

October 15, 2003 CIS Board of Directors Conference Call Minutes 1:30 PM

Attendance: Drew Love, President; Diane St-Denis, Vice President Programs; Murray Hall, Vice President Research and Development; Dick White, Vice President Marketing; Barb Mullaly, Chair, Finance Committee; Sandy Slavin, Canada West; Liz Hoffman, OUA; Danielle Gardner, Equity and Equality Committee; Jean-Guy Ouellette, International Programs (until 2:22 pm)

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

Regrets: Clint Hamilton, AUS; Bob Dubeau, QSSF; Judy McCrae, Past-President

1. INTERNATIONAL UPDATE

a) Daegu Universiade Recap

Colin Timm reported that the Summer Games were a success on many levels:

- Excellent service received from the Koreans;
- Facilities were modern, new and well kept;
- CIS mission staff performed very well.

Other points noted were:

- CIS Directors of Athletics were provided with a listing of all participating athletes and institution affiliations, prior to the games;
- Canada ranked 28 out of 174 nations;
- Three quarters of the Canadian participants were affiliated with CIS;
- Athletes were impressed with the size of the event and the calibre of the competition;
- M. Belanger – Media Chef, will be doing a Summer Games media coverage package to present to the CIS General Assembly;
- Pictures of event available for viewing at:
<http://www.freestylephotography.com/teamcanada.html>.

b) FISU Representation 2003-2007

C. Timm reported that the CIS International Committee held a conference call on October 8, 2003 to recommend a slate of nominees for FISU commissions for 2003 – 2007 to the CIS Board of Directors for ratification. This list of nominees were chosen from a long list of candidates who were either identified at the International Committee meeting held in June 2003, in Canmore Alberta, or

added since. During the International Committee's conference call, the following points were noted:

1. Bob Philip was not elected to the FISU Executive committee which means Canada does not have a direct voice at a senior level in FISU in determining members of the various FISU commissions;
2. The international strategy for election in Daegu was thwarted by international block voting, and a shift toward a strong European-Asian dominance of the Executive;
3. Many smaller developing nations carried significant swing votes;
4. There is currently no Americas or Oceania representative on the Executive committee, however, Canada has several known supportive members on the Executive;
5. Canada should look to maintain as many incumbent positions as possible, and fill departing members positions. In addition, we need to be strategic in which new positions we want to challenge the incumbent and be aware that there is also a finite number of positions available for over 170 nations;
6. It is important that Canada develop a strategy to not only personally lobby members of the new Executive to ensure we have members appointed to the commissions for 2003 – 2007, but also to develop a strategy now for the next four years to have a representative elected to the Executive in 2007;
7. The deadline for nominees for the Winter Universiade is October 14, 2003, and all other positions November 14th. The appointments will be made at the FISU Executive meeting November 29-30, 2003. Therefore, due to the timing, the International committee supported submitting the nomination for the two candidates for the Winter Universiade, Mr. Bob Philip (Hockey) and Mr. Les Harrison (Curling). They recognize this is prior to board approval, but felt confident in these two candidates, and would respect the decision of the Board if it felt they needed to withdraw either candidate. All other nominees would be reviewed and need ratification of the Board;

10-03-01 White/Hoffman

Carried

To approve the following nominations to FISU commissions/committees:

		Position	Since	Status
Philip	Bob	Chair International Technical Committee (Hockey)	2000	Int. Projects, Chef Winter, Ass. Chef Summer, 2001-03 Universiade
Harvey	Dr. Janice	Member of medical Commission	1985	incumbent
Tennant	Mark	Chair Int'l Technical Committee (Volleyball & Beach)	1982	incumbent
Dufresne	Coleen	Member of International Control Commission		Female, Bilingual
Harrison	Les	Chairman WU Tech. Commission (Curling)	2002	VP ICF, 2003 Universiade
Ouellette	Jean - Guy	Chair International Technical Committee (Athletics)		AC, IAAF, Universiades, Chair Int'l

c) International Committee

C. Timm announced that Mike Monday, CIS Volleyball Student-Athlete would be the second student-athlete voice on the International Committee – representing summer sports.

