

Minutes CIS Board Meeting
Sept. 22-23, 2009
Cartier Place Suite Hotel, Ottawa

Attendance: **Clint Hamilton**, President (September 22 only due to a family emergency); **Dick White**, Past-President and Chair, International Committee; **Peter Baxter**, Vice President Marketing; **Leo MacPherson**, Vice President Research and Development; **Coleen Dufresne**, Vice President Sport; **John Ryan**, Chair, Finance Committee; **Sandy Slavin**, Canada West; **Gord Grace**, OUA; **Katie Sheahan**, QSSF; **Leslie Dal Cin**, Chair, Equity and Equality Committee.

CIS Staff: **Marg McGregor**, CEO throughout the meeting. Other staff attended portions of the meeting: **Sheila-Ann Newton**, Manager, Events & Programs; **Tom Huisman**, Director, Operations & Development; **Debbie Villeneuve**, Director, Finance & Administration and **Mary MacDonald**, Manager of Sport and International Programs.

Regrets: **Michelle Healey**, AUS

1. Welcome, Role Call, Approval of Agenda

Clint Hamilton welcomed the Board members and called the meeting to order. The following items were added to the agenda: BLG policy amendment, Banking Resolution; Conduct & Enforcement Draft Motion; and Championship Format Discussion.

09-09-01	MacPherson / Slavin	Carried
To approve the meeting agenda as amended (Annex 1).		

M. McGregor reviewed the norms and culture of the Board (Annex 2).

2. Approval of Minutes (all minutes posted on CIS website)

09-09-02	Ryan / Sheahan	Carried
To approve the minutes of the June 9, 2009 Board of Directors meeting.		

09-09-03	Grace / Slavin	Carried
To approve the minutes of the July 16, 2009 Board of Directors e-mail vote.		

09-09-04	Grace / White	Carried
To approve the minutes of the August 25, 2009 Board of Directors conference call.		

3. Regional Association Updates

The Regional Associations representatives provided verbal reports.

4. Environmental Scan

M. McGregor reviewed the environmental scan report (Annex 3) to deepen the Board's understanding of the national environment.

5. Ten Point Plan Update

M. McGregor provided a progress report on the ten-point plan. The Board offered suggestion to make the plan more appealing including condensing the points into key areas, sharing the work and ownership, and developing a smaller document with photos as a market driven document.

accelerating the launch date for the Men's Championship. The Sport Committee will come back to the Board in Dec/Jan with the precise wording of the motion to be forwarded to the membership.

09-09-07

Sheahan / Dufresne

Carried

To approve forwarding the Men's Basketball Expanded Format proposal to the 2010 CIS Annual General Meeting for membership discussion and decision.

9 Finance and Risk Management

J. Ryan presented the year to date Financial Statements at September 10, 2009 (Annex 10). J. Ryan reviewed the major budget variances for the year ending June 2009. CIS is forecasting a deficit of \$13,902. Some major contributing factors in 2008/09:

- CIS was looking at a six figure deficit in the fall due to lost sponsorship
- CIS Board approved a contribution from the unrestricted reserve of \$14,215 to cover 50% of the incremental costs for UNB and SMU to charter a plane to attend the CIS Men's Hockey Championships in Thunder Bay.
- To enhance branding of Championships more games were webcasted.
- Board decision not to chargeback members the costs of the April 2009 special meeting.
- Costs to run hard line at Trinity Western University to webcast Women's Soccer.

The Auditors will commence the 2008-2009 Audit on September 23.

M. McGregor reported on the CIS H1N1 plans (Annex 11). The CIS Crisis Management Team will monitor the situation closely and address issues as they arise.

J. Ryan presented the draft policy that deals with extraordinary circumstances and related expenses in efforts to minimize the risk to the Championship Hosts by ensuring that all teams arrive in time. Finance Committee will revise the policy to include feedback from the Board and will bring back to the Board for approval. The CIS will investigate the costs and benefits of event insurance.

The Board was asked to approve moving bank accounts from RBC to Desjardins.

09-09-08

Ryan / Grace

Carried

To open new bank accounts (Canadian and US) at Desjardins, with the CEO, the Director of Finance, and the Director of Marketing as the signatories. Two of the 3 signatories shall be required for withdrawals.

10 Governance

The Board digested the feedback from the 2009 AGM Governance Workshop and reflected on the type of leadership needed for CIS to improve and become the destination of choice. The Board provided direction to the CEO on five areas.

- a) Minimum sport participation requirement for membership in CIS
- b) Number of votes for all members at the CIS annual general meeting
- c) Gender Requirements for voting at the CIS annual general meeting
- d) Two-thirds majority threshold requirements for voting at the CIS AGM
- e) Composition of the CIS Board

Marg McGregor will mould the Board's direction into policy recommendations for the Board to approve at the October Board meeting. The recommendations will be forwarded to RAs for their review at winter meetings. In April 2010 the Board will review the RA feedback, make adjustments and prepare final motions for the 2010 AGM.

11 Build Partnerships, promote AFAs

CCAA and CIS Feasibility Study:

The Board was updated on the CCAA and CIS Feasibility Study and Business Plan, advocacy initiatives with university presidents and the AUCC, and awareness building around athletic scholarships and exploring a flexible model for athletic scholarships.

Promoting Athletic Scholarships:

The Marketing Committee proposed the formulation of a strategic direction to elevate the awareness of the Athletic Scholarships. Ultimately, our vision would lead to a CIS-wide campaign, including television, print and online content to increase the awareness among student-athletes, as well as the general public, that Canadian Universities do indeed offer Athletic Scholarships. The Board agreed with the Marketing Committee and encouraged Peter Baxter to move the item forward.

12 BLG Policy - Clarifying the Wording in the BLG Policy

09-09-09

Slavin / MacPherson

Carried

To amend the BLG Policy 60.50.1.2 as follows:

There will be one male and one female winner. Each winner will receive a ~~graduate school~~ scholarship or equivalent financial support to offset expenses other than tuition which relate to attending a Canadian ~~post-graduate program~~ **INSERT NEW TEXT AS FOLLOWS IN BOLD: graduate level certificate and diplomas, doctorate, master's degree, or first professional degree (as classified by AUCC)** and a trophy...

Background:

- a) Currently the BLG Policy states that winners will receive a graduate school scholarship to support the expenses associated with attending a post graduate program.
- b) In fact there are a number deserving education opportunities that technically are not considered graduate school or post graduate programs. These include "first professional degrees" such as medical school, law school, dentistry school, etc.
- c) The Eligibility Policies provide some guidance on improved language to adopt in the BLG Policy. The Graduate Student Policies (40.10.3.5.1) makes reference to doctorate, master's degree, or first professional degree as classified by AUCC.
- d) The Board suggested that BLG be asked to give consideration to requiring the scholarship to be used at an AUCC member institution.

13 Conduct and Enforcement

The Board provided feedback on a draft policy related to CIS respecting other organizations/leagues jurisdictions' rulings regarding conduct and suspensions. As a general principle the Board was warm to the notion that CIS should respect and apply the disciplinary rulings of other jurisdictions. In turn CIS would request reciprocal arrangements whereby others would abide by CIS rulings. The Board also went on to identify issues that would need to be considered and addressed in drafting the policy. The Board feedback will be digested and a final policy developed for Board approval at a future Board meeting.

Feedback identified by the Board to consider:

- How to factor in CIS length of season... For example, a graduating player from Junior Hockey is involved in damaging hotel property (non-game related), and the Local Minor Hockey Association sees fit to suspend that player for 10 games. In a normal circumstance 10 games in a 48 game schedule might be a suitable sanction, however CIS Teams plays a truncated

schedule. How should length of season be factored in? How to integrate the sanctions into CIS playing regulations.

- How would a university verify if a student-athlete had an outstanding sanction?
- Are there legal risks to CIS associated with respecting other jurisdictions?
- It is unlikely that a NSO would buy into to a reciprocity agreement. E.g. if a graduating CIS athlete had a disciplinary sanction and was also needed for National Team duty it is unlikely the NSO would sit the player out. It is unlikely that the NCAA would respect CIS sanctions.
- How to deal with CIS member institution-specific sanctions. For instance, if a university has a particular policy related to code of conduct and an athlete is suspended from varsity sport for more than one season, would there be an expectation for another school to honor that should the athlete transfer schools?
- How to deal with different standards from jurisdiction to jurisdiction... e.g. one may apply a zero-tolerance while another body may have a more liberal set of standards.

14 Championship Format Discussion – Women’s Hockey

A request for guidance was put forward at the Board meeting as two Regional Associations are in the process of working on a collaborative effort that was thought, at first blush, to be something that had to go through CIS before being vetted at the Regional level.

ANNEX 1

CIS Board Meeting – September 22, 23, 2009
 Tuesday 10:30AM to 7:30PM, Wed. Sept 23 8:15AM to 1:30PM
 Cartier Place Suite
 180 Cooper Street, Ottawa, K2P 2L5.

CIS 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.

Ten Point Plan for Making CIS Better:

1. Build Partnerships: CCAA and CIS.
2. Contribute to Long Term Athlete Development
3. Build the CIS Brand
4. Enhance Governance
5. Enhance CIS Championships
6. Enhance Athletic Scholarship Policies
7. Enhance Advocacy: Strengthen linkages between athletics and universities
8. Comprehensive Review
9. Respond to NCAA decision to open its membership to Canadian universities
10. Enhance Bilingualism

Draft Agenda:

Roll Call: Clint Hamilton, Dick White, John Ryan, Peter Baxter, Leo MacPherson, Coleen Dufresne, Gord Grace, Sandy Slavin, Katie Sheahan, Leslie Dal Cin. **Regrets:** Michelle Healey.

Time	Tuesday September 22 - Cartier #2 Room
10:15	Breakfast on your own. Coffee and juice will be available at 10:15.
10:30	1. Welcome, roll call, CIS Board culture and norms.
10:45	2. Approval of agenda
	3. Approval of minutes: June 9, 2009 Board meeting.
	4. Approval of minutes: July 16, 2009 Board e-mail vote.
	5. Approval of minutes: August 25, 2009 Board conference call.
10:50	6. Environmental Scan
11:10	7. General discussion of Ten Point Plan: discussion around priorities, what is missing, Board member involvement, etc.
11:40	8. International Report
12:00	Sheila Ann to provide training for Board Members who have offered to be CIS delegates at 09-10 Championships (GG, Peter, SS, Coleen, DW, LDC)
2:00	Domestic Sport
	9. CIS Program Renewal – sport selection process for 2011-2016
	10. Vanier Cup date change to avoid conflict with 2010 Grey Cup
	11. Women's Bball 16 Team Championship – revised format approval.
4:00	Marketing and Communication
	12. Marketing Update: TV, webcasting, website launch, "Road to CIS Championships" campaign, sponsorship procurement, update on Building the Brand, Vanier Cup-Grey Cup Partnership
	13. Men's Basketball Proposal to expand the format: Marketing Committee recommendation.
5:15	Dinner Provided
6:15	Finances and Risk Management:
	14. Review and Q and A of June 30, 2009 Financial Statements
	15. 2009-2010 budget updates and year to date financials
	16. H1N1 contingency planning
	17. Proposed policy re travel contingencies for CIS Championships.
8:15	Wednesday September 23 Breakfast provided.
9:00	18. Enhance Governance (Ten Pt Plan #4)
10:00	Build Partnerships (Ten Point Plan #1)
	19. CCAA and CIS feasibility Study update
	20. Enhance Athletic Scholarship Policies (Ten Pt Plan #6)
	21. NCAA membership (Ten Pt Plan #9)
	22. Enhance advocacy (Ten Point Plan #7)
	23. Administration: Committee appointments, policy development.

