, football is different than other CIS Championships, and it is a common practice for Members to pay for their non-participating nominees and award winner to attend the Vanier Cup award ceremonies.

ACTION: CIS to develop a framework for award winner/nominee participation at the Vanier Cup award ceremonies.

ACTION: S. Newton to ensure members are informed well in advance if an award ceremony will be televised, as this may influence a member's decision on whether or not to send a nominee or award winner.

18. Adjournment

The meeting was adjourned at 2:00 PM EST.
Next conference call: February 12, 2008.
Next face to face meeting: April 23, 24, 2008 Ottawa.

ANNEX A

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.

Time	Item	
10:15	Coffee and juice will be available in the meeting room.	
10:45	1. Welcome, roll call, approval of agenda	
10:50	2. Approval of minutes: October 9, 2007.	Previously circulated and posted.
10:50	3. Report on progress of audit and final 2006-07 results	See excel file: 2007 audited statements and pages 2-6
11:20	4. Receipt of year to date financials including verbal update of airline / travel agent situation.	See excel file: 2007-08 Year to date Financials
11:50	5. Research and Development progress report on the activities in the CIS plan.	See page 6
12:20	Lunch	
1:15	6. Harmonization of CIS and RA policies	See page 9
2:00	7. Update: CIS and RA common statistics committee update	Verbal report
2:15	8. International report: a) 2007 Summer Universiade - Post Games Report b) Universiade partnership assessment c) bidding for Universiades	See page 19 See page 25 See page 31 and 2013 verbal report
3:00	Refreshment break	
3:15	9. Evaluation framework for Vanier Cup: Grey Cup combo	Page 36
3:45	10. Marketing Report	Page 37
4:00	11. Women's basketball championship format: a think piece for Board feedback about the back of house organizational model	Page 38
5:00	Working dinner: Meat Lasagna, ceasar salad, cheesecake	
6:00	12. Board: current and upcoming vacancies, terms of reference	Verbal report
Wed		
8:30	Breakfast	
9:00	13. Decision on next steps in Hilary Burn file	See page 44
9:45	14. Update on legal actions and disputes against CIS	Verbal report
10:00	15. CIS Bid book: approval of updates/revisions to Bid Book	To be e-mailed
11:00	16. NCAA opening its doors to CIS members	Verbal report
Noon	Lunch	
1:00	Other business: a) AUCC membership as a condition of membership within CIS b) All-Canadian gifts – payment model	

ANNEX B

CANADIAN INTERUNIVERSITY SPORT

Variance Analysis - Projected vs. Budget **Oct. 31, 2007**

Revenue

One half surplus carry over from last year	4,000
Projected increase in interest (ING), fines	5,000
Membership fees	911
OUIT membership application and fee	6,000

TOTAL POSITIVE (NEGATIVE) VARIANCE IN REVENUE 15,911

Domestic Opportunities

Cancellation Fees for Championships (Fall only)	-20,000
---	---------

TOTAL POSITIVE (NEGATIVE) VARIANCE -20,000

International

Decrease (Increase) in Expenses

Summer Universiade Admin fees to be used for 09 Winter	33,850
Set aside for Winter Universiade	-23,850
World University Championship Revenue	4,000

TOTAL POSITIVE (NEGATIVE) VARIANCE 14,000

Advocacy, Marketing, Communications

Payments to hosts	-20,600
Web site mainenance	-13,000
scoresheets	500

TOTAL POSITIVE (NEGATIVE) VARIANCE -33,100

Organizational Excellence - HR, Administration & Meetings

Decrease (Increase) in Expenses

Salary/pension savings - staff turnover	22,116
Audit	600

TOTAL POSITIVE (NEGATIVE) VARIANCE 22,716

Grand total variance **-473**

Budgeted Contingency/Surplus **1,720**

Projected Surplus for the Year Ended June 30, 2008 **1,247**

CANADIAN INTERUNIVERSITY SPORT

BALANCE SHEET

31-Oct-07

ASSETS

Current

CASH	\$435,265
ACCOUNTS RECEIVABLE	\$192,012
PREPAID EXPENSES	\$124,300
INVESTMENTS	<u>\$305,000</u>
	\$1,056,577

Capital

\$11,222

\$1,067,799

LIABILITIES

Current

ACCOUNTS PAYABLE	\$76,902
DEFERRED REVENUE	\$42,156
COACHES ASSOCIATION FUNDS	<u>\$184,471</u>
	\$303,529

NET ASSETS

RESTRICTED FOR ENDOWMENT FUND	\$50,000
INTERNALLY RESTRICTED FOR RESERVE FUND PURPOSES	\$189,527
INVESTED IN CAPITAL ASSETS	\$7,803
UNRESTRICTED	\$59,300
SURPLUS (DEFICIT) FOR THE PERIOD	<u>\$457,640</u>
	\$764,270
	<u><u>\$1,067,799</u></u>

**2007-2008 Year to Date Financial Statements
with Variances and Comparisons**

REVENUE	2005/06 Actual	2006/07 Actual	2007/08			Variance Projected /Budget
			Budget	Actual YTD	Projected	
(details in "Revenue" page)						
1 Sponsorship and Television	623,972	1,007,335	1,006,405	172,395	1,006,405	0
2 Championship Guarantees	481,000	479,500	633,000	21,750	633,000	0
3 Membership Fees	433,064	482,218	488,467	439,578	495,378	6,911
4 Sport Canada -Core	360,000	391,400	394,400	135,000	394,400	0
5 Contrib. from previous year's surplus				0	4,000	4,000
6 Public. Revenue, Interest and Misc	69,010	77,496	54,600	5,744	57,500	2,900
7 International Programs	204,008	324,830	100,600	276,516	277,516	176,916
8 Sport Canada - WUG	375,000	0	259,400	259,400	259,400	0
Total Revenue	2,546,054	2,762,779	2,936,872	1,310,383	3,127,599	190,727

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			266,526		266,526	
11 Members Contribution			178,567		178,567	
12 Contribution from Surplus						
13 Subtotal	536,912	581,321	545,093	0	545,093	0
Championship Operations						
15 Delegates	17,381	16,421	18,000	730	18,000	0
16 Officials	39,430	39,202	40,000	0	40,000	0
17 Poster and Program Template	1,071	773	750	477	750	0
18 Sport Committee and Bid Selection Meetings	7,519	7,355	4,000	0	4,000	0
19 Trophies, Medals and Banners	21,319	26,678	21,000	7,119	21,000	0
20 Eligibility Info Kit	0	0	0	0	0	0
23 All- Canadians Recognition	12,506	21,395	18,000	17,591	18,000	0
24 Cancellation Fees for Championship Flights				0	20,000	-20,000
26 Subtotal	99,226	111,823	101,750	25,917	121,750	-20,000
27 Total Domestic Opportunities	636,138	693,144	646,843	25,917	666,843	-20,000
Provide international competitive opportunities for student-athletes						
28 Winter WUG	943	346,025		0	23,850	-23,850
29 Summer Universiade	383,186		360,000	300,966	499,066	-139,066
30 Summer Univ. Non funded	58,817			74,266		0
31 Offset by fees - W. Soccer	73,483			62,605		0
32 Offset by fees -M. Soccer	5,250			61,229		0
33 World University Championships				0		0
34 Int. Rep Travel and Rep on Fisv Comm	2,720	4,315	6,000	0	6,000	0
35 Total International Opportunities	524,399	350,339	366,000	499,066	528,916	-162,916
36 Total Excellence	1,160,537	1,043,483	1,012,843	524,984	1,195,759	-182,916