2. 2003 VOLLEYBALL CONGRESS REPORT

S. Newton provided a detailed evaluation of the CIS Volleyball Sport Congress (Annex 1).

The Board reviewed the recommendations and next steps and agreed to support the concept of Sport Congresses, and to continue to consider Coaches Association requests to organize one. T. Mackin confirmed that there are monies in the 2003-04 CIS budget earmarked for a Sport Congress.

10-03-02 St-Denis/White

Carried

That the CIS support a Women's Ice Hockey Sport Congress in April 2004.

It was noted that the Sport Congress would replace the Women Ice Hockey Coaches Association meeting normally held at the March Championship.

3. CUFCA EAST WEST BOWL EVALUATION

P. Metzals provided the following report on the 2003 East-West Football Bowl:

Total revenues for the event came in at \$50,244.80, which makes this event a fairly sizeable venture. Profits for the event were \$8,803.00 (plus \$1,250.00 coaching contribution) making the total profit of \$10,053.00.

CUFCA did have several debts outstanding to CIS, which have now been cleared. CUFCA as an organization now has \$4,635.04 plus the \$1,250 in the bank as a result of the efforts from this event.

The East West Bowl (EWB) included many different events; from the actual training camp for the athletes, the game, the high school coaching clinic, bringing in CFL Teams and coaches, and allowing for CIS head coaches and assistant coaches to work with one another. One of the primary objectives of the committee was to ensure that this whole series of event would not lose money, and that was a primary guiding principle throughout the whole process. This objective was met, as the event was profitable. As a result discussions are underway for next steps and what to do for the event in May 2004.

A preliminary discussion has occurred, although the final components of the weeklong series of events will be discussed at the CUFCA meetings in Toronto. It will be proposed that the event be run again in early May, at Laurier. The event will have a staff person who will be given more responsibility for event logistics. It will be proposed that the \$1,000 fee per school remain the same – this fee covers all costs for the 3 student athletes from each institution – this means, all transportation, food and accommodations for a 5-day period. In addition, each institution will be charged an estimated \$250 registration fee per coach, which will include accommodations and meals.

The event will include a High School Football Coaches clinic and symposium, CUFCA coaches meetings, a training camp for third year players, professional development for CIS Assistant coaches, a high school all star game, and the actual East West Bowl Game.

Revenues will be forthcoming from the NFL/CFL alliance, Reebok, CFL Teams, suppliers who will display product, gate and any corporation the group might attract.

Full details will be discussed and confirmed at the upcoming CUFCA meetings. CUFCA is determined to make the East West Bowl game a success as it meets many key criteria. It is a wonderful experience for student athletes, as it solidifies the bonds with the CFL and the NFL, it allows for CIS Head Coaches and Assistant coaches to interact during a non competitive period, it gives something back to the sport by “educating” high school coaches and it will allow CUFCA to generate revenue.

The long-term plan for the event is for it to be moved around the country allowing for different institutions to experience all activities. In addition, there is an expectation that several regional High School Football Coaching Clinics be organized (with some sponsorship money from the NFL and CFL) at CIS institutions (3-5 locations) per year. These will be managed by CIS member institutions and staff and will be supported by funds from NFL/CFL grass roots

programs. To some degree this is already occurring, but it is expected that the support from the NFL might make these Coaches camps better.

Discussion occurred on the ownership status of the event, the management of the event, its impact on CIS staff resources, and how/if the event meets CIS' marketing objectives as identified in the Strategic Plan of CIS.

It was agreed that Terms of Reference need to be established for the event in order to determine how this event will evolve and exist on it's own. It is also important to be cognizant of the fact that CUFCA (the group that manages the event) is a Committee of the CIS.

4. REVIEW OF FIRST QUARTER FINANCIALS

The Financial Statements at October 31, 2003 were reviewed. No major variances exist at this time, aside for some additional funds being needed for Championship website enhancements, which will likely be offset by a grant from Human Resources Development Canada which will reduce some staffing costs.

T. Mackin confirmed that payroll deductions are being remitted to Revenue Canada, and that Directors and Officers Liability Insurance coverage is in effect.

5. AWARDS DATA COLLECTION UPDATE

T. Huisman reported that the OUA financial awards data collection tool and process was developed collaboratively with the CIS office this year. As a result, OUA member schools are no longer required to submit a separate CIS report as the data collected through the OUA will be shared with the CIS office.