Board Culture and Norms

Given the recent significant turnover in the Board (about 25%) it is timely to review the norms and operating culture of the Board. Our approach over the past few years has been...

- a. Policy Governance approach.
- b. Practice good governance including paying attention to the larger environment around us (environmental scans).
- c. Consider the CIS vision, the big picture, and guiding principles when making smaller decisions.
- d. Balance strategic thinking with operational excellence.
- e. Looking for innovative thinking, assistance with managing complexity, etc.
- f. Focus on interests and not positions.
- g. Assume goodwill.
- h. Keep it fun.
- i. We all think better on a full stomach.
- j. Park your institutional hats at the door.
- k. Declare conflict of interest / perceived conflict of interest.
- l. Chatham House Rules (no attribution).
- m. Research base decision-making balanced with good judgment (use both Word and Excel).
- n. Assume that everyone comes to meetings well prepared and in a state of readiness having read the backgrounders. CIS office will circulate materials 5 to 7 days in advance.
- o. Management by values:

CIS VALUES

1. Quality educational and athletic experience.
An environment which provides for the achievement of the academic and athletic potential of the participant.
2. Unity of purpose, respect for autonomy.
CIS will respect and accept the priorities and objectives of each of its Members while working together towards common goals.
3. Integrity and Fair Play.
Behavior which reflects the spirit of the rules; respect for the opponent's honesty. The focus is on principled behavior rather than on random action.
4. Trust and mutual respect.
Members will avoid sole reliance on written rules and contracts to govern the relationships between and among Member institutions.
5. Equity and equality of experience.
The needs of all CIS Members, their representatives and program participants are addressed through the decision-making processes, through progressive action, through program development and delivery and through CIS's organizational structure.

6 Environmental Scan - September 2009
Deepening our understanding of the world around us

The following trends and factors may have a direct or indirect influence and impact on CIS. The bottom line is that we are operating in a complex environment with not a lot of business certainty around what we can plan for and rely on. Some trends and implications for CIS are presented below to deepen the Board's understanding of the national sport environment.

Trend / Factor	Potential Impact for CIS
<p>1. Funding</p> <p>The Federal Government is on a temporary spending spree. Over \$3 billion in infrastructure stimulus funding has been spent recently by the Feds to stimulate the economy. The federal deficit is bigger than anticipated. The deficit will likely trigger spending cutbacks in 18 to 24 months, which will likely result in a drop in funding to the sport community. The "pay down the deficit" phase will hurt sport.</p> <p>Over \$22million in federal funds that have been directed to the sport system on an annual basis over the past 8 years are scheduled to end after the 2010 Olympics (Own the Podium, RTE, etc).</p> <p>Over the past years, sport organizations have been required to go through significant administrative processes to secure funding. In a time when fewer dollars are flowing to the sector.</p>	<p>1. Funding</p> <p>Implications for CIS include finding ways to stand out as a smart choice for investment and ensuring clear and persuasive communication of the return on investment that is earned by funding partners. This includes a clear statement of the business case to government partners for current levels of investment in CIS.</p> <p>This also requires a well-developed marketing and branding strategy that is adequately resourced to fulfill the expectations of all our funding partners.</p> <p>Attention to financial management is crucial to protect our vital services and build for the future.</p>
<p>2. Political</p> <p>There is uncertainty around when the Federal election will be called. The Public Service which is cautious at the best of times is now extremely cautious due to the minority government and election uncertainty.</p> <p>The Sport Minister has convened a 2010 and Beyond Panel to seek advice about high performance.</p>	<p>2. Political</p> <p>The implications include continuing to partner and align with other policy influencers, such as the Sport Matters Group, to position CIS as an ally and leader in the sport sector, and influence the dialogue that is occurring with the politicians and the bureaucracy.</p>
<p>3. Sport Excellence</p> <p>The Canadian Sport Policy continues to drive governments' funding decisions for sport. There is an increased focus on athletes' needs (e.g., coaching, sport medicine) and creating the kind of sport system required to ensure Long Term Athlete Development. LTAD is a priority for government and the sport sector.</p> <p>The Team Sports in Canada have developed a Team Sport Strategy which has a number of implications for CIS.</p> <p>Funding for high performance dollars is now being streamlined by Podium Canada, and sport development funding is being driven by LTAD principles.</p>	<p>3. Sport Excellence</p> <p>CIS needs to work with NSOs to discuss the role that CIS can play and align with NSOs as appropriate.</p> <p>CIS needs to develop a document that describes our alignment, common approaches, collaboration with NSOs, description of next steps, on a NSO by NSO basis.</p> <p>CIS will also want to determine and make clear its role on the high performance pathway and the contribution it can make to the sport sector.</p>

Trend / Factor	Potential Impact for CIS
<p>4. Sport Programming Rugby, golf and women's boxing have been added to the Olympic Program.</p> <p>The influx of new Canadians means that different sports are now being played. Youth are a driving force behind the emergent sports, which appeals to major stakeholders such as the IOC who are now organizing the Youth Summer Olympic Games beginning in 2010.</p> <p>The 2015 Pan Am Games decision will be made on Nov. 5.</p> <p>We expect that the 2010 Olympics will create an appetite for more Canadians to get involved in sport.</p>	<p>4. Sport Programming CIS needs to select the sports that will be on the roster for 2011-2016.</p> <p>Within the existing CIS sport program, there are some sports with declining participation rates.</p> <p>CIS needs to consider the changing environment at the national and international level, as it will have an indirect impact on the sport programming offered in Canada.</p>
<p>5. Health and Social Issues H1N1 Pandemic uncertainty</p>	<p>The CIS crisis management team needs to monitor the situation. Should the worst-case scenario unfold there could be significant financial risks and business disruptions.</p>
<p>6. Governance Trends There is more complexity in our business: more relationships; more information; and less time.</p> <p>Increasingly there is a need for not-for-profits to demonstrate good governance such as effective policies, risk management, financial management and the application of values that encourage best practices. The public, governments and funders are holding not-for-profits accountable for their actions and demanding openness, transparency and due diligence.</p> <p>Looking for new ways of doing business: Partnerships and collaborations are the order of the day. Upwards of 30 organizations are working on a joint effort focused on bringing the Ottawa, eastern Ontario, and National Sport organizations together in a new Sport Centre. With significant capital raised, financing secured, and plans and permits in place, we now have a proposal for \$10m under review at Infrastructure Canada for a potential \$25m project to build the True Sport Community Development Centre.</p>	<p>6. Governance Trends Implications for CIS include ensuring the required policies related to good governance. Ensuring these are communicated to key stakeholders and are based on best practices; and employing a risk management approach to enhance decision-making. Ensuring that the appropriate structure is in place to ensure a smooth and efficient operation of CIS.</p> <p>CIS is exploring the costs-benefits of relocating to new national office headquarters to be housed with about thirty other sport organizations.</p> <p>The outcomes of the CIS-CCAA project will be important.</p>
<p>7. Sport Canada major activities Canadian Sport Policy renewal process (2012) Status of the Coach Study just released Team Sports Initiative is underway Update to anti-doping policy consultations Development of Para-System strategy LTAD – April 2010 workshop SFAF policy tool MSO review 4th status of the athlete study underway Federal government program audit of Sport Canada Working Together Initiative in its second year</p>	<p>CIS is/will be engaged in most of the activities listed.</p>

**# 8 International Programs Services
2009 Summer Universiade Report – Belgrade, Serbia**

Desired Outcome:

For Board information only. No decisions required.

A delegation of 304 athletes, coaches and support staff along with 3 FISU Committee Members and 12 referees represented Canada at the 2009 Summer Universiade in Belgrade, Serbia from July 1-12.

– Archery	(4 athlete, 1 team staff)	
– Athletics	(27 athletes, 9 team staff)	1 Gold, 3 Silver, 4 Bronze
– Basketball	(24 athletes, 9 team staff)	
– Diving	(5 athletes, 3 team staff)	
– Fencing	(10 athletes, 4 team staff)	
– Judo	(3 athletes, 1 team staff)	
– Rhythmic Gymnastics	(2 athletes, 2 team staff)	
– Soccer	(38 athletes, 10 team staff)	
– Swimming	(42 athletes, 12 team staff)	1 Gold, 4 Silver, 2 Bronze
– Table Tennis	(3 athletes, 1 team staff)	
– Taekwondo	(5 athletes, 2 team staff)	
– Tennis	(4 athletes, 2 team staff)	
– Volleyball	(24 athletes, 9 team staff)	
– Waterpolo	(26 athletes, 5 team staff)	
– Mission	(28)	
– FISU Committee Members	(3)	
– Referees	(12)	

210 Team Canada members represented 38 Canadian Interuniversity Sport members as follows:

Brandon University	1	Trinity Western University	10	University of Saskatchewan	3
Cape Breton University	3	Université de Moncton	1	University of the Fraser Valley	1
Carleton University	2	Université de Montréal	10	University of Toronto	10
CIS	3	Université de Sherbrooke	7	University of Victoria	6
Concordia University	4	Université Laval	10	University of Waterloo	2
Dalhousie University	4	University of Alberta	20	University of Western Ontario	8
McGill University	4	UBC	29	University of Windsor	4
Memorial University	1	University of Calgary	28	University of Winnipeg	2
Queen's University	2	University of Guelph	4	UQAM	1
Ryerson University	2	University of Lethbridge	2	UQTR	1
Saint Mary's University	1	University of Manitoba	4	Wilfrid Laurier University	1
Simon Fraser University	5	University of Ottawa	7	York University	4
St. Francis Xavier	1	University of Regina	2		

94 team members were not affiliated with a CIS member. The breakdown is the following:

NSO 27 NCAA/NAIA 30 CCAA 28 No Affiliation 9

Results

Detailed Canadian results can be found at

http://www.cisport.ca/e/international/universiade/belgrade_2009/results/index.cfm

Overall comments on performance

Canada finished 13th in the medal table with 15 medals (2 Gold, 7 Silver and 6 Bronze). This total is one medal shy of what was earned in 2007 in Bangkok.

Archery: Canada's 3 male archers finished within the top half of the field (18th, 19th, 22nd out of 44), while the lone woman archer finished 59th out of 60 competitors.

Athletics: Canada's athletics team returned with their second highest medal total in Summer Universiade history (8 medals, which is second to the 13 medals won the 1983 Universiade in Edmonton). The women's 4 X 400m relay victory was the first Universiade gold medal for Canada in Athletics since 1983.

Basketball: Canada's women's basketball team was composed of half CIS athletes, and half non-CIS athletes, with a coaching staff made up completely of CIS coaches. The team finished in 15th position, down from 7th place in 2007. Prior to the Universiade, there was no training camp held for the athletes. Canada's men's basketball team also dropped in position from 3rd place in 2007 to 9th place this year. The team was composed of CIS 1st Team All-Canadians, as well as athletes selected by the NSO.

Diving: Due to a conflict with the World Aquatics Championship, the level of competition was not as high as it had been in the past. Canada finished with four top 10 finishes, similar to the results in 2007.

Fencing: Canada's fencing team was considerably smaller than the previous team sent in 2005 consisting of 3 male fencers, compared to 7 male fencers and 5 female fencers in 2005. No fencers advanced past the Round of 64 in the individual events.

Judo: Canada's results slipped when compared to 2007 where we sent 6 athletes and won 2 bronze medals. This year's team consisted of one male and one female athlete and neither moved past the first round.