2005/06 Actual	2006/07 Actual	2007/08			Variance Projected /Budget
		Budget	Actual YTD	Projected	

STRATEGIC DIRECTION: BUILDING CAPACITY

Contribute to Coaching Development in Canada						
40	<i>Sport Congress</i>		6,000		0	0
41	Total Coaching Development	0	6,000	0	0	0
Advocate the Value of University Sport in Canada/Partnerships/Leadership						
43	Advocacy, Attend Conferences	1,862	1,193	1,000	285	1,000
45	Affiliation Fees - AUCC, Sport Matters, Sport Wee	500	2,500	2,500	2,500	2,500
34	Keeping Student-Athletes in Canada - Canada First		1,800	5,000	1,809	5,000
46	Public Relations - Partner recog.	2,366	800	500	250	500
48	Professional Development	921	2,089	2,000	0	2,000
50	Almanac	0	0	7,500	6,960	7,500
52	Awards data analysis	3,852	896		0	
53	Academic All-Cnd Recognition	2,551	30,000	30,000	0	30,000
55	Total Advocacy	12,052	39,278	48,500	11,803	48,500
Marketing and Communications						
57	Sponsor Servicing at Champs - TV Sponsors	46,732	15,145	23,000	0	23,000
58	Television Productions Expenses	354,150	670,956	630,000	5,000	630,000
59	Branding, general and at CIS Championships	11,323	13,891	16,000	2,465	16,000
60	Communication/Marketing Intern	500	0	0	0	0
61	Sponsor funds to Champs.	15,708	106,355	167,250	0	187,850
62	Sponsor Servicing-general	2,104	5,674	5,000	0	5,000
63	Videos and Scoresheets	6,605	1,254	3,600	979	1,000
64	Result Reporting system- Team	6,345	1,122	3,120	3,053	3,120
65	-Individual sports	14,800	14,729	14,729	0	14,729
66	Webcasting	1,207	1,511	21,000	0	21,000
67	Web Site Maintenance	1,117	2,464	2,000	5,763	15,000
71	Total Marketing and Comm.	459,474	833,100	885,699	17,260	916,699

2005/06 Actual	2006/07 Actual	2007/08			Variance Projected /Budget
		Budget	Actual YTD	Projected	

Organizational Development

Human Resources and Admin (Details under "HR&Admin" Tab)							
72	Salaries and Benefits	661,756	703,515	741,356	225,860	719,240	22,116
73	Staff Travel	19,692	23,100	10,000	1,731	10,000	0
74	Administration & Overhead	182,614	188,989	183,754	49,212	183,154	600
75	Directory						0
76	Subtotal	864,062	915,604	935,110	276,803	912,394	22,716
Administrative Meetings							
77	Board Meetings	16,394	16,200	16,000	1,801	16,000	0
79	Ad Hoc Comm. meetings				0		0
80	Annual General Meeting	11,607	4,062	7,000	20,000	7,000	0
81	President's Travel	6,060	4,952	4,000	0	4,000	0
82	Subtotal	34,061	25,214	27,000	21,801	27,000	0
Committee Meetings							
83	R&D & Eligibility & Intl.	5,163	5,602	5,000	0	5,000	0
84	Marketing and COMSID	9,549	2,535	6,000	93	6,000	0
85	<i>Marketing Meeting to consider new Champ Formats</i>			5,000		5,000	
86	Subtotal	14,712	8,137	16,000	93	16,000	0
87	Total Org. Development	912,835	948,954	978,110	298,697	955,394	22,716
88	Total - BUILDING CAPACITY	1,384,361	1,827,332	1,912,309	327,760	1,920,593	-8,284
89	TOTAL EXPENSES	2,544,898	2,870,814	2,925,152	852,744	3,116,352	-191,200
90	Designated to Reserve			10,000		10,000	0
91	NET SURPLUS/(DEFICIT)	\$1,156	(\$108,035)	\$1,720	457,640	\$1,247	(\$473)

surplus per audited statements	39	-108,035
from previous year's surplus	66000	61000
to travel pool	66000	65000
to reserve	-10,000	-10,000

total surplus per internal stmts	122,039	7,965
to 05-06 surplus (budget)	61,000	4,000
to travel pool	61,000	4,000
Wrestling and field hockey portion of guarantees held back fr		37,000
		41,000

ANNEX C

Draft 3 Lines of Jurisdictions – CIS/Regional Associations/Members

CIS has the jurisdiction to administer discipline for breach of:

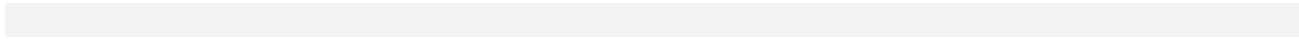
What	Where	By Whom	Specifically excludes
CIS Rules and Regulations		<p>CIS Member Institutions</p> <p>Individuals engaged in CIS activities on behalf of CIS (eg. CIS Staff, Board, Committee Members),</p> <p>Individuals involved in eligibility and awards violations (eg. coach, athlete, AD)</p>	<p>(i) non-members of Canadian Interuniversity Sport, (eg. NCAA members)</p> <p>(ii) individuals who are not formally engaged in Canadian Interuniversity Sport activities on behalf of Canadian Interuniversity Sport or (eg. custodian at a member university)</p> <p>(iii) complaints where the matter or issue complained of relates directly or exclusively to the Complainant's (eg. coach, athlete, AD) institution or to matters solely involving the Complainant's relationship or involvement with students, employees, contractors, partners or agents of that institution.</p>
Conduct	<p>CIS championships</p> <p>FISU International Games and Championships</p>	<p>Persons representing institutions (eg. coaches, athletes (even from NCAA if on a Canadian team at a FISU Championship)</p> <p>Persons representing CIS (eg. mission staff, volunteers)</p> <p>Persons Representing NSO (eg. athlete, NSO team manager who have signed a Team Agreement with CIS)</p>	
	Any location	All persons involved in CIS activities who make disparaging comments publicly against CIS	

REGIONAL ASSOCIATIONS (RA) have the jurisdiction to administer discipline for breach of:

What	Where	Who	Specifically exclude
RA Rules and Regulations		Members of each RA (schools), individuals engaged in RA activities on behalf of RA (eg. league games) Individuals involved in eligibility violations. This needs to be discussed – potential for (i) different results on the same set of facts, (ii) duplicate sanctions at each level and (iii) prolongation of process, duplication of work, time, money, etc.	(i) non-members of RA (member of different RA) (ii) individuals who are not formally engaged in RA activities on behalf of RA (eg. custodian at a member university) (iii) complaints where the matter or issue complained of relates directly or exclusively to the Complainant's (eg. coach, athlete, AD) institution or to matters solely involving the Complainant's relationship or involvement with students, employees, contractors, partners or agents of that institution.
Conduct	-RA champs -League play -interlock games (RA of each team involved to have jurisdiction to enforce issues relating to conduct against that team only. We can only assume the general conduct provisions/rules as between each RA will be similar) -exhibition games (between either CIS or non-CIS opponents)	Persons representing RA member institutions and RA (eg. team members, coach, volunteer, AD)	(i) CIS Championship and FISU International Events (ii) Disparaging comments made publicly against CIS

University has the jurisdiction to administer discipline for breach of:

What	Where	Who	Specifically exclude
University Rules and Regulations		-Individuals engaged in University activities on behalf of University (eg. coach at a training camp) -Individuals involved in eligibility violations (see comment above)	What is on the CIS or RA list (debate regarding eligibility violations)
Conduct and issues that relate directly to the institution and the students at the institution	-Training and other on- campus activities and at all places and times not on the CIS and RA list.	Persons representing institutions - ie. team members, coach, volunteer, staff, etc. and all students enrolled at the institution	CIS and RA Events



ANNEX D

#8 a) 2007 Summer Universiade - Post Games Report

A delegation of three hundred and fourteen student-athletes, coaches, and mission staff represented Canada at the 2007 Summer Universiade that took place in Bangkok Thailand from August 8 to 18, 2007. This was the largest team sent to a Universiade held outside of North America.