An on-line awards data-entry pilot project was conducted with 6 schools with very positive results and feedback. From the CIS perspective, the traditional spreadsheet method has been fairly time intensive and not as robust or efficient in regard to analyzing the data received. The goal is to refine the on-line system and incorporate its use for next year's data reporting requirements and beyond.

Despite a September 19 submission deadline and a variety of reasons, as of October 6, six schools have yet to submit their data. The complete report will be compiled shortly after receiving the outstanding school submissions, which are expected by the end of this week.

It was agreed that delinquent institutions, especially for repeat offenders, should be fined.

ACTION: CIS to develop an awards reporting fine policy, similar to the eligibility fines, namely:

40.30.3.3.2.5 Standardized Team Rosters not post marked on or before appropriate date: \$50.00 per sport.

40.30.3.3.2.6 Standardized Team Rosters not postmarked by two (2) weeks after deadline: An additional \$100.00 per sport.

The plan to release the data when it is complete will be similar to November 2002.

6. MARKETING/COMMUNICATIONS UPDATE

P. Metzals reported that we have progressed slightly in the negotiations with RBC, who has indicated an interest for a continued involvement with the AAC program. They have also indicated they want to continue but may be prepared to enter into a one year program, while all sponsorships at RBC are currently undergoing a review and evaluation. We will submit a proposal for a one-year sponsorship.

Tissot has agreed to continue with their sponsorship of Player of Year awards, whereby they provided 21 watches to all CIS Athletes of the Year. Each watch is valued at approximately \$500.00, bringing the total value of this sponsorship to \$10,500. We are in very serious discussions to elevate Tissot's involvement with the CIS, which we hope might bring Tissot up to greater contributor to our National Championship programs and events.

We are continuing discussion with Magma (CIS Internet Service Provider) for a smaller sponsorship. This sponsorship will occur and we are only awaiting final approval of the offer, which is currently on the table, a package valued near \$7,000.

We have had some discussions with other companies and corporations, notably the Canadian Armed Forces, about a potential involvement with the CIS.

The Infinity Pro Sport scoring system is working satisfactorily. Most games, scores, game reports are being forwarded within a reasonable time. There are still several member institutions that do not send their scores in on time, or attach a game report. We need to strongly encourage our members to continue to send scores in as soon as possible and in a timely fashion. The more we do so, and more accurate scores we can send to the media, the greater interest they will provide us with.

Dialogue with TSN and all networks is ongoing. As an update, TSN will once again broadcast both Bowl games and the Vanier Cup; Sportsnet will broadcast

both Men's and Women's Soccer Championships and they will also broadcast the Hardy Cup, the Canada West football final.

7. MEMBERS' ROUNDTABLE UPDATE

M. McGregor provided an update on the Member Roundtable – November 23-24, 2003. There will be three sessions, as follows:

1) Sunday 8:30 – 3:30 Planning

Objectives of the session:

1. To validate or adjust the CIS mission, guiding principles, values, niche and vision.
2. To develop a greater understanding about the CIS – its past, its present and its future.
3. To develop agreement on who we want to become and develop a sense of commonness around what the big picture for CIS should be

Outline of the session:

a) Welcome, introductions and ice breaker

Drew to welcome everyone, have everyone introduce themselves, explain the protocol around French, and introduce facilitator. Facilitator to lead an ice breaker.

b) CIS the past and the present

This will highlight some of the key milestones in our history, founding, merger, growth, office relocations, move to policy governance, name change, what were the issues of the day.

c) CIS vision, mission, values, guiding principles, governance

Existing mission, values and guiding principles will be presented by the facilitator. Discussion on: do you generally agree with the mission, values, guiding principles. If no or marginally, briefly explain and offer your suggestions on how it could be improved. Group agreement on existing or amended mission, values, guiding principles.

d) CIS Niche

Existing niche will be presented by the facilitator.

Discussion on: do you generally agree with the niche. If no or marginally, please briefly explain and offer your suggestions on how it could be improved.

e) CIS of the Future – what we could become – what will make us a better organization (This is where we want to spend most of our time)

Discussion on do you generally agree with the future directions as identified above. Is there anything missing? Identify those initiatives that CIS should place special emphasis on and your reasons why. What are some performance indicators for the key future directions?