Rhythmic Gymnastics: Canada sent two members of the senior national team. The top gymnast earning a 30th place finish overall.

Soccer: Canada's women's team was composed entirely of CIS athletes and coaches. Their 7th place finish was an improvement from the 9th place finish of 2007. Canada's men's team was composed predominately of CIS athletes and coaches. The team struggled and were not able to repeat their bronze medal performance from 2007, finishing in 11th place.

Swimming: Canada collected 7 medals with 1 gold, 4 silver and 3 bronze. Canada also earned 23 top ten finishes. Due to a conflict with the World Aquatics Championship, Canada did not send all of its top swimmers.

Table Tennis: Canada's table tennis team was half the size of that in 2007 (down to 3 from 6), but the results remained consistent with past Games participation; the top Canadians making it only as far as the Round of 64.

Taekwondo: Taekwondo Canada was unable to send any carded athletes due to a conflict with the National Team Trials. The Canadian athletes did not move past the first round of competition (with the exception of one who advanced to the quarter-finals as a result of a bye in the first round).

Tennis: The top Canadian male finished in the top 16 and had a strong win over the #8 seed overall. The top female finished in the top 16, losing a tiebreaker set against the #3 seed and eventual winner.

Volleyball: The women's squad was the Canadian National B team. Performance slipped for this team compared to 2007, dropping from 11th in 2007 to 13th in 2009.

The Canadian men's performance was not as successful as in 2007. The team reached the quarterfinals with a tough loss to Russia, the eventual winner, in five sets, eventually finishing in 6th place overall.

Waterpolo: The women's team made its debut in the Universiade. A Senior B team was sent and finished a solid 4th place finish. This marks the best result in a team sport for Team Canada at the Universiade. The men's waterpolo team ended the tournament with two wins to finish in 13th place.

Items for staff and International Committee review for future Universiades

Pre Games:

1. IPS should consider working with the CIS Marketing department to seek sponsorships to assist with securing gifts in-kind for Games operations (cell phones, office equipment, gifts)
2. IPS must require all delegation members to submit electronic photos as well as hard copy photos. This eliminates the time consuming process of scanning every photo for media guide and accreditation purposes.
3. IPS needs to advise and remind team leaders and coaches of the many challenges presented by the international multi-sport games experience. This may be food, transportation and a host of other arrangements i.e. Practice times, facilities, accommodation etc... IPS must also remind team leaders that the organizing committee will not be operating at 100% efficiency when the athlete's village opens and that it will take several days before full host services are offered.
4. Team leaders must also be advised of their roles and responsibilities so as to ensure that they do not unload their duties on to the mission staff that do not have the capacity to do everything.
5. Several countries have a minimum criterion for participation at a Universiade (i.e. be a level higher than the bottom 25% of the previous games). IPS should look at the implications and impact of adopting similar criteria to both sport development in Canada and the university system and resource allocation (staff time, budget, etc...).
6. IPS should consider hiring a photographer to travel to the Games. This would ensure that all photos taken on-site would be the property of CIS and could be used to distribute to media, universities, NSO's and for promotional purposes during and after the Games to a larger extent than is currently being done.

On-site:

1. Team arrival date must fit with the readiness of the Mission Staff and local organizing committee. Canada should have key members of the mission staff present before the village opens in order to meet the needs of the Canadian Delegation. Teams should arrive, at earliest, on the second day the village has opened and must understand that the organizing committee may not be operating at full strength at this point.
2. Orientation \ security briefing should be held for the athletes and mission staff as soon as they arrive in the Village, even if a small number of persons are present.
3. Canada should consider hosting a team or VIP reception at each Universiade if possible as a reception is essential tool in maintaining and strengthening relationships with other like-minded nations. If Canada wants to move forward as a potential host of a Universiade/World University Championship or have a candidate elected to the FISU executive, a reception is a key tool in promoting ourselves within the FISU family.
4. All athletes, coaches (and team leaders if possible) should depart, at the latest, the day immediately following the Closing Ceremony. All remaining team leaders and mission staff should depart the following day, with the exception of the Manager of Sport and International Programs who will depart the next day (3 days following the Closing Ceremony).

ANNEX 5**# 9 CIS Sport Program – 2011 and Beyond****Desired Outcome:**

For the Board to provide general direction on the suggested methodology to use to determine the CIS Sport Program for 2011-12 to 2016-17.

Background:

a) In 2004 the CIS Membership approved a process for the selection of sports on the CIS sport program for 2006-2011.

b) In January 2005 the Board completed the final selection which was ratified at the June 2005 AGM.

c) The landscape of sport has changed considerably since 2004/2005 so, it is time to approve a process to determine which sports to include in the 2011-2016 sport program:

- new events have been added to the Olympic and Canada Games programs
- CIS members participation in sports has decreased in some sports and increased in others
- New sports have emerged influenced by changing demographics.

d) the 2009-10 sport participation profile appears below:

Sport	BB	BB	CC	CC	FH	FB	HOC	HOC	RUG	SOC	SOC	SWM	SWM	T&F	T&F	VB	VB	W	W
	M	W	M	W	W	M	M	W	W	M	W	M	W	M	W	M	W	M	W
AUS: 11 schools	8	8	6	7	3	4	8	7	4	10	10	7	7	4	4	3	8	2	2
QSSF: 8 schools	5	5	4	4	1	6	3	3	5	7	8	5	5	3	3	4	4	2	2
OUA: 19 schools	16	16	15	16	7	10	16	12	19	16	17	13	13	11	12	11	14	7	7
CW: 14 schools	14	14	6	6	4	7	7	7	5	8	10	7	7	7	7	10	11	5	5
Total: CIS	43	43	31	33	15	27	34	29	24	41	45	32	32	25	26	28	37	16	16

e) The process used to select the 2006-2011 sports had its advantages and disadvantages.

Advantages of the 2006-2011 process include:

- it was transparent and data based
- it resembled the process used by Canada Games Council to select their sports
- it was based on selection criteria that were important to CIS at the time
 - CIS members ranking of applicant sports: 20%
 - Marketing: 14%;
 - Level of participation in the feeder pool: 11%
 - Current level of university participation: 11%
 - Available pool of certified coaches: 11%
 - Facilities: 10%
 - Officials: 8%
 - University Sport is an important element of NSO/PSO sport development model: 8%;
 - Consideration of existing competitive opportunities: 6%.
- the process gave the Board room to exercise their judgment which served as a bit of a safety net when the data was suggesting an outcome that may not have made sense on a practical level
- it generated an innovation... “the flexible service and funding model” partnership with NSOs

Disadvantages of the 2006-2011 process include:

- it was extremely time consuming for CIS staff, Coaches Associations, NSOs etc
- it was difficult to validate some of the data
- the process gave the Board room to exercise their judgment which they did, which in some respects made the data collection process somewhat mute.
- some CIS Coaches Associations took exception to the process
- we never really got a handle on what the magic number is.... i.e. what is the maximum capacity for the number of CIS Championships that can be delivered in a quality fashion
- there is a learning curve associated with “the flexible service and funding model”

10 Request to Change the Date of the 2010 Vanier Cup

Desired outcome: For the Board to consider the request from Université Laval to move the date of the 2010 Vanier Cup one week earlier from Sat. Nov. 27 to Sat. Nov. 20 to avoid a conflict with the Grey Cup.

Background:

- a) In February 2009 the CIS Board considered a request from the QSSF and Université Laval to change the date of the 2009 Vanier Cup to avoid a conflict with the Grey Cup. While being sympathetic to the arguments, the request was denied in large part due to how late it was made (9 months prior to the event) and that RA schedules had been set, and that due to a late Labour Day in 2009 RAs would have trouble fitting in a full schedule without encroaching on the summer wage earning months.
- b) The 2010 Vanier Cup is being hosted by Université Laval on the weekend of November 27th.
- c) This is also the same weekend as the 2010 Grey Cup, being held on Sunday in Edmonton, AB.
- d) From a media perspective keeping Vanier Cup on the same weekend as Grey Cup is going to cause extreme challenges for CIS. There will be little coverage of Vanier Cup with Grey Cup activities being held at the same time.
- e) Impact on TV: The television community (which includes broadcasters, advertisers, production staff and game day producers), as well as the viewing audience, would look at the Vanier Cup on November 27th as a minor/secondary event and consequently the event would be treated as such. One needs to consider the pecking order, from what the viewer would be interested in, as well as the advertisers and how we would actually get television "people" to work on the event. We are unfortunately in a position where we need to adjust to realities within the marketplace and host the event on a date with less competition and with greater chance to succeed.

As well the Vanier Cup is the flagship event of CIS. We need to ensure this event can be as successful as possible. This means a potential for a high audience numbers, great network support, greater promotion of the event and a solid media following. Keep in mind the date of Bowl games, these games help generate interest for the Vanier. The further they are from a major event, the better chance of increased visibility.

The Host Organizing Committee, Université Laval is not prepared to host the event on the weekend of December 4th because of weather and it is too close to exam time.

At the December 2008 Board of Directors meeting the Board spent some time discussing the need to develop a long-range plan for Vanier Cup. It was agreed that CIS needs to fully leverage Vanier Cup as a signature property of CIS. This includes either working in partnership to host the Grey Cup and Vanier Cup in the same location on the same weekend or working with the CFL on scheduling to avoid playing on the same weekends when in different locations. The Vanier Cup is CIS's marquee event and needs to be positioned so as to increase the marketability of the CIS brand as a whole.

Locking in on a date for Vanier Cup well in advance (i.e. 2 to 3 years) assists with Regional Associations being able to establish their regular season schedules which may include television coverage but this also poses challenges when outside factors effect the marketability of our events. Does it benefit CIS to have regional association games on TV and not have Vanier Cup on TV or are they tied together?

11 CIS Women's Basketball Championship

Desired Outcomes:

To provide a progress report on the organization of the 16 Team Format.

AND

For the CIS Board to discuss and approve a revision to the CIS Women's Basketball Championship expanded format from the format originally approved at the 2007 AGM, and to approve the 2011 launch date.

Motions:

#1. To approve revisions to the expanded 16-team format for the CIS Women's Basketball Championships.

#2. To approve the revised launch date of March 2011 for the first pilot of the expanded format for the CIS Women's Basketball Championships.

Executive Summary:

1. At the 2007 CIS AGM the membership approved the adoption of an expanded format (from 8 to 16 teams) for the CIS Women's Basketball Championship.

2. The membership approved the expansion on a pilot basis for three years (2010, 2011, 2012).

3. At the April 2009 Board Meeting the Board postponed the launch of the expanded format for economic and capacity reasons.

4. Two motions were approved by the CIS Board in April 2009:

In order to ensure the 16TF Women's Basketball Championship is a success when it is launched, to defer the implementation.

That CIS staff prepare a detailed report for the Board's review including a revised budget and financial projections, and a detailed marketing plan for the event including benchmarks. The Board will review the staff report and determine the revised launch date.

5. Over the past few years the Men's Basketball Coaches Association has been working on a proposal for an expanded format for the Men's Championship. This Men's Championship format is currently under review by a number of CIS Committees and it will come to the Board for review. If the Board approves the proposal, it will be served as a notice of motion at the 2010 CIS AGM.

6. The men's proposal format has a number of attractive features to it, so the Board and Sport Committee asked the Women's Basketball Coaches Association if they would be supportive of an amendment to the women's format approved at the 2007 AGM to a format similar to the Men's proposal.