UNIVERSIADE PARTICIPATION BENEFITS

CIS PERSPECTIVE

Canada's participation at the 2007 Summer Universiade contributed to Canadian Interuniversity Sport's mission, vision, and strategic direction in terms of providing international development opportunities for Canadian student-athletes, coaches, and mission staff as well as our significantly impacting our overall contribution to the Canadian Sport System.

- Participation at the Universiade contributed to the CIS mission by enriching the student-athlete experience by providing opportunities to compete on the international stage against some of the top athletes in the world.
- Participation at the Universiade contributed to the CIS vision of becoming the "destination of choice" for Canadian post-secondary athletes.
- Participation at the Universiade provided international development opportunities for one hundred and seven coaches, judges/referees, administrators and medical staff.
- Participation at the Universiade continues to be incorporated into many National Sports Organizations (NSO) long-term athlete development (LTAD) model.
- CIS member institutions have used their student-athlete and coach's participation at the Universiade as both a domestic and international promotional tool as well as an opportunity to advance their University's international mandates.

SPORT CANADA PERSPECTIVE

In addition to contributing to the CIS mission and vision, Canada's participation at the 2007 Summer Universiade contributed to the four policy goals of the Sport Canada Canadian Sport Policy.

Goal I – Enhanced Participation

- Participation at the Universiade increases the visibility of post secondary sports in Canada. This visibility can lead to an increase in participation and interest in post secondary sports, can recruit new participants as well as reduce sport participation dropout rates between secondary and post secondary education systems.

Goal II – Enhanced Excellence

- Participation at the Universiade has been identified by multiple NSO's as an integral part of their LTAD model as well as a development opportunity for their coaches and officials.

- Participation at the Universiade is part of a systemic approach to ensure the development of a constant stream of world-class athletes, coaches, and officials in a sport environment characterized by the highest standards of ethics and values.

Goal III – Enhanced Capacity

- Participation at the Universiade ensures that the essential components of the Canadian Sport system required to achieve the sport participation and excellence goals of the Canadian Sport policy - such as coach and sport medicine practitioners education and development - meet the needs of student-athletes in an ever-changing sport environment.

Goal IV – Enhanced Interaction

Participations at the Universiade increases collaboration, communication, and cooperation amongst NSO's, the government and Canadian Interuniversity Sport (and its membership), which will lead to a more effective Canadian sport system. This increase interaction fosters stronger relations between NSO's and CIS to maximize our contribution to the Canadian sports policy as well as maximizes our mutual interests relating to student-athlete development, coach education and employment, access to facilities, and the provision of other services.

DELEGATION

The overall team composition was the following:

Individual Sports	# Of Athletes	# Of Team Staff	Total	Medals
Athletics	21	5	26	1 Bronze
Badminton	8	2	10	
Diving	8	3	11	
Golf	11	2	13	
Rhythmic Gymnastics	2	1	3	
Judo	6	1	7	2 Bronze
Sport Shooting	3	1	4	
Swimming	28	7	35	4 Gold, 2 Silver, 4 Bronze
Table Tennis	6	1	7	
Taekwondo	10	2	12	

Team Sports	# Of Athletes	# Of Team Staff	Total	Medals
Basketball (Men)	12	5	17	Bronze Medal
Basketball (Women)	12	5	17	
Soccer (Men)	19	5	24	
Soccer (Women)	20	4	24	
Softball (Women)	17	6	23	Gold Medal
Volleyball (Men)	12	4	16	Silver Medal
Volleyball (Women)	12	4	16	

Support Staff	# Of Staff
Administrative	15
Core Medical	18
Judges/Referees	9
FISU delegates	7
Total Delegation Size	314

Two hundred and six Team Canada members represented 37 CIS members. The breakdown is the following:

Alberta	17	Memorial	2	UBC	35
Bishop's	1	Montréal	20	UNB	2
Brandon	1	Ottawa	13	UPEI	1
Calgary	8	Queen's	4	UQAM	1
Concordia	1	Regina	2	UQTR	1
Dalhousie	3	Saskatchewan	3	UWO	5
Guelph	3	SFU	8	Victoria	7
Laurentian	1	Sherbrooke	6	Waterloo	1
Laval	16	SMU	2	Windsor	3
Lethbridge	2	StFX	3	Winnipeg	2
Manitoba	10	Toronto	6	WLU	1
McGill	5	TWU	3	York	3
McMaster	4				

Of the one hundred other individuals not affiliated with a CIS institution, thirty-nine Team Canada members were NSO appointed, 38 originated from NCAA or NAIA institutions, twenty from CCAA institutions, five from post secondary institutions with no affiliations, two with no affiliation, one from VANOC, one from COC and one from the CIS office.

CARDED ATHLETES

Of the two hundred and seven athletes participating at the 2007 Summer Universiade eighty-four received funding from the Sport Canada athlete assistance program at the time of their participation at the Universiade. The breakdown by sport is the following:

Sport	# of carded athletes
Athletics	9
Badminton	0
Basketball (men)	8
Basketball (women)	6
Diving	3
Golf	0
Judo	2
Rhythmic Gymnastics	0
Shooting	0
Soccer (men)	0
Soccer (women)	0
Softball	11
Swimming	19
Table Tennis	1
Taekwondo	1
Volleyball (men)	12
Volleyball (women)	12
Total	84

RESULTS

Not only was the 2007 Summer Universiade Team the largest delegation that Canada sent to a Universiade outside of North America, it was the most successful team sent to a Universiade since the Buffalo in 1993 and our fourth most successful games ever after Edmonton in 1983, Sheffield in 1991, and Buffalo. Canada won sixteen medals (5 gold, 3 silver and 8 bronze) to place 11th overall in the medal count. In addition to these successes, Canadian student-athletes also established two new Universiade records in swimming. The medal winners were:

Gold Medals

Women's Softball*

Swimming 200m Medley - Brian Johns - UBC**

Swimming 100m Butterfly - Darryl Rudolf - UBC

Swimming 100m Butterfly - Mackenzie Downing - University of Victoria

Swimming 200m Butterfly - Audrey Lacroix - Université de Montréal**

*Roster can be found at http://www.cisport.ca/e/international/universiade/bangkok_2007/Team_list.htm

**Denotes Universiade record

Silver Medals

Swimming Men's 4x100m Freestyle

Swimming 200m Butterfly - Mackenzie Downing - University of Victoria

Men's Volleyball*

*Roster can be found at http://www.cisport.ca/e/international/universiade/bangkok_2007/Team_list.htm

Bronze Medals

Athletics 100m - Neville Wright 100 - University of Alberta

Men's Basketball*

Judo Women's 78Kg - Marylise Levesque - Université de Sherbrooke

Judo Women's 70Kg - Cathrine Roberge - Université de Montréal

Swimming 100m Breast - Scott Dickens - UBC

Swimming 200m Free - Brian Johns - UBC

Swimming Women's 4x100m Medley

Swimming 200m Breaststroke - Annamay Pierce - UBC

*Roster can be found at http://www.cisport.ca/e/international/universiade/bangkok_2007/Team_list.htm

Canadian student athletes also had forty-three "Top 10" finishes including eleven 4th place finishes. The list of all finishes from 4th place to 10th place can be found in appendix A.