Are there one or two BHOGs (Big Hairy Audacious GOALS) that CIS should vigorously pursue? What are some performance indicators for the key future directions? How can we go from good to great? Are any changes in our organizational structure / model needed?

2) Sunday pm: Leadership professional development session - led by Murray Hall

3) Monday all day: Session on Managing Complaints, Disciplinary Hearings and Appeals, from start to finish (Details of this session have been previously circulated to the membership).

8. CRISIS MANAGEMENT – EARLY WARNING

M. McGregor reviewed elements of a Crisis Management Voicing System (Annex 2).

It was noted that the CIS hosting contract requires Hosts to have a crisis management plan, which many Members currently do not have. M. McGregor noted that the CIS intern is working on developing a Crisis Management Plan template with scenarios.

D. Love encouraged the Board members to alert the Board as a whole to any issues that may be early warning signs of a crisis.

9. OTHER

a) Program Renewal

CIS Members have been asked for feedback on criteria developed for the Program Renewal process.

It was noted that CIS has not yet determined the “envelope size”, i.e how many sports can be on the CIS roster, and that criteria to make this determination will need to be developed.

ACTION: M. McGregor to add to the November Board Meeting Agenda: Discussion on the development of criteria to determine the envelope size related to the Program Renewal Process.

9. ADJOURNMENT

The call was adjourned at 2:25 pm.

ANNEX 1

Volleyball Sport Congress Evaluation

Prepared by: Sheila-Ann Newton

Background:

As per the Sport Portfolio approved document:

“Congresses to include a combination of professional development activities, discussion and action planning with respect to establishing a vision and direction for the development of the sport in Canada and specifically within university sport, and discussions on what international opportunities are on the horizon.

Delegates to the Sport Congress shall include coaches, National Sport Organization representatives, Coaching Association of Canada representatives, student-athletes, athletic directors, Sport Committee members, TSN, Sport Canada, and other appropriate agencies.

The Congress would have the larger impacting issues before it. It would bring together the agencies that partner with CIS. It would be agenda driven with many smaller group sessions and workshops. It would have elections and financial reporting. It would be celebratory. It would involve discussion with respect to sport development models.”

2003 Volleyball Congress Evaluation:

Based on the direction provided through the Sport Portfolio piece the Volleyball Congress met the following objectives:

a) Professional Development:

- 2 sessions with John Kessel from the U.S. Volleyball Association. One theory session and one technical on-court session.
- Physical Preparation session held by Kari Schneider, National Team Strength & Conditioning Consultant

b) Sport Development:

- Strategic direction presented by both National Team Head Coaches. Their involvement continued throughout the entire congress.
- Doug Anton, Technical Director, Volleyball Canada. Presented NSO update and participated in all workshops. Financially contributed by covering all expenses incurred with bringing in John Kessel.
- Congress held in conjunction with the Canada Open (18 & Under) Volleyball Canada Championship. CIS hosted reception included 18 university display booths, CIS promotional video and food and drink for all participants (over 1500 athletes).

c) International:

- Mark Tennant (FISU – Technical Volleyball Representative) presentation to group followed by round table discussion and direction for future FISU participation.

d) Involvement from key partners: See Annex A for a list of participants.

- Volleyball Canada
- National Teams
- 26 CIS institutions (out of 36 volleyball playing institutions)
- 3 CIS student-athletes
- 4 colleges

A detailed outline of the budget is attached (Annex B). Financial goals were to ensure a breakeven budget and this goal was accomplished. Revenue for the event came from several sources: CIS \$5,000; Pinnacle Systems sponsorship \$1000, Baden sponsorship \$600, University of Saskatchewan contra sponsorship (beer for Baden reception), \$1250 from the CIS Coaching Development Fund and registration fees \$6,900. A great deal of the budget was used to cover the cost of the reception for the Canadian Open championship.

From a human resource perspective a great deal of the office time committed to the event was at the front end in setting up the logistics surrounding the hotel, developing the registration package and establishing the needs of the coaches, and then communicating that to Volleyball Canada. Lead up to the event saw a close monitoring of the budget, monitoring registrations and logistical work with the Organizing Committee of the Canadian Open Championship in reference to the CIS hosted reception. Coaches Associations lead primarily by Ron Pike and Laurie Eisler assisted Volleyball Canada in locating a guest speaker, preparing meeting agendas and establishing topics (and facilitators) for round table workshops. On-site Ron and Laurie chaired all meetings and were strong leaders.