7. Initial verbal feedback has been positive from the Women's Basketball Coaches.

8. The Board is being asked to approve the revised format.

9. If approved by the Board, the call for Hosts for the 2011 and 2012 Championships (Round 2 Final 8) would occur in the upcoming round of bids.

10. The comparison of the June 2007 CIS AGM approved format and the September 2009 suggested format appears below.

	Original 16 Team Format Format Approved at the 2007 AGM	Recommended Format For Approval by the CIS Board (hybrid of the Men's proposal)
Timing	Played over two weekends: Round 1 and Round 2 (Final 4).	Played over two weekends: Round 1 and Round 2 (Final 8).
Timing between rounds	One week off between Round 1 and Round 2 to manage travel and other logistics.	Round 1 and Round 2 occur on back-to-back weekends. (West, Central, East),
Number of sites / events for Round 1	Round 1 played at four sites, one in each RA, with 4 teams at each site.	Round 1 played at three sites, in three alternating regions of the country, with 4 teams at each site.
Total Number of Round 1 Games at all sites.	12 games: Two semis, one final (no 3 rd place game) x 4 sites.	9 games: Two semis and one final (no 3 rd place game) x 3 sites.
Host of Round 2 (the Finals)	Site of Final 4 is determined through a bidding process. The Host does not have a berth.	Site of Final 8 is determined through a bidding process. Host berth is guaranteed.
Qualification of Teams for Round 2 (the Finals)	Four Teams: The four winners from the Round 1 events are the competitors in Round 2	The Final 8 participants: Three winners from Round 1. The 4 RA Champions 1 Host
Total number of games at Round 2	4 games played over two days: 2 semis, 1 gold, 1 bronze	12 (or 13) games played over 3 days: 4 quarters, 2 semis, 1 gold, 1 bronze* 2 consolation semis 1 consolation final (TBD) *Bronze Not included in men's proposal. Playing of bronze medal game supported by Sport Committee.
Regional Association Champions	The 4 RA Champions are the Hosts of Round 1 events, (with an option to hand off)	The 4 RA Champions have a bye in Round 1 and advance directly to Round 2 (Final 8)
Selection of Round 1 participating teams	16 teams in Round 1: Canada West: 5 berths; OUA: 5 berths, QSSF: 2 berths, AUS: 3 berths, RA winning National title from preceding year: 1 berth.	12 teams in Round 1: Canada West - 4 teams OUA - 5 teams QSSF - 1 team AUS - 2 teams 12 teams are based on a proportioned number of teams within a regional association compared to the total number of teams in the country. OUA: 16 teams (5 entries into Round 1 and 1 RA Champion) Canada West - 14 teams (4 entries into Round 1 and 1 RA Champion) QSSF: 5 teams (1 entry into Round 1 and 1 RA Champion) AUS: 8 teams (2 entries into Round 1 and 1 RA Champion) Placement of teams determined by travel in relation to where teams finish (Seed 1 plays 4 / Seed 2 plays 3)

	Original 16 Team Format Format Approved at the 2007 AGM	Recommended Format For Approval by the CIS Board (hybrid of the Men's proposal)
Seeding of Teams for Round 1	Seeding for Round 1 would be done nationally, using similar criteria as are currently employed. Adjustments will be made in the bottom 8 seeds (mobility between 9-12 and/or 13-16) to mitigate travel costs and to encourage rivalry and drive ticket sales.	West Region (seeded in order) Hosted by Canada West Finalist 1 <ul style="list-style-type: none"> - Quebec 1 or (AUS 2 when Round 1 hosted by Quebec) - Ontario 3 - Ontario 5 Ontario Regional (seeded in order) Hosted by Ontario finalist 1 <ul style="list-style-type: none"> - Canada West 2 - Atlantic Canada 2 - Canada West 4 Eastern Regional (seeded in order) Hosted by AUS finalist every two years of a three year rotation and hosted by Quebec finalist every third year. AUS or QSSF Finalist 1 <ul style="list-style-type: none"> - Ontario 2 - Canada West 3 - Ontario 4
Number of officials needed	Total of 30 6 officials and 1 evaluator at each site in Round 1 (total Round 1: 24). Round 2: 6 officials and 1 assignor/evaluator (Final 4)	Total of 30 6 officials and 1 evaluator at each site in Round 1 (total Round 1: 18). Round 2: 12 officials and 1 assignor/evaluator (Final 8)
Financial Impacts Financial Impact to universities who compete in Round 1:	New qualifiers: There are travel costs for teams who would qualify under the 16TF, but who would not have qualified under the 8TF. Worst case average of \$6,500 per team. Top teams who would likely have qualified anyway: If you are one of the teams traveling only to the first round, your extra cost is \$900 over and above what you would have paid for an 8TF.	New qualifiers: There are travel costs for teams who would qualify under the 16TF, but who would not have qualified under the 8TF. Worst case average of \$6,500 per team. Top teams who would likely have qualified anyway: If you are one of the teams traveling only to the first round, your extra cost is \$900 over and above what you would have paid for an 8TF.
Financial Impacts: If your team advances to the Final Round: If you are one of the 4 teams traveling to both rounds, your total extra cost for both rounds would be \$2,000 .	If you are one of the 4 teams traveling to both rounds, your total extra cost for both rounds would be \$2,000 .	If you are one of the 3 teams traveling to both rounds, your total extra cost for both rounds would be \$2,000 .

<p>Financial Impacts</p> <p>To Round 1 Hosts:</p>	<p>Expenses: (\$20K to 35K). Travel pool contribution: \$6,500 CIS guarantee: \$5,000 Officials: room, board, facility, promotion, game day operations. Revenue: (\$20K to 35K). 100% of ticket sales, concessions, limited amount of sponsorship opportunities.</p>	<p>Expenses: (\$20K to 35K). Travel pool contribution: \$6,500 Guarantee: \$5,000 to be allocated for away teams accommodation. Officials: room, board, facility, promotion, game day operations. Revenue: (\$20K to 35K). 100% of ticket sales, concessions, limited amount of sponsorship opportunities (\$20K to 35K).</p>
<p>Financial Impact</p> <p>To CIS for Round 1 and Round 2</p>	<p>CIS needs to generate new sponsorship dollars in the neighbourhood of \$150,000 to make this revenue neutral. (to offset additional TV production costs, staffing, delegates travel)</p>	<p>CIS needs to generate new sponsorship dollars in the neighbourhood of \$110,000 to make this revenue neutral. (to offset additional TV production costs, staffing, delegates travel)</p>
<p>Advantages of this format</p>	<p>There are four events in Round 1 rather than three, so one extra region in the country is exposed to quality CIS basketball.</p> <p>There is one extra avenue for sponsorship exposure.</p>	<p>Preserves the Final 8 Championship format.</p> <p>It adds to the importance of the Regional Association championships as the RA champion is granted an automatic berth to the Final 8.</p> <p>Having a Host Team will provide an incentive to bid for the Final 8 and allows the financial guarantee model to remain in place. \$25K for Round 2.</p> <p>The format allows for television coverage of RA finals and Round 1 regional finals in the weeks prior to the Final 8 as a build-up to that event.</p> <p>The format maintains a solid competitive structure while allowing for increased marketing and exposure of the national championship into markets which may never host a CIS basketball championship.</p> <p>The costs to CIS are lower by virtue of one less event.</p> <p>The CIS staff capacity to service the events will not be stretched to capacity by virtue of one less event (press releases, web-postings, staff on site).</p> <p>The week off between Round 1 and 2 increases the likelihood of readiness by the Host, and may decrease travel costs and the mad dash scramble to access last minute airline seats.</p>

Timing of the 16TF as it relates to other CIS Championships.

In 2011 the dates of the men's basketball championship will move from week 4 to week 3:

Week #	Original Format Approved at the 2007 AGM	September 2009 Format For Approval by the CIS Board
Week 1	All RA league play in W Basketball to end. No change from 8TF schedule.	Swimming, Curling
Week 2	All RA play-offs in W Basketball to conclude. No change from 8TF schedule.	Wrestling, M and W Volleyball
Week 3	No W Basketball activity. Week off for Round 1 Wbball Hosts to organize, CIS to book travel.	W Ice Hockey, Track, M Basketball
Week 4	Round 1: Four sites with 4 teams at each site.	W Basketball Round 1 of 12.
Week 5	Final 4.	W Basketball Final 8. M Ice Hockey

Progress Report:

- a) Weekly CIS staff meetings are held to ensure progress is being made on each of the action items as listed on the workplan developed and presented to the Board in June 2009.
- b) Several e-mails and calls were made to the President of the Coaches Association to seek out additional feedback re the position of the WBCA on the use of the men's basketball model for women's basketball.
- c) Attempts to solicit additional feedback re seeding criteria for a 16 team format have been put on hold until a decision is made re 16-team vs. 12-team format.
- d) Requests to McMaster University of confirm their interest in hosting a Final 4 Women's Basketball Championship. Included in this request were details surrounding the potential to move to a Final 8 model (as presented by the NABCC) and that in such a case a call for bids would be necessary.
- e) A suggested operating budget for Round 1 hosts has been developed.
- f) Draft 1 of a Hosting Manual for Round 1 and Round 2 hosts has been developed.
- g) Commencing work on the development of a Road To strategy.

12 Marketing Report**Television News**

We have secured an agreement with TSN for the next two years. This agreement includes a minimum of Uteck, Mitchell and Vanier Cup plus Men's Basketball and Women's Basketball. We also have the option to broadcast additional games based on a cost of production scenario. Although we have moved from The Score to TSN, we believe this move allows us to reach a wider audience and will be beneficial over the long term. In short, TSN can better help CIS achieve its objectives of reaching more people.

Radio Canada (French language CBC) will also broadcast the Uteck Bowl, Mitchell Bowl and Vanier Cup. As was previously announced, SRC would like to expand its coverage for March 2010 however, this has not been finalized

We have also secured an agreement with SSN to continue web casting Championships events. Given the exposure received in 2008-2009, we felt that this was a solid foundation on which to build upon. We will continue to pursue options to ensure our web casting visibility remains high.

With this in mind, we have worked with SSN to launch a weekly online show. We will evaluate this upon the conclusion of the Football season, but the intent is to continue the weekly show in January through to March all the while enhancing the broadcasts and overall delivery.

Sponsorship News

We have been actively pursuing several new sponsors as well as dealing with our current group of partners.

First, we have discussed a possible renewal with Mitsubishi. They have indicated they might be interested in some Championships, although I am personally not hopeful they will actively pursue an involvement with the CIS. I suspect their focus is to ensure the next 3 months of our agreement are met with a minimal effort on their part.

On the other hand we have had discussions and presented proposals to several high profile companies, including Subway, KIA, Hyundai and Xerox. We feel confident that some good news will be forthcoming with any of these national corporations.

We do have a situation whereby Baden is very dissatisfied with CIS Volleyball and has indicated they would like to terminate their agreement. This is a very sensitive area, and we will be looking to resolve it as soon as possible. Baden is not necessarily the ball of choice for many of the CIS institutions and as a result there is perceived lack of commitment of member schools to utilize a product CIS endorses for its National Championships. Granted, many problems have occurred with the Baden ball, with Baden also needing to accept some responsibility.

Sport Committee and Marketing Committee are working to attempt to resolve this, with a possible new direction. In the meantime we are also attempting to resolve the Baden situation by ensuring either Baden continues to commit to the contract currently in place (the last year of a 3 year contract) or we pursue a buy out of our agreement.

In meantime, we have accepted Baden's request to terminate Soccer, and we have signed a 3 month agreement with Adidas to be the Official ball for the Men's and Women's Soccer Championships.