A complete list of results by student-athlete can be found at

http://www.cisport.ca/e/international/universiade/bangkok_2007/results/by_athlete.cfm

Daily results can also be found at

http://www.cisport.ca/e/international/universiade/bangkok_2007/results/by_date.cfm

LOOKING AHEAD TO THE 2009 SUMMER UNIVERSIADE

The 2009 Summer Universiade will present some unique challenges for CIS that have not previously presented themselves at recent Universiade. Some of the challenges are:

- Number of sports offered
 - The 2009 Summer Universiade will offer the traditional thirteen sports included in the FISU sports program, however FISU has added women's

- water polo as part of the program. Previously FISU only offered men's water polo.
- FISU has agreed to eight optional sports, an increase of three from the 2007 Universiade.
- Finances
 - Sport Canada funding will remain at \$258400.00 for the 2009 Summer Universiade.
 - The cost of accommodations will increase by 60.7% from 2007
- Timelines
 - CIS will have only four months from the end of the 2009 Winter Universiade to the start of the 2009 Summer Universiade due to dates of these games. Normally, CIS has six months between games to prepare.

In an effort to manage these challenges as well as other potential challenges, CIS International Programs will undergo the following activities:

- A review of the current "Universiade Team Quota Policy"
 - Manage the overall delegation size and the associated costs.
 - Potential revised policy will incorporate past Universiade participation, past Universiade results, targeted sports identified in the "Road to Excellence" business plan, and identified CIS funding priorities.
- A review of the 2007 Summer Universiade Budget for additional cost savings.
 - Potential cost savings for travel, mission meeting, team reception, vaccinations, site visits, media guide, cargo etc...
- A review of the CIS/NSO memorandum of understanding regarding the Universiade.
 - Distribute MOU approximately one year before the start of the Universiade and require participating NSO to sign
 - Indicates CIS timelines and expectations of sport delegations
- A review of the Mission Staff job descriptions and overall size.
 - Look for opportunities to combine positions and potentially reduce the overall mission staff size.
- Development of a Universiade Policy and Procedures manual.
 - Provide all mission staff and participating sports with all policies and procedures in an effort to avoid duplication of effort, misunderstandings and conflict.

APPENDIX A – 4th to 10th place finishes at the 2007 Summer Universiade

<u>Ranking</u>	<u>Sport</u>	<u>First Name</u>	<u>Last Name</u>	<u>Event</u>	<u>Post-Secondary Institution</u>
	4th Athletics	Kelsie	Hendry	Women's Pole Vault	University of Saskatchewan
	4th Swimming	Jen	Carroll	Women's 50m Backstroke	UQTR
	4th Swimming	Audrey	Lacroix	Women's 100m Butterfly	Université de Montréal
	4th Swimming	Audrey	Lacroix	Women's 4x200m Freestyle Relay	Université de Montréal
	4th Swimming	Seanna	Mitchell	Women's 4x200m Freestyle Relay	University of Calgary
	4th Swimming	Liz	Collins	Women's 4x200m Freestyle Relay	University of British Columbia
	4th Swimming	Chanelle	Charron-Watson	Women's 4x200m Freestyle Relay	Université Laval
	4th Judo	Jennie	Bonsant	Women Half Middle Weight 63kg	Université Laval
	4th Swimming	Annamay	Pierse	Women's 100m Breaststroke	University of British Columbia
	4th Swimming	Kelly	Stefanyshyn	Women's 200m backstroke	University of British Columbia
	4th Judo	Laurie	Wiltshire	Women's Half Light Weight (-52kg)	Mount Royal College
	4th Diving	Roseline	Filion	Platform	Collège André-Grasset
	4th Men's Soccer				
	4th Swimming	Liz	Collins	Women's 4x100m Freestyle	University of British Columbia
	4th Swimming	Audrey	Lacroix	Women's 4x100m Freestyle	Université de Montréal
	4th Swimming	Chanelle	Charron-Watson	Women's 4x100m Freestyle	Université Laval
	4th Swimming	Seanna	Mitchell	Women's 4x100m Freestyle	University of Calgary
	5th Athletics	Jason	Wurster	Men's Pole Vault	University of Toronto
	5th Swimming	Annamay	Pierse	Women's 200m Individual Medley	University of British Columbia
	5th Swimming	Chad	Murray	Men's 4x200m Freestyle Relay	University of Calgary
	5th Swimming	Brian	Johns	Men's 4x200m Freestyle Relay	University of British Columbia
	5th Swimming	Darryl	Rudolf	Men's 4x200m Freestyle Relay	University of British Columbia
	5th Swimming	Chad	Hankewich	Men's 4x200m Freestyle Relay	University of Calgary
	5th Athletics	Gavin	Smellie	Men's 200m	Western Kentucky University
	5th Swimming	Jordan	Hartney	Men's 400m Individual Medley	University of British Columbia
	6th Athletics	Megan	Brown	Women's 1500m	University of Toronto
	6th Swimming	Liz	Collins	Women's 200m Freestyle	University of British Columbia
	6th Swimming	Kelly	Stefanyshyn	Women's 100m backstroke	University of British Columbia
	7th Women's Basketball				
	7th Diving	Eric	Sehn	3m Synchro	Texas A & M
	7th Diving	Reuben	Ross	3m Synchro	University of Miami
	7th Swimming	Joe	Bartoch	Men's 100m Butterfly	University of Las Vegas
	7th Swimming	Caitlin	Meredith	Women's 200m Backstroke	University of British Columbia
	7th Swimming	Chanelle	Charron-Watson	Women's 400m Freestyle	Université Laval
	8th Swimming	Chad	Murray	Men's 200m Individual Medley	University of Calgary
	8th Swimming	Audrey	Lacroix	Women's 100m Freestyle	Université de Montréal
	8th Athletics	Matthew	Lincoln	Men's 1500m	The Pennsylvania State U
	8th Swimming	Callum	Ng	Men's 100m Backstroke	University of British Columbia
	8th Athletics	Elizabeth	Wightman	Women's 5000m	University of Toronto
	8th Swimming	Darryl	Rudolf	Men's 50m Butterfly	University of British Columbia
	8th Athletics	Rebecca	Johnstone	Women's 800m	Simon Fraser University
	8th Taekwondo	Shannon	Condie	Women's (-55kg)	York University
	8th Taekwondo	Nathan	Crockford	Men's 54kg	McGill University
	8th Taekwondo	Reg	Lawrence	Men's + 84kg	Memorial University
	9th Swimming	Jordan	Hartney	Men's 200m Backstroke	University of British Columbia
	9th Swimming	Michelle	Landry	Women's 200m Individual Medley	University of British Columbia
	9th Athletics	Jamie	Adjejev-nelson	Decathlon	University of Windsor
	10th Swimming	Joe	Bartoch	Men's 50m Butterfly	University of Las Vegas
	10th Swimming	Mackenzie	Downing	Women's 50m Butterfly	University of Victoria
	10th Swimming	Caitlin	Meredith	Women's 100m Backstroke	University of British Columbia
	10th Women's Soccer				
	10th Diving	Eric	Sehn	3m Springboard	Texas A & M

ANNEX E

UNIVERSIADE PARTNERSHIP ASSESSMENT SUMMARY

The following five broad categories are assigned an overall value, which is used to determine the ultimate ranking of the bids:

Leadership and Community Support:	20%
Care and Comfort:	20%
Finance, Budget and Marketing:	20%
Logistics, Technical, Operations, and Administrative:	20%
Legacy:	20%

Within each of the broad categories, several characteristics have been identified as key components of a successful Universiade. Each characteristic is based on the indicators listed below each characteristic. Some of these indicators are observable and measurable, others subjective or intuitive.