A general evaluation form was distributed to all participants following the event and a detailed summary of responses is attached (Annex C). An overview of the feedback reveals a strong consensus for the event to continue with all seeing the positive benefits.

Recommendations:

Based on the feedback provided through the evaluation and personal observation I recommend the following:

- a) There needs to be support and involvement from the National Sport Organization (Board level).
- b) Agendas for meetings and workshop sessions need to be detailed and circulated well in advance.
- c) CIS hosted receptions should be limited to displays and video presentations. Food and beverages are not required.
- d) Guest speakers target list must be established well in advance to increase odds of booking people in early.
- e) With sport congresses allowing time for coaches to meet in larger numbers and establishing strategic plans, and then not meeting at the National Championships, holding congresses every 4 years may not be frequent enough. Volleyball coaches see the benefits of the congress and are keen to establish a system whereby they would host one every other year.
- f) Based on the Event Management Template attached (Annex D) and dependent on time of year a congress would be held (ie. March vs. July) it seems feasible that the CIS could sustain a total of two to three sport congresses in one season, with the provision that a portion of the registration fee be earmarked to contract out the organization of the event to a non-CIS staff person (i.e. student intern).

- g) From a process perspective the initiation of Congresses should be Coaches Association driven. Coaches Associations should be asked to apply for CIS approval for a Sport Congress. They would be required to submit:
 - Date and location and rationale for this selection.
 - Draft outline for a schedule of events.
 - Learning objectives.
 - Suggested speakers and contact information.
- h) \$5000 was contributed from the CIS budget for the Volleyball pilot. Based on the expenses incurred and the registration fees received this amount could be lowered to \$2000 per Congress.
- i) Research & Development Committee received a proposal from each of the volleyball coaches associations for the CIS Coaching Development Fund. If the Congress had not been a joint venture then each Coaches Association may have received the maximum allotment (\$1250) separately, as has been done in the past. This may need to be reviewed in the future. In some sports the congresses may be gender specific (i.e. Women's Ice Hockey) and yet they are entitled to the same amount as funded to Men's and Women's Volleyball Associations jointly.
- j) That CIS and the Women's Ice Hockey Coaches Association pilot a Congress in April 2004.

FUTURE STEPS

With a scan of the Coaches Association environment it becomes apparent that one model will not fit all groups, based on the need or desire to host a sport congress. Through conversations with either the Coaches Association President or the Sport Coordinator here is a quick overview:

Women's Ice Hockey

- Hockey Canada has already expressed a keen interest in working with CIS in organizing a congress and in working more closely with CIS coaches.
- Halifax is hosting the World Women's Ice Hockey Championship (March 30th to April 6th, 2004). In preliminary discussions with the Organizing Committee the idea has received praise and support. See attached (Annex E) for a draft schedule of events.
- Number of coaches attending the meeting at the National Championship has rarely reached 50%.

Men's Ice Hockey

- No discussions with them at this time. No interest expressed.

Track & Field/Swimming/Cross Country/Wrestling

- Due to the already large number of coaches attending the National Championships and therefore attending the Coaches Association meetings, there doesn't seem to be an immediate need to organize a sport congress for these sports.

Women's Basketball

- Energies right now are focused on reorganizing the functionality of their group and in developing a 16-Team play-off proposal. Have expressed interest in a sport congress but don't feel they would be ready for one prior to 2006/2007.

Men's Basketball

- No discussions with them at this time.
- Majority of coaches already attend the annual Coaches Association meeting held at the National Championship.

Note: Canada Basketball is in the midst of a strategic planning process and have established that basketball in Canada is in need of repair. They have identified that creating unity amongst stakeholders and establishing shared direction is a priority. So it would seem appropriate that CIS basketball coaches participate in and contribute to Canada Basketball planning activities.

Field Hockey

- No discussions with them at this time.
- Already an existing relationship with NSO. Confident there would be a buy-in to work with CIS on this type of a venture.
- Number of teams participating in this sport remains at 17.

Women's Rugby

- Coaches Association has embarked on the process of developing a strategic plan.
- Very eager to organize a congress. Coaches attendance at National Championships has been poor.
- Does not seem to be much support from Rugby Canada. Sport in need of strong leadership.