New Look of the CIS Web site

CIS staff is working diligently to ensure that the new website is launched very shortly. To date, everything has been progressing. The newest feature is that the same company that oversees the web site will handle the statistics, standings and scores. This is a dramatic departure from how we have

conducted business in the past. We will be evaluating this on an ongoing basis to ensure that we are progressing in a positive manner.

Grey Cup – Vanier Cup Combination Weekend

CIS has been in serious discussions with MRX, Grey Cup hosts and the CFL in attempting to forge a relationship for the Vanier Cup-Grey Cup weekend in 2011 and 2012.

It is essential that these discussions occur now, as ticket sales are a key part of this partnership. This means that a ticket sales pricing campaign will include both a Vanier Cup and a Grey Cup in one price. What we are attempting to determine is an attractive price point and a serious financial commitment back to the CIS.

Discussions have been progressing in a very positive manner and we hope to update the Board with a concrete proposal at the next meeting.

The next call for bids will not include the 2011 and 2012 Vanier Cup in order that we can pursue the partnership with the Grey Cup.

CIS Branding Plan (Ten Point Plan #3)

A Branding Plan for CIS was developed and discussed at the 2009 CIS AGM. (See below). I will be working with Marketing VP Peter Baxter to review the plan and bring forward draft policies for the Board to review and in turn for the membership to approve.

Branding Workplan	Progress Report
1. CIS Website This is one of our most important branding vehicles (110million hits/year). A major overhaul is needed and annual ongoing investment of resources to keep it appealing to users. This is something we need to do really well.	Overhaul to be done in 09-10. An annual budget to be dedicated in perpetuity.
2. CIS Championship websites Add content about the "Road to the CIS Championships" so the visitor understands who is in the hunt, how teams qualify, dates of play-offs etc.	To be done in 09-10 for a handful of targeted CIS Championships and expanded to all in 10-11.
CIS Visibility at CIS Championships	
3. Participant uniforms at CIS Championships: We are missing an opportunity to promote the brand by not having the CIS logo on uniforms/competition bibs. Develop policy requiring student-athletes to wear the logo on their uniforms at CIS Championships.	Peter Baxter and Peter M to bring forward policy for the Board to review in the Fall of 2009.
4. Officials/referees uniforms should have the CIS logo on them.	To be done in 09-10
5. Merchandise worn by event staff at CIS Championships. Most event staff appear in clothing that reflects the Host not CIS. CIS to provide branded clothing for front of house volunteers so you can see the CIS logo from a distance.	To be done in 09-10 in targeted Championships. Expanded to all Championships in 10-11.
6. Merchandise for sale at CIS Championships: Asking Hosts to seek CIS approval for designs in advance has not worked. The CIS logo has been incorrectly reproduced on numerous occasions. CIS to call for proposals to become the exclusive official supplier of CIS Champ merchandise.	To be done in 09-10
7. Championship Posters and Programs Develop standardized posters that reinforce the brand and ensure the logo is correct, appropriately sized, and bilingual.	Done.
8. Championship Individual event logos: develop standardized championship logos so they get reinforced over time, and the CIS logo appears in a prominent fashion.	Done.
9. Titling of CIS Championships and Championship logos: CIS name to be front and centre.	New Championship logos include the name of the Championship i.e. The University Cup is branded University Cup – CIS Men's Hockey Championship.
10. CIS Championships Awards Ceremonies / Banquets: Develop a Awards Ceremonies / banquet branding check-list for Hosts. Order CIS balloons.	To be done in 09-10.

<p>11. CIS banners: Specify in the Championship bid book exactly what the expectations are. Encourage signage to be posted at the Championship hotel, airport, facilities, etc. The font is too small to read CIS name from a distance on banners. There are not enough banners provided to the Host by CIS.</p>	<p>This has been added to the Bid Book. New acronym based logo is easy to see and read. Sufficient quantities will be ordered.</p>
<p>12. Recognition Awards at CIS Championships All-Canadians: Improve quality of certificate and gifts.</p>	<p>To be done in 09-10.</p>
<p>13. Tournament All-Stars, All Rookie team etc. Responsibility is currently left with Hosts. CIS should provide CIS branded gear.</p>	<p>To be done in 09-10.</p>
<p>14. Provide CIS towels for interviews in televised games.</p>	<p>To be provided in 09-10.</p>
<p>15. Provide CIS branded chair covers in televised games.</p>	<p>To be provided in 10-11.</p>
<p>16. Provide CIS branded table wraps / cloths</p>	<p>To be provided in 09-10.</p>
<p>Improving CIS Championships</p>	
<p>17. Deliver a first class quality competition and special event. Develop sport specific championship hosting guidelines and reference materials.</p>	<p>09-10: two to be completed. 10-11: four to be completed. 11-12: remainder to be completed.</p>
<p>18. Transfer of knowledge between Hosts: Encourage upcoming hosts to attend the previous year's Championships</p>	<p>Done and ongoing.</p>
<p>19. Attract more fans to CIS Championships.</p>	<p>For discussion at 2009 AGM.</p>
<p>20. Fan behaviour: develop a policy to create a buffer zone behind the visiting teams bench area.</p>	<p>To be done in 09-10.</p>
<p>21. Coach / athlete behaviour: develop code of conduct.</p>	<p>Done.</p>
<p>22. Announcer Protocol: develop policies/guidelines to get the crowd into the game while recognizing it is a CIS Championship and not a home game.</p>	<p>To be done in 09-10.</p>
<p>23. Music play-lists: Develop a guideline so there is no swearing or sexualized lyrics played at CIS Championships.</p>	<p>To be done 90-10.</p>
<p>Communication Vehicles</p>	
<p>24. CIS print materials need a standardized look and feel to reinforce the CIS name. (publications, cards, stationary, Almanac, office signage, media kit folder, etc.)</p>	<p>Being done with the intro of the new logo.</p>
<p>25. CIS phone reception Add department directory to the voice mail.</p>	<p>Done</p>
<p>26 Media Relations Specify in the bid book exactly what the expectations are.</p>	<p>Done.</p>
<p>27. Servicing media: for Championships with high media interest, ensure quality of on-site servicing.</p>	<p>Done.</p>
<p>28. Media training for CIS spokespeople: key messages and positive talking points to be developed by CIS and circulated to get ahead of issues.</p>	<p>A media training PD session will be held in 10-11.</p>
<p>29. Top 10s: Some rankings do not reflect performance and do not reflect well on the brand.</p>	<p>To be looked at in 10-11</p>
<p>30. Statistics: more fan friendly and accurate statistics are needed.</p>	<p>Accuracy continues to be a problem.</p>
<p>Television</p>	
<p>31. Uniforms: CIS logo should be on uniforms for all CIS televised games at CIS Championships.</p>	<p>09-10 implementation.</p>
<p>32. Advertisements: Develop an ad to promote CIS throughout the year.</p>	<p>Done. A new advertisement will need to be produced in 09-10 to reflect the new logo.</p>
<p>33. Colour commentators and guest speakers at events. Select people who reflect well on the brand: are articulate, knowledgeable, and have a positive view of CIS.</p>	<p>Ongoing.</p>
<p>34. Introduce a pilot to put microphones on coaches for CIS Championships – reality TV.</p>	<p>Done at request of broadcaster.</p>
<p>35. Webcasting: Introduce webcasting of CIS Championships.</p>	<p>Done.</p>

Recognition Awards	
36. BLG Awards: display CIS logo more prominently.	09-10 – order more banners
37. Coach of the Year: provide CIS branded gear.	To be done in 09-10.
38. Academic All-Canadians: improve quality of certificate and gifts and have some sort of media exposure.	Media buy done in 09-10.
39. Nominations for external awards: CIS should make Canadian Sport Awards nominations etc.	10-11
CIS Visibility and Credibility	
40. Outreach at big events and sport and industry conferences: Sport Leadership Conference, Canada Games, Memorial Cup, Grey Cup, OFSAA Championship programs. Develop a strategy and matching budget.	Plan to be developed and costed in 09-10.
41. Partners websites: provide new artwork info to NSOs, MSOs, PSOs, clubs, school sport federations, AUCC, etc. Monitor and encourage conversion	
42. CIS meetings: Have a brand presence at meetings: logo, vision, photos, CIS staff attire.	Done and ongoing.
43. International: Bid for FISU events as a means of raising the profile of the brand. Ensure BidCo contracts contain policies on visibility of the CIS logo	Done.
44. CIS logo on Canadian Team Uniforms at FISU Games.	To be done in 2011 and beyond with new logo.
45. Athlete Selection/performance standards. Institute minimum standards to ensure this is a high performance competition.	Being looked at.

#13 Men’s Basketball Proposal to Expand the Format: Marketing Committee Recommendation

Desired Outcome:

For the Board to approve forwarding the Men’s Basketball Expanded Format Proposal to the 2010 CIS Annual General Meeting for membership discussion and decision.

Background:

a) The Men’s Basketball Coaches Association has been working on a proposal to expand the CIS Championships from 8 teams to 16 teams for several years.

b) James Hillis, President of the Coaches Association attended the 2008 CIS AGM to circulate the proposal and to answer questions from the CIS members about the proposal.

c) The Sport Committee reviewed the proposal and is in support in principle of its implementation.

d) The Marketing Committee reviewed the proposal in September 2009 and is in support in principle of it being forwarded to the CIS membership.

e) The Finance Committee reviewed the proposal in June 2009 and is in support in principle of it being forwarded to the CIS membership.

f) At the April 2009 Board meeting, some Board members cautioned CIS about not having the Men’s Basketball proposal cannibalize the success of the approved expanded Women’s Basketball Championship. The expansion of the Women’s Basketball Championship was approved by the CIS members in 2007 in large measure as a gender equity initiative. With that in mind, the suggested launch date for the Men’s Proposal of 2013 is being suggested. (Assuming the launch of the expanded format for the Women’s Basketball Championship takes place in March 2011, then the March 2013 launch for the Men would coincide with the third and final year of the women’s pilot.)

g) Fitting in the Round 1 and Round 2 for the Men into an already crowded Championship calendar will be a challenge. It is suggested that CIS staff solicit feedback from the Regional Associations about what their preference would be from three options:

- i) Round 1 on Week 1 (Swimming and Curling) and Round 2 on Week 2 (Wrestling and Volleyballs)
- ii) Round 1 on Week 2 (Wrestling and Volleyballs) and Round 2 on Week 3 (Women’s Hockey and Track)
- iii) Round 1 on Week 3 (Women’s Hockey and Track) and Round 2 on Week 4 (Round 1 Women’s Basketball)

If there is consensus from the RAs around dates, then that will be the model proposed to the membership. If not, then CIS staff will provide their direction to the Board on the best dates.

Week #	Original Format for Women’s BB Approved at the 2007 AGM	September 2009 Format for WBB For Approval by the CIS Board
Week 1	All RA league play in W Basketball to end. No change from 8TF schedule.	Swimming, Curling
Week 2	All RA play-offs in W Basketball to conclude. No change from 8TF schedule.	Wrestling, M and W Volleyball
Week 3	No W Basketball activity. Week off for Round 1 Wbball Hosts to organize, CIS to book travel.	W Ice Hockey, Track, M Basketball
Week 4	Round 1: Four sites with 4 teams at each site.	W Basketball Round 1 of 12.
Week 5	Final 4.	W Basketball Final 8. M Ice Hockey

**Revised Proposal for Expanded National Championship Format
(Revised May 15, 2008)**

12 teams competing in 3 Regionals in Round 1, and Round 2 – Final 8

Rationale: This proposal preserves the Final 8 National Championship format. It maintains the integrity of the conference (Regional Association) championships as the conference champion is granted an automatic berth to the Final 8. Maintaining the Final 8 format allows the financial guarantee model currently utilized for the Men's Basketball Championships to remain in place. The regional format also allows for television coverage of conference finals and regional finals in the weeks prior to the Final 8 as a build-up to that event. The regional format maintains a solid competitive structure while allowing for increased marketing and exposure of the national championship into markets which may never host a Men's basketball championship due to the size of the financial guarantee. The three regional hosts have a limited guarantee obligation built in to help offset costs of traveling teams. Travel pool was discussed but felt that that decision may lie with Sport Committee, the Athletic Directors, or the delegates at the AGM.