Each characteristic of each of the bids is to be ranked by the entire Partnership Evaluation Committee on a scale of 0 to 5, with 3 out of 5 established as the minimum standard (half-points can also be awarded). These point values are then multiplied by a weighting factor for the characteristic. The point totals are then added to give the overall ranking.

A score of 60% is required for each category.

The partnership proposal and evaluation visit day are assessed together on a comprehensive basis. The assessment tool is not meant to capture all observations; rather, it captures the distinguishing features or significant findings of the bid.

**UNIVERSIADE
 PARTNERSHIP ASSESSMENT**

LEADERSHIP & COMMUNITY SUPPORT: 20%, max. 200 points	Weighting x score out of five
PARTNERSHIP COMMITTEE: x 8	
UNIVERSITY INVOLVEMENT: x 8	
MEDIA: x 4	
BUSINESS COMMUNITY SUPPORT OF BID: x 4	
OPENING/CLOSING CEREMONIES PLANS: x 2	
SPORT LEADERSHIP: x 4	
COMMUNITY SUPPORT: x 5	
PROMOTIONS PLANS/COMMUNITY OUTREACH: x 3	
ARTS & CULTURE PROGRAM: x 2	
TOTAL 20%, max. 200 points	

- 0 cannot judge/no documentation or evidence during site evaluation
- 1 inadequate or unsuitable proof/documentation or presentation during site evaluation; repetition of bid requirements without insight into cause/effect; no resource estimates
- 2 minimal documentation/presentation or proof/minimally acceptable; evidence of research into previous Universiades practices, but inappropriate application; no strategy presented on how to get there - presentation of Games-time activity only; poor resource estimates
- 3 adequate/acceptable documentation or presentation; achieves Games' standards; evidence of extensive research into Universiades and other models with appropriate application; broad strategy and specific plans included; reasonable resource estimates
- 4 well documented or presented/good approach; broad strategy, specific plans, well researched, accurate resource estimates, enhanced features
- 5 enhanced documentation/superior approach

CARE AND COMFORT GROUP: 20%, max. 200 points	Weighting x score out of five
ATHLETES' ACCOMMODATIONS: x 15	
FOOD SERVICES: x 8	
ATHLETE ENTERTAINMENT & ACTIVITIES: x 4	
SUPPORT AREAS: x 4	
POLYCLINIC: x 7	
OTHER MEDICAL SERVICE: x 4	
ACCOMMODATIONS FOR GAMES' FAMILY & VISITORS: x 5	
PROTOCOL AND HOSPITALITY: x 3	
TOTAL 20%, max. 200 points	

- 0 cannot judge/no documentation or evidence during site evaluation
- 1 inadequate or unsuitable proof/documentation or presentation during site evaluation; repetition of bid requirements without insight into cause/effect; no resource estimates
- 2 minimal documentation/presentation or proof/minimally acceptable; evidence of research into previous Universiades practices, but inappropriate application; no strategy presented on how to get there - presentation of Games-time activity only; poor resource estimates
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- 4 well documented or presented/good approach; broad strategy, specific plans, well researched, accurate resource estimates, enhanced features
- 5 enhanced documentation/superior approach

FINANCE, BUDGET, MARKETING: 20%, max. 200 points	Weighting x score out of five
FINANCE: x 3	
DEFICIT MANAGEMENT PLAN: x 4	
BUDGET PRESENTATION: x 3	
HISTORY OF FUNDRAISING & SPONSORSHIP IN COMMUNITY: x 3	
MARKETING LEADERSHIP: x 4	
SPONSORSHIP PROGRAM AND TOTAL SELF-GENERATED REVENUE TARGET: x 5	
SPONSORSHIP STRATEGY: x 5	
FUNDRAISING THROUGH SPECIAL EVENTS /PROGRAMS: x 2	
TICKETING STRATEGY: x 4	

MERCHANDISING STRATEGY: x 4	
PUBLIC RELATIONS, PROMOTIONS, COMMUNICATIONS STRATEGY: x 2	
LOGO/VISUAL IMAGE: x 1	
TOTAL 20%, max. 200 pts.	

- 0 cannot judge/no documentation or evidence during site evaluation
- 1 inadequate or unsuitable proof/documentation or presentation during site evaluation; repetition of bid requirements without insight into cause/effect; no resource estimates
- 2 minimal documentation/presentation or proof/minimally acceptable; evidence of research into previous Universiades practices, but inappropriate application; no strategy presented on how to get there - presentation of Games-time activity only; poor resource estimates
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- 4 well documented or presented/good approach; broad strategy, specific plans, well researched, accurate resource estimates, enhanced features
- 5 enhanced documentation/superior approach

LOGISTICS, TECHNICAL, OPERATIONS, and ADMINISTRATION: 20%, max. 200 points	Weighting x score out of five
SPORT VENUES: 7 x	
OPTIONAL SPORTS: 2 x	
CEREMONIES VENUE: 3 x	
MEDIA CENTRE: 4 x	
BROADCAST CENTRE: 1 x	
AIRPORT: 3 x	
TRANSPORTATION: 6 x	
TELECOMMUNICATIONS & INFORMATION TECHNOLOGY: 3 x	
GAMES' HEADQUARTERS: 1 x	
MISSION SERVICES: 2 x	
PERSONNEL PLANS: 1 x	
TECHNICAL OFFICIALS: 1 x	
RESULTS & RESULTS CENTRE: 3 x	
REGISTRATION & ACCREDITATION: 3 x	

TOTAL 20%, max. 200 pts.	
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- 0 cannot judge/no documentation or evidence during site evaluation
- 1 inadequate or unsuitable proof/documentation or presentation during site evaluation; repetition of bid requirements without insight into cause/effect; no resource estimates
- 2 minimal documentation/presentation or proof/minimally acceptable; evidence of research into previous Universiades practices, but inappropriate application; no strategy presented on how to get there - presentation of Games-time activity only; poor resource estimates
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- 4 well documented or presented/good approach; broad strategy, specific plans, well researched, accurate resource estimates, enhanced features
- 5 enhanced documentation/superior approach

LEGACY: 20%, max. 200 points	Weighting x score out of five
UNIVERSITY FACILITIES: x 6	
ECONOMIC IMPACT: x 5	
UNIVERSITY STUDENT INVOLVEMENT: x 5	
CIS FINANCIAL LEGACY: x 5	
COACHING DEVELOPMENT: x5	
SPORT DEVELOPMENT: x 8	
OTHER FACILITIES: x 3	
OTHER: x 3	
TOTAL 20%, max. 200 pts.	