Men's & Women's Soccer

- Have had preliminary discussions with both coaches associations.
- Interest expressed.
- Timing at National Championship would not be good as many coaches are part-time and could not take an extended time all at once. A Congress in the off-season would provide a better opportunity for success.
- Will be discussed at the upcoming Coaches Association meetings.

Men's & Women's Volleyball

- Ready to follow recommended model with Executive running the business of the association in years where there is no sport congress.
- Eager to host a congress every two years.
- Volleyball Canada is ready to take on more of an active role in the organization of this event.

Football

- Tied in professional development sessions with the running of the East-West Game. Could see this event grow to include all elements of a congress.
- Currently majority of coaches are in attendance at the Vanier Cup and their subsequent coaches meetings.

A look to the future:

April 2004 – Women’s Ice Hockey Congress

August 2004 – Women’s Rugby

Either 2004/2005 – Joint Men’s & Women’s Soccer

May 2005 – Joint Men’s & Women’s Volleyball

ANNEX A

UNIVERSITY/COLLEGE FAIR	DELEGATE(S)	DISPLAY AT UNIVERSITY
University of Alberta Terry Danyluk	Laurie Eisler	Yes
University of British Columbia	Doug Reimer	Yes
University of Calgary	Richard Schick Kevin Boyles Greg Ryan	Yes
Dalhousie University	Kirk Yanofsky Dan Ota	Yes
Grand Prairie Regional College	Ron Thomson Leigh Goldie	No
University of Guelph	Doug Dodd Linda Melnick	No
Lakeland College (Alberta)	Genevieve Van Zyl Clint McCullough	Yes
Université Laval	Pascal Clement Francis Morin	No
University of Manitoba	Ken Bentley	No
McGill University	Rachele Beliveau	No
McMaster University	Dave Preston Tim Louks	Yes
University of New Brunswick	John Richard	No
Okanagan University College	Steve Manuel	No
University of Ottawa	Lionel Woods	Yes
Queen's University	Brenda Willis Jamie Mastorakos	Yes
Red Deer College	Keith Hansen	No
University of Regina	Melanie Sanford Scott Schutz	Yes
Ryerson University	Mirek Porosa	No
Saint Mary's University	Mark Burley	No
University of Saskatchewan	Leslie Irie Brian Gavlas	Yes
Simon Fraser University	Lisa Sulatycki	Yes
Université de Sherbrooke	Normand Bouchard	No
University of Toronto	Kristine Drakich	Yes
Trinity Western University	Ron Pike Carol Hofer Ryan Hofer	Yes
University of Waterloo	Jason Grieve Doug Hanes	Yes
University of Western Ontario	Dean Lowrie Jim Sage	Yes
Wilfrid Laurier University	Dave McIntyre	No
University of Windsor	Marilyn Douglas	Yes
York University	Wally Dyba Hernan Humana	Yes

Other participants include:

John Kessel, Director, Education, Disabled, Grassroots & Beach Volleyball, USA Volleyball
Doug Anton, Technical Director, Volleyball Canada
Lorne Sawula, Women's National Team Head Coach
Stelio DeRocco, Men's National Team Head Coach

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Kari Schneider, Strength & Conditioning Consultant, National Teams
Mark Tennant, Associate Professor, University of Saskatchewan
Dennis Pomeroy, Referees Chair, Saskatchewan Volleyball Association
Sheila-Ann Newton, Manager Events and Programs, CIS

ANNEX B

2003 Volleyball Sport Congress

EXPENSES

Hotel - Meals		4685.98
Hotel - AV		483.89
Audio visual - Sharps (Reception)		1352.33
Reception (food and beverage)	\$3,00	6069.30
CIS Staff Travel & Accommodations (includes van rental)		1092.58
Admission to Juvenile Nationals	\$15,00	645.00
Promotional Video		300.00

Total Expenses **14,629.08**

Total Revenue

Registration Fee	46x150	6900
CIS Congress Fund		5000
Coaches Development Fund		1250
Pinnacle Systems Sponsorship		1003.38
Baden Sponsorship		600

Total Revenue **14,753.38**

Total Expense **14,629.08**

Balance **124.30**

ANNEX C - EVALUATION SUMMARY

What went well?