8-team Championship, which includes 4 conference champions and a host.

Host plus 4 regional associations in Final 8 (5 teams).

3 Regionals (Round 1) will be played which will determine the final three teams for the tournament. These games will be played the week prior to the CIS Final 8 Championship (Round 2).

12 team regional conference breakdowns are based on a proportioned number of teams within a regional association compared to the total number of teams in the country.

Ontario - 16 teams (1 regional association winner and 5 entries into Round 1)

Canada West - 14 teams (1 regional association winner and 4 entries into Round 1)

Quebec - 5 teams (1 regional association winner and 1 entry into Round 1)

Atlantic Canada - 8 teams (1 regional association winner and 2 entries into Round 1)

Summary of entries into 3 regionals:

Canada West - 4 teams

Ontario - 5 teams

Quebec - 1 team

Atlantic Canada - 2 teams

Placement of teams determined by travel in relation to where you finish (Seed 1 plays seed 4 / Seed 2 plays seed 3)

West Region (seeded in order)

-Hosted by Canada West Finalist 1

- Quebec 1 or (Atlantic 2 when regional hosted by Quebec)
- Ontario 3
- Ontario 5

Ontario Regional (seeded in order)

-Hosted by Ontario finalist 1

- Canada West 2
- Atlantic Canada 2
- Canada West 4

Eastern Regional (seeded in order)

-Hosted by Atlantic finalist every two year of a three year rotation and hosted by Quebec finalist every third year.

Atlantic or Quebec Finalist 1

- Ontario 2
- Canada West 3
- Ontario 4

What of each regional (Round 1) looks like this in terms of team placement

WEST Regional – 1,1,3,5

ONTARIO Regional - 1,2,2,4

EAST Regional - 1,2,3,4

BUDGET

Each team is responsible for travel to the site and the Regional host will pay for local accommodations, and meals, for a maximum of 3 nights for the visiting teams for a travel party of 15.

Visiting Team travel costs

Host Maximum expenses

Accommodation	8 rooms x 3 teams x 3nights x “\$100” =	7200
Meal Allowance	3 teams X 15 X 3 days X \$20 =	2700
Referees expenses and fees		\$3000
Hosting Expense (Security, Minor officials etc)		\$600
TOTAL		<u>\$13,500</u>

Note teams that loose on the first night will depart as soon as possible to minimize expenses.

Host potential revenues

Budget expenses were built around an anticipated revenue stream as follows:

Gate (2 sessions, Friday Semi’s and Saturday Final)

Session 1	1000 fans @ \$10	= \$10,000
Session 2	600 fans @ \$10	= \$6,000
Subtotal Revenue		<u>\$16,000</u>

*****note 600 fan projection based on host team losing on Friday. Clearly large upside as many schools would draw more that 1000 and if host wins would anticipate a larger crowd on Saturday. *****

An optimistic projection would have 1500 @ \$10 for Friday and 2000 @ \$100 for Saturday if the host is in the final for a gate revenue of \$35,000.

Other revenue sources (concessions, sponsorship are not easily quantifiable and therefore not included)

CANADIAN INTERUNIVERSITY SPORT

BALANCE SHEET
September 10, 2009

ASSETS

Current	
CASH	\$368,718
ACCOUNTS RECEIVABLE	\$927,211
PREPAID EXPENSES	\$112,392
INVESTMENTS	<u>\$50,000</u>
	\$1,458,321
Capital	<u>\$2,521</u>
	\$1,460,842

LIABILITIES

Current	
ACCOUNTS PAYABLE	\$165,674
DEFERRED REVENUE	\$45,850
COACHES ASSOCIATION FUNDS	<u>\$215,710</u>
	\$427,234

NET ASSETS

RESTRICTED FOR ENDOWMENT FUND	\$50,000
INTERNALLY RESTRICTED FOR RESERVE FUND PURPOSES	\$200,000
INVESTED IN CAPITAL ASSETS	\$2,521
UNRESTRICTED	\$48,827
SURPLUS (DEFICIT) FOR THE PERIOD	<u>\$732,260</u>
	\$1,033,608
	\$1,460,842

**2008-2009 Year to Date Financial Statements
with Variances and Comparisons**

REVENUE		2008-09	Budget	2009-10		Variance
(details in "Revenue" page)		Actual		Actual	Projected	Projected
				YTD		/Budget
1	Sponsorship and Television	807,707	791,000	229,509	791,000	0
2	Championship Guarantees	699,250	617,250	0	617,250	0
3	Membership Fees	526,805	527,067	491,382	527,067	0
4	Sport Canada -Core	393,400	444,400	158,875	444,400	0
5	Contrib. from previous year's surplus	0	0	0	0	0
6	Publications, Interest and Misc	69,620	41,600	25,778	41,600	0
7	International Programs	638,572	590,000	328,114	590,000	0
8	Sport Canada - WUG	0	259,400	137,550	259,400	0
9	Total Revenue	3,135,354	3,270,717	1,371,208	3,270,717	0

EXPENSE

STRATEGIC DIRECTION: EXCELLENCE

Provide domestic competitive opportunities for student-athletes						
Championship Travel						
10	Travel Pool - Sport Canada	100,000	100,000	0	100,000	0
11	Travel Pool - 50% of guarantees	297,781	300,000	0	300,000	0
12	Members Contribution	186,884	186,067	0	186,067	0
13	Contribution from Surplus	13,901	0	0	0	0
14	Subtotal	598,566	586,067	0	586,067	0
15	Championship Operations					
16	Delegates	25,727	18,000	0	18,000	0
17	Officials	45,183	55,000	0	55,000	0
18	Poster and Program Template	0	933	0	933	0
19	Sport Committee and Bid Selection Meetings	10,169	5,000	0	5,000	0
20	Trophies, Medals and Banners	18,749	21,000	9,930	21,000	0
21	Eligibility Info Kit	0	0	0	0	0
22	Academic All-Canadian Awards	28,116	24,000	2,958	24,000	0
23	Cancellation Fees for Championship Flights	0	0	0	0	0
24	Subtotal	127,944	123,933	12,888	123,933	0
25	Total Domestic Opportunities	726,510	710,000	12,888	710,000	0
Provide international competitive opportunities for student-athletes						
26	Winter WUG	327,319	0	0	0	0
27	Summer Universiade	0	589,400	357,628	589,400	0
28	Summer Univ. Non funded	0	0	14,681	0	0
29	Offset by fees - W. Soccer	0	0	78,661	0	0
30	Offset by fees - M. Soccer	0	0	56,569	0	0
31	World University Championships	256,253	260,000	0	260,000	0
32	Rep on Fisu Comm and misc. IPSexp.	147	3,000	0	3,000	0
33	Total International Opportunities	583,719	852,400	507,540	852,400	0
34	Total Excellence	1,310,229	1,562,400	520,428	1,562,400	0

2008-09 Actual	Budget	2009-10 Actual YTD	projected	Variance Projected /Budget
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STRATEGIC DIRECTION: BUILDING CAPACITY

Contribute to Coaching Development in Canada					
35	Sport Congress	0	0	0	0
36	Total Coaching Development	0	0	0	0
Advocate the Value of University Sport in Canada/Partnerships/Leadership					
37	Advocacy, Attend Conferences	1,275	1,000	0	1,000
38	Affiliation Fees - AUCC, Sport Matters, Sport Week	175	2,500	0	2,500
39	Keeping Student-Athletes in Canada - CCAA	6,036	60,000	0	60,000
40	E& E Poster promoting women in CIS	0	2,000	0	2,000
41	Public Relations - Partner recog.	0	2,000	0	2,000
42	Professional Development	2,030	0	0	0
43	Almanac	10,554	2,000	0	2,000
44	Awards data analysis	0	0	0	0
45	Academic All-Chd Recognition	29,602	0	0	0
46	Total Advocacy	49,671	69,500	0	69,500
Marketing and Communications					
47	Signage, Branding, Sponsor Serv. at Champs.	7,580	55,000	0	55,000
48	Television Production Expenses	401,505	400,000	0	400,000
49	New Logo and Branding plan	27,718	25,000	0	25,000
50	Sponsor funds to Champs.	256,781	14,000	0	14,000
51	Sponsor Servicing-general	4,514	5,000	7,735	5,000
52	Videos and Scoresheets	2,478	1,000	1,875	1,000
53	Result Reporting system - Team	12,026	3,120	0	3,120
54	-Individual sports	12,608	14,729	0	14,729
55	Web casting	51,904	40,000	0	40,000
56	Web site enhancement		25,000	0	25,000
57	Web Site Maintenance	17,214	15,000	605	15,000
58	Total Marketing and Comm.	794,328	597,849	10,215	597,849

2008-09 Actual	Budget	2009-10 Actual YTD	Projected	Variance Projected /Budget
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Organizational Development

Human Resources and Admin (Details under "HR&Admin" Tab)						
59	Salaries and Benefits	728,942	800,000	84,765	800,000	0
61	Staff Travel	14,922	15,000	1,261	15,000	0
62	Administration & Overhead	185,894	183,000	19,668	183,000	0
63	Sport Technical Governance		5,000	0	5,000	
64	Subtotal	929,758	1,003,000	105,694	1,003,000	0
Administrative Meetings						
66	Board Meetings	12,227	13,000	812	13,000	0
67	Ad Hoc Meetings: April 09 Special Meeting	15,547	0	0	0	0
68	Annual General Meeting	23,233	7,000	1,800	7,000	0
69	President's Travel	3,668	4,000	0	4,000	0
70	Subtotal	54,674	24,000	2,612	24,000	0
Committee Meetings						
71	R&D & Eligibility & Intl.	9,033	5,000	0	5,000	0
72	Marketing and COMSD	1,563	6,000	0	6,000	0
73	Marketing Mtg - new Champ Formats & 2015 Bid C.	0	0	0	0	0
74	Subtotal	10,596	11,000	0	11,000	0
75	Total Org. Development	995,028	1,038,000	108,305	1,038,000	0
76	Total - BUILDING CAPACITY	1,839,028	1,705,350	118,521	1,705,349	0
77	TOTAL EXPENSES	3,149,256	3,267,749	638,948	3,267,749	0
78	Designated to Reserve					
79	NET SURPLUS/(DEFICIT)	(13,902)	2,968	732,260	2,968	0

surplus per audited statements	(13,902)
from previous year's surplus	13,902
to travel pool	
to reserve	
total surplus per internal stmts	<u>0</u>
to 08/09 surplus (budget)	
to travel pool	