- 0 cannot judge/no documentation or evidence during site evaluation
- 1 inadequate or unsuitable proof/documentation or presentation during site evaluation; repetition of bid requirements without insight into cause/effect; no resource estimates
- 2 minimal documentation/presentation or proof/minimally acceptable; evidence of research into previous Universiades practices, but inappropriate application; no strategy presented on how to get there - presentation of Games-time activity only; poor resource estimates
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- 4 well documented or presented/good approach; broad strategy, specific plans, well researched, accurate resource estimates, enhanced features

5 enhanced documentation/superior approach

DRAFT

UNIVERSIADE PARTNESHIP

ASSESSMENT SUMMARY

20%, 200 pts. max. Leadership & Community Support	
20%, 200 pts. max. Care & Comfort	
20%, 200 pts. max. Logistical, Technical, Operational, Administrative	
20%, 200 pts. max. Finance, Budget, Marketing	
20%, 200 pts. max. Legacy	
100%, 1000 pts. max. TOTAL	

ANNEX F

Universiade Partnership Framework

That CIS initiates a search for a partner university within its membership that would take on the responsibility of the preparing the material required by Sport Canada. That the partner would be selected by a subcommittee of the CIS international committee that will evaluate the partnership proposals based on the cities framework to complete the material required by Sport Canada as well as their proposal to CIS to host the Universiade in Canada in 2015. Upon receiving confirmation of federal funding and support for a 2015 Universiade, CIS would move the partners Universiade candidature internationally as the Canadian bid for a 2015 Universiade. If CIS is not able to secure federal support for a 2015 Universiade, the partners Universiade candidature would not be moved internationally and the partnership dissolved.

This proposal allows the following:

1. Respects the Sport Canada requirement that the request federal support for the hosting of a Universiade comes from the CIS as all the required material and information originates from within our membership.
2. The material required by Sport Canada to be tailored to a specific partner/region.
3. The partner absorbs all the costs associated in preparing the material for Sport Canada.
4. Avoids duplication of work by CIS and partner.
5. Allows CIS to increase the sophistication of our partner selection process as required by Sport Canada at no cost to the membership.

How CIS would structure the partnership process.

1. CIS issues a request for proposals (RFP) to create a CIS “International Partnership Guide” as well as “Partnership Contract” and “Universiade Hosting Contract”
 - a. The cost of creating the partnership guide and contracts to be covered by partnership evaluation fees set out in the new guide.
 - b. Partnership guide will clearly state that the partners’ international candidature is conditional upon CIS securing federal funding and support for hosting the Universiade in 2015.
 - c. The partnership guide and contracts will outline the requirements of the partnership in developing the material for Sport Canada as well as the CIS requirements for hosting the Universiade (rights fees, legacy, etc...).
 - d. The contracts are signed by only by the partner university(ies) or partner **Regional Association**, and not by any organization outside the CIS.
 - e. The financial implications for both contracts are the responsibility of the partner university.
2. CIS selects RFP, and work is completed on “International Partnership Guide” and “Partnership Contract” and “Universiade Hosting Contract”.
3. CIS initiates internal call within its membership for proposals to partner together with one of the members to work towards submitting the required documentation to Sport Canada for a 2015 Universiade.
4. CIS initiates search for partnerships and receives proposals.

- a. Only proposals that include “Partnership Contract” and “Universiade Hosting Contract” will be evaluated.
 - b. Evaluation fees charged to candidate members.
5. CIS International Committee forms “Partner Selection Committee” to evaluate partnership proposals as well as visits potential partners.
 6. CIS “Partner Selection Committee” recommends partner to International committee; recommendation then goes to the board.
 - i. CIS uses Universiade Partnership Assessment Tool
 7. Partner university prepares required material for Sport Canada and cabinet approval.
 8. CIS submits documentation to Sport Canada / Cabinet for evaluation.
 9. If CIS receives confirmation of federal funding and support based on material developed by partner, CIS selects the partner university as the Canadian candidate for the 2015 Universiade. If CIS does not receive confirmation of federal funding and support for a 2015 bid the partnership between CIS and member institution is terminated.

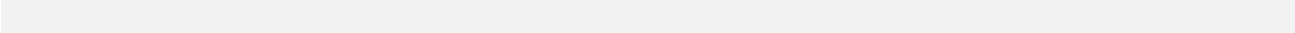
Proposed Timelines

- November 9th, 2007 – CIS international committee moves 2015 Universiade Partnership Framework for approval of CIS Board of Directors.
- November 2007 board meeting – CIS board approves 2015 Universiade Partnership Framework
- End of November 2007 - Request for proposal for “International Partnership Guide” as well as “Partnership Contract” and “Universiade Hosting Contract”
- January 2008 – CIS call for partnerships
- February 2008 – letter of intent to be submitted as a potential partner
- End of June 2008 – partnership proposals submitted along with signed partnership and hosting contracts.
- End of July 2008 – CIS partnership committee site visits
- Early August 2008 – Final partnership presentation in Ottawa
- August 2008 - CIS partnership committee meets face to face to make recommendation to CIS international committee
- August 2008 - CIS international committee meets to ratify partnership committee decision
- September 2008 - CIS board approves international committee recommendation
- September 2008 - CIS informs partnership applicants of decision
- September 2008 – CIS submits required material for Sport Canada / Cabinet evaluation and approval
- Summer 2009 - Sport Canada / Cabinet decision
- September 2009 – FISU calls for bids for 2015

Immediate next steps

- Final approval of CIS Universiade Partnership Assessment Tool.
- Call for RFP for “International Partnership Guide”, “Partnership Contract” and “Universiade Hosting Contract”
- Consultation with successful RFP regarding material in “International Partnership Guide”, “Partnership Contract” and “Universiade Hosting Contract”
- Call for partnership proposals.

Cost

1. The cost of the new “International Partnership Guide”, “Partnership Contract” and “Universiade Hosting Contract” would be recouped in the partnership evaluation fees charged to interested members.
 2. The cost of the partnership visits would be the responsibility of the members requesting the partnership.
 3. The cost of the partnership presentation meeting would be recouped in the partnership fees charged to interested members.
 4. CIS to hold \$10000 in reserve from the 2007 Summer Universiade surplus towards any CIS cost overruns in the partnership.
- 

ANNEX G

#9 Vanier Cup-Grey Cup Evaluation Framework

September 18, 2007

Material adapted from "Basic Guide to Program Evaluation"...an integrated online library for non-profits...http://www.managementhelp.org/evaluatn/fnl_eval.htm#anchor1587540

1. What is the purpose of the evaluation:

As a result of the evaluation we want to decide if CIS should twin the hosting of the Vanier Cup with the Grey Cup in the future. If a decision is made by the Board to continue with the Grey Cup:Vanier Cup combo, we want feedback on how can it be enhanced/improved.

2. Who are the audiences for the information from the evaluation?

- Board, members, Sport Committee, Finance Com., Marketing Com., Coaches Association.

3. What kinds of information are needed to make the decision you need to make?

- Financial... did CIS make revenue targets, how did actual expenses compare with forecast expenses, profit, loss. Hosts financials. Participating Teams financials.
- How the product succeeded/ struggled/ failed and why, etc.
- Attendance numbers.
- TV and webcast audience ratings.
- Marketing impact on raising the profile of CIS sport.
- Impact on workloads – CIS staff, SIDs, Host schools of Round 1, etc.
- Logistical: any insurmountable issues with respect to flights, hotels, given the Vanier Cup demand.
- Academic impact if any on participating students with a Friday night game rather than Saturday game?
- Student athlete experience
- Sponsor feedback: satisfaction, likelihood of renewal, etc.