- Having all of the coaches/schools being visible at the National Under 18 Championships.
- The professional development & promotional opportunities – from John Kessel to Baden reception and the Pinnacle breakfast.
- Connecting with so many coaches of women's teams from coast to coast.
- Beginning a relationship with Volleyball Canada and some CCAA institutions.
- I thought it was great to get to know some of the coaches of the men's teams and it's important to work with them but I was very glad to have more opportunity to strategize and discuss women's volleyball with the coaches of the women's team – since I do believe it will have a stronger presence in the CIS.
- I thought the entire congress was a success.
- I think the congress was well prepared and ran. For me, the time spent there passed by very quickly and I would credit all the presenters for that. It was a very good idea to bring in the National Team coaches and all the updates of their programs. The John Kessel presentation and delivery was especially excellent.
- Mostly everything.
- The opportunity to have both formal and informal dialogue with the men's association was invaluable. We share many similarities however the differences are obvious and reaffirmed the need to operate as distinct associations. Social opportunities were great. Having 2 days to run association business enabled us to deal with some hot issues in a more collegial way. John Kessel was a tremendous presenter. Coaching panel was OK. VC dinner was good – would have been nice to have had a presentation from Caroline Sharpe. Disappointing that there was no representation at any time from Athletic Directors.

What needs to improve?

- Agenda ahead of time.
- More time to plan.
- Have an initial association meeting at the start – break out to committee work then finish up with association meetings at the end of the congress (put PD day in the middle)
- Have a meeting/session with CCAA volleyball programs to strategize the overall post-secondary approach to volleyball...rules...etc.
- More involvement with VC – either DG or President to attend.
- Outline social activities as well as professional development activities.
- Schedule has to be well balanced.
- Preparing French translation of all papers distributed – we are supposed to be a bilingual country.
- It will be nice to have another National Coach as a presenter from a different system with a different point of view than the North American one.
- More scheduled time to wrap up some of the breakout initiatives. Some issues may go unattended to just because there wasn't enough time to go back and summarize and put together some firm action plans...like FISU.
- Maybe schedule a social activity. . .like a golf tournament.

Where did we mess up?

- From my perspective, there were no mess-ups...lots of learning opportunities...but I don't see any of it as "mess ups".
- Putting the Congress at the same time as the 18 and under championships. If you want to do the same, at least the congress should finish with the tournament. Not begin with it.
- I think that some issues like a national berth, athletic scholarships, etc. should be discussed and decided on at the AD level. After listening to my colleagues arguments from the West and East on these issues, I don't see any chance for communication between them because their positions are too much apart. There is no interest to make volleyball stronger throughout Canada. The West just wants to protect their school/conference interest and position so these discussions, personally was a waste of time.

What did we miss?

- It would've been nice to be able to have the display of our universities up throughout the tournament and designate a time for the coaches to actually be at them for a 2 hour period.
- I would love to hear non-volleyball speakers present on issues that affect coaches (ie. Tax experts, etc.)
- Time to really discuss the important issues (planning of the schedule).
- Perhaps some NCCP Level IV modules in the future.

Is the Congress concept worth pursuing in the future?

- YES, YES and YES!!!!
- It would be great to have this every 2 years with a coaches meeting at Nationals in between.
- I think it has huge benefits and would like to see it on a two year rotation.
- Absolutely YES.

Additional comments/suggestions:

- This was a tremendous experience. . . one that can only get better!!
- It would be nice to be able to do this at the Under 16 Championships, since the NCAA cannot approach those athletes yet and many of them are exploring options for university whereas many of the 18 & under athletes have already made choices.
- Sheila-Ann did a great good job. In the professional and quiet way of overseeing the whole event and making sure that everyone left fully satisfied. Thanks again.
- In my opinion, it was the best 5 days for Volleyball in Canada in a long time if not ever!