SCHEDULE OF REVENUE		2008-09 Actual	Budget	2009/10 Actual YTD	Projected	Variance Projected /Budget
SPONSORSHIP						
80	Television Revenue					
81	Sponsors	210,000	110,000	0	110,000	0
82	Member Contribution to Electronic	28,700	28,000	28,850	28,000	0
83	TV Ad Sales	69,250	100,000	0	100,000	0
84	Appearance fee	0	0	0	0	0
85	Host contribution	156,698	170,000	0	170,000	0
86	Air Passes	3,269	0	659	0	0
87	Academic All-Canadian Program Supp	10,000	0	0	0	0
88	Desjardins - championships	86,000	30,000	0	30,000	0
89	Spalding	45,000	45,000	0	45,000	0
90	Baden	42,000	43,000	0	43,000	0
91	Wilson	16,790	20,000	0	20,000	0
92	Mitsubishi	140,000	100,000	100,000	100,000	0
93	Tissot	0	0	0	0	0
94	RIM Blackberry - New	0	100,000	100,000	100,000	0
95	New Sponsor	0	45,000	0	45,000	0
96	VIA cash and contra	0	0	0	0	0
97	Total Sponsorship	807,707	791,000	229,509	791,000	0
SPORT CANADA						
98	Core	393,400	444,400	158,875	444,400	0
99	Summer Universiade	0	259,400	137,550	259,400	0
INTERNATIONAL PROGRAMS						
100	Summer/Winter Universiades	327,319	330,000	327,364	330,000	0
101	World Championships	256,253	260,000	750	260,000	0
102	Bid Fees	55,000	0	0	0	0
103	Total WUG	638,572	590,000	328,114	590,000	0
CHAMPIONSHIP GUARANTEES						
104	Preliminary Bowls	30,000	15,000	0	15,000	0
105	Vanier Cup	115,000	45,000	0	45,000	0
106	Men's Basketball	275,000	300,000	0	300,000	0
107	Women's Basketball	35,000	20,000	0	20,000	0
108	Men's Volleyball	27,000	25,000	0	25,000	0
109	Women's Volleyball	30,000	25,000	0	25,000	0
110	W. Ice Hockey	6,000	6,000	0	6,000	0
111	Men's Ice Hockey	150,000	150,000	0	150,000	0
112	Women's Rugby	2,500	1,500	0	1,500	0
113	Men's Soccer	10,000	10,000	0	10,000	0
114	Women's Soccer	6,000	6,000	0	6,000	0
115	Field Hockey	1,250	2,000	0	2,000	0
116	Swimming	5,500	5,000	0	5,000	0
117	Cross Country	1,250	1,250	0	1,250	0
118	Wrestling	1,250	2,000	0	2,000	0
119	Track & Field	3,500	3,500	0	3,500	0
120	Total Championship Guarantees	699,250	617,250	0	617,250	0
MEMBERSHIP FEES						
121	Sport Specific	235,921	237,000	259,770	237,000	0
122	Basic Fee and new member fee	104,000	104,000	104,000	104,000	0
123	Travel Pool Fee	186,884	186,067	127,612	186,067	0
124	Total Membership Fees	526,805	527,067	491,382	527,067	0
MISCELLANEOUS						
125	Video sales, Interest, Misc.	68,820	36,000	25,778	36,000	0
126	All-Canadian Recognition - Members	0	0	0	0	0
127	Scoresheets	0	3,600	0	3,600	0
128	Corp Logos on Team Uniforms	800	2,000	0	2,000	0
129	Total Miscellaneous	69,620	41,600	25,778	41,600	0
130	TOTAL REVENUE	3,135,355	3,270,717	1,371,209	3,270,717	0

SCHEDULE OF HUMAN RESOURCES AND ADMINISTRATION

		2008-09	2009-10		Variance	
		Actual	Budget	Actual	Projected	Projected /Budget
HUMAN RESOURCES						
131	Salaries and Benefits	728,942	800,000	84,765	800,000	0
132	Staff for new championship Model March-June	3,360	0		0	0
133	Staff Travel	11,562	15,000	1,261	15,000	0
134	TOTAL HUMAN RESOURCES	743,863	815,000	86,026	815,000	0
OFFICE & ADMINISTRATION						
135	Rent, Parking and Warehouse	58,195	60,399	9,527	60,399	0
136	Postage and Courier	13,786	12,000	145	12,000	0
137	Printing and Photocopying	1,664	3,000	111	3,000	0
138	Office Supplies	5,271	6,000	990	6,000	0
139	Bank and Visa Charges	1,529	1,250	241	1,250	0
140	Publications	679	500	0	500	0
141	Prior year, Bad debt and Miscellaneous	3,014	2,000	190	2,000	0
142	SUBTOTAL	84,138	85,149	11,204	85,149	0
COMMUNICATIONS						
143	Telephone Equipment	2,285	2,600	381	2,600	0
144	Telephone and Fax	11,092	12,000	1,748	12,000	0
145	Conference Calls	5,124	5,000	816	5,000	0
145	Internet (Web Site hosting, ISP, List Serve)	8,223	8,000	1,812	8,000	0
147	SUBTOTAL	26,725	27,600	4,758	27,600	0
TECHNOLOGY						
148	Amortization of Computers and Furniture	3,871	4,000	0	4,000	0
149	Software, Peripherals and Maintenance	5,661	6,600	386	6,600	0
150	SUBTOTAL	9,532	10,600	386	10,600	0
PROF. SERVICES AND AFFILIATIONS						
151	Audit	4,620	4,400	0	4,400	0
152	Legal Fees	20,522	16,000	972	16,000	0
153	harmonize policies, risk management	0	0	0	0	0
154	Translation - General	22,518	20,000	2,349	20,000	0
155	Insurance - Liability, Directors, Office	17,839	16,989	0	16,989	0
156	SUBTOTAL	65,500	57,389	3,321	57,389	0
157	TOTAL ADMINISTRATION	185,894	180,738	19,668	180,738	0
TOTAL HUMAN RESOURCES AND ADMINISTRATION		929,757	995,738	105,694	995,738	0

#16 Draft CIS H1N1 Plans and Guidelines - September 10, 2009**Desired Outcome:**

For the Board to receive a progress report and provide input and suggestions on the CIS H1N1 pandemic plan.

Background:

- a) There is considerable speculation as to the impact that the H1N1 virus will have on Canadians over the next few months. Many health departments are suggesting the next wave of the virus could be quite severe, while others are of the view that it is a false alarm. Regardless of what unfolds it is good governance and prudent risk management for CIS to be prepared.
- b) Organizations have been urged to stress to their members steps that should be taken to prevent the spread of the virus, and to have plans in place to alleviate any hardships that may come with the spread of H1N1.
- c) One of the tactics of “social distancing” that is being recommended by Public Health Agencies is not possible in the sporting context. In fact, the nature of the CIS business creates an ideal breeding ground for the transmission of respiratory illnesses: long bus rides in cramped quarters, sharing hotel rooms, close body contact on the field of play (posting up, tackling, sweat flying etc.), humid locker rooms, flights, etc.
- d) In the worst case scenario the impact H1N1 on CIS business continuity and operations could be significant. CIS Championship venues could be shut down, staff could be off sick during Championships season, participating teams could be unable to travel or unable to field enough players, gate revenues could be severely impacted, Championship event staff/volunteers could be out of commission. If a CIS Championship had to be cancelled sponsor revenues would be impacted, and significant travel and accommodation cancellation costs could be incurred etc. Similar impacts could be felt at the Regional Association Championships, and also in regular season league play.

The CIS Response:**Principles CIS will follow:**

- a) The CIS Crisis Management Team (CMT) will monitor the situation carefully over the next few months.
- b) CIS will encourage its members to take preventative steps to prevent the spread of the virus (see next page for CIS Guidelines for the Prevention of the H1N1 Virus).
- c) As a business continuity strategy CIS staff will be encouraged to get vaccinated and practice preventative hygiene and respiratory etiquette within the office.
- d) CIS will respond to the direction from public health agencies. The CMT will make decisions as events unfold guided by the main principle of protecting health and safety of student-athletes while attempting to restore operations and keep the Championships operating if at all possible. The CMT will consult with the stakeholders involved to ensure a coordinated response (i.e. University leaders, Championship Hosts, Regional Associations, etc.).
- e) CIS will explore the purchase of event cancellation insurance to mitigate the impact of loss of guarantees, sponsor revenues, travel cancellation costs etc. CIS will take guidance from the Insurance companies in terms of what risk management strategies should be implemented.
- f) CIS will establish an H1N1 emergency communications plan. (See appendix 1) This plan includes identification of key contacts, chain of communications (including stakeholders and sponsors), and processes for tracking and communicating.

CIS Suggested Guidelines for the Prevention of the H1N1 Virus

(adapted from Hockey Canada guidelines prepared by Dr. Mark Aubry, Chief Medical Officer, Hockey Canada)
September 2009

Athletics Department staff should emphasize to student-athletes, coaches and support staff the need for total cooperation in all aspects concerning hygiene, but specifically to the prevention of the transmission of the H1N1 virus. The following are recommended steps within the sport environment:

1. Student-athletes should be encouraged to wash hands routinely and always after handling sports equipment. Frequent hand washing with soap and water is one of the best preventions. Teams are encouraged to carry extra hand sanitizers as not all sport venues have this readily available.
2. Talk to student-athletes about covering their mouths and nose when coughing or sneezing using their arm as opposed to their hands.
3. Advise student-athletes to try and not touch their own mouths or nose when in the sport environment to reduce the chance of them passing an infection on to themselves.
4. Ensure student-athletes and staff have their own water bottles labeled with names and players numbers. Sport drink bottles should be avoided as direct lip contact is possible when drinking.
5. Officials and coaches should avoid drinking from other student-athletes water bottles and have water readily available to them on their perspective benches.
6. Towels should be removed from all benches. Student-athletes should not share towels, clothing, bar soap or other personal items such as razors.
7. Assist student-athletes in protecting their immune system by stressing they get sufficient sleep, that they do not over train and that they get proper nutrition.
8. Encourage student-athletes to consider getting a flu vaccine once they become available.
9. If a student-athlete becomes sick while on a road trip they should be isolated from other student-athletes.
10. Student-athletes should be urged to report illnesses to their coaches. Sick players are encouraged to see a physician if showing signs or symptoms of the H1N1 virus, and to be fully recovered prior to returning to practice and play.
11. When hosting an event, ensure:
 - a. there are hand sanitizers available on site,
 - b. that common touch areas and equipment are cleaned and disinfected regularly,
 - c. that instructions on hand washing techniques are posted in public washrooms.
 - d. that shared equipment such as microphones, walkie-talkies, lap-tops in athletes lounges, mats, etc. are sanitized regularly.
 - e. That volunteers who are wiping floors are provided with gloves.

CIS H1N1 Emergency Plan - Appendix 1

1. Chain of communications (including stakeholders and key contacts)
2. Identification of key contacts
3. Decision Making Template

1. Chain of Communications for Crisis Involving a CIS Championship

While things will often unfold in an unpredictable fashion and at warm speed the desired chain of communications would be as outlined below:

- a) The CIS Host brings the situation to the attention of a CIS staff member, or CIS Delegate on site or the CIS CEO.
- b) The CIS CEO is notified of the situation and gathers the available information.
- c) The CEO convenes a conference call of the CIS Crisis Management Team (Clint Hamilton, Dick White, Marg McGregor with support from Michel Belanger) to bring them up to speed and have them on stand-by, and identify what other stakeholders to consult with and communicate with.
Clint Hamilton: cell 250 889-0282
Dick White: cell 306 539 5375
Marg McGregor: cell 613 612-2551
Michel Belanger: cell 613 447-6334
Conference call: 866-613-5223, Participant code: 8697497. Moderator: 1004087-6138372940
- d) The CMT invites selected stakeholders / key contacts to join the conference call to assess the situation and determine the most appropriate course of action. (see decision making template below).