4. From what sources should the information be collected:

- participating athletes, coaches and athletic directors;
- spectators; web stats; TV network ratings; Regional Association offices and hosts of RA
- CIS staff / on-site delegate feedback; CIS travel agent; Sponsors

5. How can that information be collected in a reasonable fashion?

- on-line questionnaires; interviews and examining documentation

6. When is the information needed?

The 2008 Vanier Cup has been awarded to OUA and will take place in Hamilton.

In January 2008 the next round of CIS Championships bids will be called for. The 2009 and 2010 Vanier Cup are scheduled to be in this rotation.

The location of the 2009 and 2010 Grey Cups have not been announced by the CFL as of yet. The CFL has not yet determined when they will announce the locations.

A Think Piece for Discussion and Feedback

The structure of the Women's Basketball 16 Team event should be revisited to ensure specific targets are achieved such as financial, sponsorships benefits, events targets and managements.

We need to look very closely at revenues and expenses for the event. We also need to evaluate all streams of revenue possible. We need to ensure and be confident with the fact that this event can and will be profitable and marketable. We need to ensure that we know where everything is going, that all sponsors needs are met, and that ticket sales projections are on target.

From an event management side, I am not convinced that within our current model, this event will be successful. Why? Several reasons. We as the CIS own National Championships, but we do not control the outcome nor do we direct the outcome. We "lease" our events to hosts. On occasion, once the lease has expired, our events can be re-leased" for the same amount or somewhat close. On other occasions the value has been diminished.

From a sponsorship perspective, we have limited input into CIS sponsors servicing, we conflict with local partners, hosts conflict with CIS partners, on occasion we need to purchase space from hosts, in essence we raise the money, and pass on the revenue to the hosts – so why are we doing this?

Why are we raising money for hosts, when on occasion the hosts do not deliver the benefits requested, but regardless of that – if we raise money for CIS properties, why does the CIS become a flow through organization.

From an expense side, I do not understand the rational on the guarantee (for the Final 16) as it affects the revenues and the relationship we would have with the hosts. It not only affects potential revenues but also and more importantly it affects the relationship we have with host committees.

What influence would we have over a host when we ask them to pay \$15,000? Would we get our sponsorship benefits? Would we get gate? In my mind the \$15,000 closes more options than it opens. It ties our hands to operate, and minimizes our effectiveness. In addition, it restricts us from creating a profitable event.

We need to look at the events from a revenue point of view, and how the CIS can continue to grow its revenue base. One needs to answer the question if this is the correct method to help future growth.

Key points:

Why does CIS need more control?

How can we make the event better?

How can we make more money?

What are we interested in?

Are we interested in making money – or should we enable members to make money?

We require more controlling interest of our events -

Below we have " borrowed" information from Hockey Canada and their bid book that might help us to proceed:

Marketing and Sales

- i) In order for the event to achieve its financial objectives, the Host Organizing Committee must generate substantial support from a variety of sources. To accomplish this, the Host Organizing Committee should develop a comprehensive marketing and sales strategy which includes media advertising and ticket sales plans, as well as the manner in which support can be secured from the public and private sectors.
- ii) More specifically, the bid presentation should include an outline on the degree of support the host organization anticipates from the following sources:
 - i. Ticket sales plans should outline the strategy for the pricing, packaging and distribution of ticket sales for the overall event;
 - ii. Local/regional sponsorships plans should outline the market potential for cash and contra sponsorships which are non-conflicting with Hockey Canada sponsors (See Appendices);
 - iii. Provincial and municipal support available should also be addressed, including major financial contributions for hosting events.
 - iv. Other contributions, such as in-kind donations and services, should also be included in the bid (i.e. office space, staffing, equipment and other services). A detailed listing of the equipment requirements for the event will be provided to the Host Committee in the Hosting Manual.
- iii) It should be noted that every effort to maximize the cost efficiencies surrounding the staging of the event will be taken into account in the bid presentation. For instance, the Host Organizing Committee's ability to obtain support in the area of advertising and promotion, hotel rates, transportation services and other facility subsidies could significantly enhance the financial success of the event.
- iv) With respect to the ability for the Host Organizing Committee to generate additional revenue through sponsorship, the following restrictions may apply.
 - i. As a Hockey Canada event, there are certain national sponsorship and television agreements which will extend to the hosting of the event, including the official presenter status associated with this event. At the present time, it is anticipated that sponsorships associated with this event will include Hockey Canada Premier Sponsors, Imperial Oil, RBC Financial Group, TELUS, and Nike Bauer Hockey while the official broadcaster will be TSN/RDS. There are also other Hockey Canada Sponsor agreements that will extend into the hosting of this event as listed in Appendices. It is anticipated that a minimum of one (1) game will be nationally televised on the TSN and RDS networks;
 - ii. With respect to the national sponsorships, it should be understood that certain exclusivity guidelines apply to this event. As a result, local event sponsorships must be non-conflicting and comply with the national sponsorship guidelines. The current exclusivity guidelines which apply to the national sponsorships are enclosed (Appendices). It should also be noted that the sponsorship and television guidelines may be subject to change. Further detail regarding the marketing rights will be contained in the Hosting Manual.
 - iii. **It is anticipated that a total of 20 rink boards in TV view and 14 in non-TV view per rink will be reserved exclusively for national sponsors of Hockey Canada, while 2 TV view and 2 non-TV view rinkboard advertisements will be available for local / regional sponsors secured by the Host Organizing Committee.** The Host Organizing Committee will be responsible for the production costs of any rinkboards sold by the Committee. Approximate cost is \$250 per board; 2 boards required for each advertiser, 1 for preliminary games, 1 for televised final, therefore \$500 should be budgeted for each advertiser per rink.
- v) Hockey Canada holds the vendor and merchandising rights for the event. This includes in-

venue, mail-order, internet e-commerce and all other forms of commerce;

- i) All venues are to be free and clear of any encumbrances as it relates to the vending, sale, distribution, advertising and promotion of Hockey Canada and event related licensed product;
- ii) No other party shall be permitted to conduct sales or distribute licensed products, or nonevent related merchandise in the venue(s) at any time during the event;
- iii) Each facility to offer the opportunity to utilize existing vending retail space, should such facilities exist, at no additional cost to the event;
- iv) All facility contracts should accurately reflect the vending and merchandising rights of Hockey Canada in order to ensure no breach of any contractual or other obligation to any third party entered into by Hockey Canada;
- v) Hockey Canada shall seek out and assign vending rights to the venue(s) in exchange for a commission on the sale of the licensed products. The commission is to remain with the event as a part of the revenue stream;

vi) The event licensed merchandise program shall be administered by Hockey Canada in conjunction with Event Manager and the Host Organizing Committee. This would include, but is not limited to quality control, royalty reporting & collection, product selection, etc.

Note: The official event logo for the World Junior A Challenge is property of Hockey Canada. The use and/or application of the official trademarks and logos for this event, Hockey Canada, and the event sponsors are subject to the prior approval by all respective organizations through Hockey Canada.

The bid presentation should include an outline of the proposed media advertising and publicity campaign for the event. The campaign should describe anticipated contributions from local/regional media leading up to the event, as well as the overall budget for advertising and promotional activities. It is anticipated the Host Organizing Committee will be in a position to secure advertising contributions from local/regional print and electronic media. In addition, publicity must be extensive in the various host markets leading up to the event.