ANNEX D

EVENT MANAGEMENT TEMPLATE

Tasks	Coaches Assoc. Executive/President University	CIS Staff/ or Contractor	NSO	Local (Host Site)
Select date & site	✓			
Select facilities	✓			✓
Establish draft schedule	✓			
Establish workplan and timelines		✓		
Establish professional development needs.	✓		✓	
Apply for Coaching Development fund.	✓			
Hotel logistics		✓		
Initial contact with NSO		✓		
Target and solicit guest speakers	✓	✓		
Develop & distribute registration package		✓		
Distribute information to all stakeholders			✓	
Prepare agendas	✓			
Monitor Budget		✓		
Monitor registrations		✓		
Solicit potential sponsors		✓		✓
CIS reception (video presentation)			✓	
Transportation/hotel for guest speakers			✓	
Special needs for guest speakers			✓	
Post event evaluation	✓	✓		

ANNEX E

CIS WOMEN'S ICE HOCKEY CONGRESS April 3 to 6, 2004 Halifax, Nova Scotia DRAFT SCHEDULE

Saturday, April 3

- | | |
|-------------------|--|
| 8:00 to 11:00 am | Kick-off to the Congress
*Welcome and review of schedule
*International Opportunities (FISU) |
| 11:00 to 12:00 pm | Lunch |
| 12:00 to 3:30 pm | CIS Hosted Development Camp for Community Kids
- Involve 2004 All-Canadians |
| 4:00 & 8:00 pm | World Women's Ice Hockey Championship Games
(Halifax Metro-Centre) |

Sunday, April 4

- | | |
|------------------|--|
| 9:00 to 12:00 pm | Professional Development (NCCP or Guest Speaker) |
| 12:00 to 1:00 pm | Lunch |
| 1:00 to 3:00 | Round Table Discussions |
| 4:00 & 8:00 pm | World Women's Ice Hockey Championship Games |

Monday, April 5

- | | |
|------------------|---|
| 9:00 to 12:00 pm | CIS Hosted Development Camp for High School Girls |
| 12:00 to 1:00 pm | Lunch (Hockey Canada Hosted Working Lunch – Presentations/Strategic Plan) |
| 1:00 to 3:00 pm | On-ice professional development |
| 4:00 & 8:00 pm | World Women's Ice Hockey Championship Games |

Tuesday, April 6

- | | |
|------------------|---|
| 9:00 to 12:00 pm | Coaches Association Meeting |
| 12:00 to 1:00 pm | Lunch |
| 1:00 to 3:00 pm | Coaches Association Meeting continued and wrap-up |

Board of Directors Conference Call
October 15, 2003

4:00 pm Bronze Medal Game – World Women’s Ice Hockey Championship

8:00 pm Gold Medal Game – World Women’s Ice Hockey Championship

ANNEX 2

Crisis management Voicing System: early warning signal detection

Desired Outcome: to provide a voicing system to alert CIS leaders to potential issues, or crises which may be brewing, by responding to the 5 questions below.

Background:

Clues, hints or signals are often – but not always present before a crisis hits. Leaders need to read the signals of impending disaster. If the warnings go unperceived, then the subsequent stages of a crisis can strike swiftly and mercilessly. The leader's challenge is to sharpen his/her antennae to spot and act upon the warning signals before events escalate. Even if leaders cannot prevent the crisis, just being aware of its impending arrival can improve the management of it.

Warning signals are sounded all the time, but they often go unrecorded, unrecognized or unattended. Examples abound of warning signals that might have alerted leaders to an upcoming crisis. In the Columbine School shooting in Littleton Colorado in 1999 the police were warned in advance on several occasions of possible violence when the snipers submitted written assignments in school warning of violence, and threatened their classmates.

Once a signal is sounded it must be heard by the right person who knows what to do with it. In the aftermath of the 1986 space shuttle Challenger explosion, it was suggested that personnel within NASA were aware of a flaw with the O-ring, and yet this information did not get from the bottom to the top of the organization where it might have been acted upon.

Most leaders are well intentioned, but many manage in denial or on overload, rather than being open and attentive to clues which should trigger a proactive action. Open lines of communication should be developed, supported and encouraged between the bottom, top, edges and centre of organizations. These lines of communication or “voicing systems” should enable individuals to speak up when something is bewildering, troubling, questionable or amiss.

Signals must also be filtered through an intensity threshold to calibrate their degree of potential risk. Not every signal merits a response, and the leader's challenge is to differentiate what is important from what is background noise.

Five Questions for Board Members

Are there concerns you have that should be voiced in their infancy stage?

Where are we vulnerable?

What small problems might become large issues?

What crises have other sport organizations faced recently?

What if any of the above is of a sufficient intensity to merit some sort of response?