Final 16 Sponsorships - estimated

Title: Target is \$50,000

Supporting Sponsors and suppliers - \$60,000

Estimated revenue from sponsorship **\$110,000**

Sponsorship benefits

CIS retains 80% of the sponsorship – hosts receive the remainder plus secondary sponsorships.

The end zone of a basketball court is 50 feet wide. Each sponsorship sign will be 5 feet in length. CIS will receive 8 signs in each of the end zones, the host will receive 2. We will also attempt to get 2 floor stickers per venue for the title. Sponsors will also visibility on the scorer's table. The opposite side of the scorers' table is 94 feet in length. A total of 15 signs at 6 feet in length per sign is possible. CIS will receive 12 of those; the host will receive the rest.

Tickets sales

A key part of the revenue is ticket sales. We own the event. We are risking a significant amount. This is a major source of revenue. There is no reason why the hosts should be able to keep all ticket revenue.

For the regional events – recommended model

Average of 500 tickets sold per session, each venue will have 2 sessions
Therefore 1,000 sold tickets per RA Championships – estimated – let's say each event sold tickets for \$12.00.

Total ticket revenues for 4 events - \$48,000 (1,000 tickets x 4 events x \$12./ticket)
Suggest a 50/50 of gate – **CIS will receive \$24,000**, each host will receive \$6,000 from ticket revenue.

Final Game – 2,000 tickets sold per session, 4,000 total tickets (this will be the target)
Each ticket is \$15.00

Total ticket revenue is \$60,000 – if we are going to use a company to sell, the event needs to be sold out.
A 60/40 split with the host, with 60% for CIS - **\$36,000**

Total ticket revenue - **\$36,000 plus \$24,000 = \$60,000**

Alternate strategy - the host would pay a guarantee to the CIS and retain ticket revenue. Therefore the minimum the CIS would receive from a guarantee would be \$36,000 – but that would be filtered through the bid process.

Ticket selling Strategy

In conjunction with the host and member we would use a National ticket campaign to sell tickets. A national seller of tickets very ce used as well as an effective and experienced ticketing group.

Television

Selling of 30 second advertisementss.

3 games broadcasts – 25 x 30 per game

75 spots - \$500 per 30 - **\$37,500**

Merchandising

CIS merchandising program – in conjunction Final 16 exclusive merchandise

\$1,000

Grants

Hosts in the past seemed to have had success in attracting government grants to their event, be it local, provincial or even federal, if we are the hosts why can we not apply for that revenue.

Target - \$5,000

Women's Basketball Association

Even though it might be something that the membership does not totally agree upon, we need as many different sources of revenue – the coaches did suggest they would provide at least \$5,000 to the first. I suggest we take and ensure help in overall operations of the events

Now, with this money I suggest a coaching clinic is run for athletes and local/regional coaches. This is a revenue generator. Similar to the concept of what Volleyball did at McMaster, have our coaches give back to the community. This will also help in ticket sales as these coaches might encourage their teams to participate. If the clinic is well run, has a good agenda, is appealing to Women's coaches, and is widely promoted is it not possible to attract at least 100 coaches. 100 coach at \$100 each, total of \$10,000. Let's put \$5,000 towards estimated revenues.

I will also suggest the Coaches Association put \$3,000 aside to help offset expenses for this project. This money will be used to help offset a variety of costs including but not limited to, promoting the event, guest speakers, promo/ resource materials.

Women of Influence Dinner

This has been done before. This has had success. Why not use during the Final 4 weekend.

Total estimated Revenues

Sponsorship	\$110,000
Ticket sales	\$ 60,000
Television	\$ 37,500
Merchandising	\$ 1,000
Grants	\$ 5,000
Coaches Ass.	\$ 5,000
Clinic	\$ 5,000
Women of Influence Dinner	\$5,000

Total estimated revenue - \$223,000

Expense side

Salary of a new CIS marketing staff has a large impact on the budget. This means if not enough money is raised we cannot hire a person, which is not logical. Which means if we do not have a person to help execute, how can we oversee the event.

I will suggest the person we hire will be specifically hired for this event, but will also be involved with other initiatives targeted towards our Women's Championships, thus the title " Manager of Women's Sport Marketing and Sales". Her job will also focus on helping to sell, present and influence sponsors as well as create other event opportunities for our other Women's Championships.

In my conversations with other hosts, actual costs of game day operations should not exceed \$1,500 per session – this includes but is not limited to security, ticket people, clean up, take down, staffing of the event, basically everything you see at an institution that involves event operations.

There are certainly many other expenses; although the key item is to determine (at this time) what model the CIS should follow.

Summary - What do the Hosts receive?

Regional events

- 50% of the gate
- on court signage – 2 in the end zones and 3 throughout the length court
- What are their operating costs (per session)
- Hotel room revenue
- Television exposure of their institution and their sponsors

Final 4

- 40% of the gate
- on court signage – 2 in the end zones and 3 throughout the length court
- What are their operating costs
- Hotel room revenue
- Television exposure of their institution and their sponsors

The hosts receive quite a nice contribution – the NCAA model suggests hosts receive no revenue from sponsorship, and receive a small portion of gate receipts. In this model our hosts receive significantly more.

The Hockey Canada model allows the host limited sponsorship opportunities. There is a sharing of gate receipts.

In most if not all models of events, where the owner of a property seeks bidders, the owner has rights to all sponsorship and will only allow the hosts to seek sponsors in the secondary and non-television areas. All hosts still bid for events knowing full well they cannot seek sponsorship – examples are FIFA, World Cycling Champs, HC. We are one of the very few that allows host the opportunity to make money from sponsorship, gate, merchandise, and whatever else.

ANNEX I

**November 2007
Discussion paper**

**All-Canadian, Coach and Rookie of the year gifts
How should Members pay for them?**

Current method: What the university pays is based on the number of all-canadians/coach, rookies of the year they have each year

Step 1: A “Unit cost” is established by dividing the total costs for first team all-canadian gifts (including laminated plaques and shipping costs) by the number of first team all-cnds. This step is repeated for second team all-cnds and coach and rookie of the year.

Step 2: Unit costs are multiplied by the number of all-cnds/coach of the year each university has and the university is charged this amount:

i.e. \$50 x 10 first team all-cnds = \$500
\$20 x 15 second team all-cnds \$300
\$50 x 1 coach of the year \$50
\$50 X 1 rookie of the year \$50

Total paid \$ 900

Proposed method: What the university pays is based on the number of sports they participate in (similar to how we allocate all other sport specific costs).

Step 1: A “Unit Cost” is established by dividing the total costs for all gifts by the total number of first and second team all-canadians and coaches and rookies of the year.

Step 2: The Unit Cost is multiplied by the number of all-canadians in a sport.

Step 3: This total is divided by the number of teams participating in the sport to obtain a per member cost.

i.e. Total cost for gifts \$23,000 divided by 540 first, second team all-cnd, coaches and rookies of the year = \$43.00

(low end) For W basketball the total costs would be \$43 x 12 = \$516

This number is divided by 43 participating teams, so per member cost for WBB would be \$12.00

(high end) For M Swimming \$43 x 54 = \$2322

This number is divided by 29 participating teams = So per member cost for W Swimming would be \$101

Comparison of some before and after costs

Paid in 2006

Member	cost old method	cost new method
York	\$310	\$768
Regina	\$470	\$758
Manitoba	\$220	\$638
Sherbrooke	\$840	\$638
Calgary	\$1960	\$834
UBC	\$1770	\$522
Brock	\$410	\$501