2. Other Stakeholders and Key Contacts:

See CIS Crisis Contact List for Home and Cell numbers and e-mails.

CIS staff

Host Convener

Host University staff: (Venue Manager, Campus Health Services, Campus emergency managers and security staff, campus communications staff, campus physical plant staff)

Athletic Directors, Head Coaches and SIDs from Participating Teams

Officials

National Sport Organization

Sponsors

Public Health Agencies

Regional Association offices, staff

CIS Board

Sport Canada and other Government Officials

Translator

CIS lawyer(s)

- f. The CIS Communications Manager issues a standby statement (see sample next page). The main communication vehicles will be through the CIS website, and through e-mails to CIS members.

Go to: <https://server01/exchweb/bin/auth/owalogon.asp?url=https://server01/exchange&reason=0>

Enter user name and password: removed from the minutes for security purposes.

Click New message:

Members list type To: members@lists.universitysport.ca

Media: media@lists.universitysport.ca

SID: sid@lists.universitysport.ca

- g) Other CIS stakeholders are informed of the situation through e-mails and phone calls.

3. CIS Decision Making Template for Responding to a Crisis

In order to treat a crisis in a logical and orderly manner it may be helpful for the CIS Crisis Management Team to ask the following questions:

- what is the crisis?
- when did it begin?
- has this ever happened before?
- why has it occurred?
- who has it affected?
- does the crisis pose a threat to the health and safety of CIS stakeholders?
- what is the effect of the crisis on current CIS operations?
- what are the potential impacts of the crisis?
- who knows about it?
- how long is it likely to last?
- which employees, volunteers, universities, media, sponsors, government officials, family members should be notified about this situation?
- is the crisis newsworthy?
- did CIS have prior early-warning signals?
- when did you know you had a problem?
- what did you do about it?
- what experts should be brought into the crisis management team to help with the management of the crisis?
- what options are available to contain the crisis?
- what are you going to do next?
- what are the key messages that need to be communicated?
- what approaches should be taken to deliver the key messages?

SAMPLE STANDBY STATEMENT

Date

Time

Report #

Canadian Interuniversity Sport confirms today that (situation / event) occurred at (name of location). The incident occurred at (time / date). CIS has responded by (explain action taken).

Approximately (number of athletes, coaches, universities) have been affected by the incident. CIS has notified (list key stakeholders).

Canadian Interuniversity Sport will provide more information about the situation as details become available. In the meantime, inquiries should be directed to (the communications manager or crises communications centre).

CIS

Telephone number for inquiries

The following information should NOT be discussed:

- Names of fatalities or injured until confirmation that next of kin have been notified.
- Speculation of any kind as to the cause, impact, costs or liabilities of an incident.
- Any reference to blame, negligence or liability.
- Any details of the background or personal information of anyone involved.
- Any information about insurance liabilities or possible settlements.
- Reaction to statements made by critics or disgruntled stakeholders.

#17 CIS Subsidization of Expenses Associated with Weather Related Situations**Desired Outcome:**

For the Board to provide feedback on a draft policy related to weather related travel issues to CIS Championships. The Board feedback will be received and a motion will be brought forward at a subsequent Board meeting.

Background:

a) Atlantic Canada experienced a bad storm in March which resulted in Saint Mary's and UNB's flights to the 2009 Men's Hockey Championship being cancelled. As there is limited flight inventory the earliest that the teams could have been re-booked on commercial flights would have had them arriving into Thunder Bay mid-afternoon on March 26 – the day they were scheduled to play their opening games.

b) In the end a flight was chartered which picked up both teams. The incremental costs of the charter above what the WestJet commercial flights originally cost was in the \$28,000 range.

c) At the April 2009 Board meeting the Board was asked to consider a motion to allocate CIS funds towards the costs of the charter. The following motion was passed.

That 50% of the incremental costs required for Saint Mary's University and UNB to charter a plane to travel to the 2009 Men's National Hockey Championships in Thunder Bay be taken from the CIS unrestricted reserve with the remaining 50% claimed through the travel pool.

d) The Board directed the Finance Committee to develop a policy related to travel to CIS Championships and weather related cancellations that threaten the success of the Championships, to be considered by the Board at an upcoming meeting.

e) The Finance Committee met in June 2009 and offered the following perspectives:

- It was agreed that in extraordinary circumstances the principle of sharing some additional costs amongst all members or a subset of members (those participating in that sport) was more appropriate than leaving it up to one team or the Host to absorb the additional costs.
- Insurance coverage should be explored.
- The manner in which the men's hockey was handled seemed to be fair to Host and members.
- Costs should normally be approved in advance and cleared by the CIS office.
- Team should schedule their arrival well enough in advance to build a safety net for weather or other (i.e. mechanical issues). If a team elects to come in at the last minute and then runs into difficulty it should be at their cost.
- CIS should not cover any expenses that could arise after the event i.e. flights, accommodations etc.
- It must have a major impact on the event to be considered.

Draft Policy:

If / when extraordinary circumstances arise that result in a Team having to charter a flight or incur significant incremental costs beyond the normal commercial fares in order to be able to travel to a CIS Championship and arrive on time for their event/game, the CIS Executive Committee will consider subsidizing a portion of the expenses, as it deems appropriate according to the circumstances.

The CIS support is intended to minimize the risk to the Host by ensuring that all teams arrive.

CIS will not subsidize expenses that arise after the event i.e. flights, accommodations etc.

In order to be given consideration for support the following conditions need to be adhered to:

- Team should schedule their travel plans far enough in advance of their first game to build a safety net for weather or other (i.e. mechanical issues). If a team elects to come in at the last minute and then runs into difficulties it should be at their risk.

#18 Improving CIS Governance (Ten Point Plan #4)

Desired Outcome for the Board Meeting:

For the Board to digest the feedback from the 2009 AGM Governance Workshop (see next pages), reflect on the type of leadership needed for CIS (see Ian Bird's Change of An Age article as a thought provoker) and formulate recommendations (suggested revisions) to CIS governance.

The recommendations from the September 2009 Board meeting will be forwarded to RAs for their review at Fall/Winter meetings. In April 2010 the Board will review the feedback, make adjustments and prepare motions for the 2010 AGM.

As you read through the materials think about how CIS can improve our governance. What type of leadership is needed for the "new normal"? How can CIS manage change better? What are the principles that will help us become the destination of choice? Is an overhaul in order to realize greater efficiencies, better alliances, stronger relationships?

Background:

- a) What is Good Governance? (excerpted from United Nations: www.unescap.org) Governance means: **the process of decision-making and the process by which decisions are implemented (or not implemented)**. Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities and the voices of the vulnerable are taken into account in decision-making. It is also responsive to present and future needs.
- b) A governance review is included in the "Making CIS Better – 10 Point Plan".
- c) Governance was identified by many as an area of concern in the 2008 CIS Member Survey.
- d) Participants at the April 2009 CIS Members meeting identified governance as an important issue to address in order to make CIS stronger.
- e) An "Improving Governance" workshop was held at the 2009 AGM. Members were invited to provide their ideas and recommendations, to be given to the CIS Board for their follow-up action. Participants at the 2009 AGM Governance Workshop were asked to comment on the following:
 1. How does CIS rank on indicators of good governance?
 2. What changes if any are needed in the following areas:
 - a. Minimum sport participation requirement for membership in CIS;
 - b. Equal number of votes for all members at the CIS annual general meeting;
 - c. Gender Requirements for voting at the CIS annual general meeting;
 - d. Two-thirds majority threshold requirements for voting at the annual general meeting?
 - e. Composition of the CIS Board
- e) A discussion on governance should consider the organization's **values**:
 1. Quality educational and athletic experience.
 2. Unity of purpose, respect for autonomy.
 3. Integrity and Fair Play.
 4. Trust and mutual respect.
 5. Equity and equality of experience.

f) Feedback from the 2009 AGM Governance Workshop

1. How does CIS rank on the 8 indicators of good governance?

1: excellent, 2: very good, 3: acceptable, 4: needs improvement.

Indicator of good governance	Ranking
a. Transparency: Decisions are taken in a manner that follows rules and regulations. Information is freely available and directly accessible to those who will be affected by decisions. Enough information is provided in easily understandable forms.	2.4
b. Participation: Participation by both men and women is a cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. Participation needs to be informed and organized.	2
c. Rule of law: Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary.	1.8
d. Responsiveness: Serving all stakeholders within a reasonable timeframe.	2.6
e. Consensus oriented: Good governance requires mediation of different interests to reach a broad consensus on what is in the best interest of the whole community and how this can be achieved.	3.2
f. Equity and inclusiveness: Ensuring that members feel they have a stake in and do not feel excluded from the mainstream. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.	2.1
g. Effectiveness and efficiency: Good governance means that processes produce results that meet the needs of members while making the best use of resources, including the sustainable use of resources and the environment. Evaluation (a relevant and credible accounting of performance) and seeking an answer to the question "Have our expectations been met?" is key to good governance.	3
h. Accountability: Organizations must be accountable to the public and to their stakeholders - to those who will be affected by its decisions or actions.	3.3

2. What specific improvements are needed or suggestions can you offer to improve CIS governance?

The Ten Point Plan is too big. Identify priorities to focus on.

Focus on Advocacy, CIS Championships, and Branding.

CIS needs to practice better adherence to deadlines.

Review functioning of committees (3)

Evaluate results (2)

a) Minimum sport participation requirement for membership in CIS

CIS current policy is as follows: Members must declare at least one male and one female CIS sport.

Data:

The average number of CIS sports run by universities is 11. (AUS: 9.8, Q: 9.75, OUA: 12.5, CW: 10.3)

Six universities compete in all 19 CIS sports.

Eight universities compete in four or less CIS sports.

Feedback received in the past on this policy:

- some have suggested that a minimum of two sports is too low a requirement for CIS membership.
- others have suggested that it is not the number of sports, but rather the investment in those sports that should be most important. In other words, it is better to have two well-supported and competitive sports, than have the same funding dispersed across 8 or 10 sports.
- Keeping a minimum of two is good, but they should not have the same voting privileges as schools in more sports.

Feedback received from the 2009 CIS AGM Governance Workshop:

- keep the status quo for a variety of reasons: investment in sport 1Female and 1 Male
- minimum number of sports should be four
- must add same gender of each sport
- Introduce a phased in approach... can join CIS with two sports and by year 4 must have 6 sports to ensure investing and committing to membership
- voting thresholds to reflect number of teams must be established
- gender balanced when implementing to ensure budget and scheduling are far across the board.
- there needs to be more commitment than two sport... full membership (voting) and affiliate membership (non-voting). Differentiate between commitment to sport voting / non-voting based on commitment to sport

b) Number of votes for all members at the CIS annual general meeting;

CIS current policy is as follows:

3.1.8.1....each Member in good standing may, through its delegates, cast a maximum of two votes at meetings of the General Assembly

Feedback received in the past on this policy:

- some have suggested that the voting structure should be a representation by population model rather than all universities getting the same number of votes regardless of their investment in CIS sport. In the current model a university declaring in two CIS sports receives the same number of votes as a university competing in all 19 sports.
- Some NSOs and PSOs provide weighted votes to their members relating to the number of clubs/athletes in the jurisdiction, so the more active and more heavily invested region gets more say in the decision making by virtue of more votes.
- Other have suggested that a member is a member and all members should have an equal voice in determining the affairs of the organization.

Feedback received from the 2009 CIS AGM Governance Workshop about 3.1.8.1:

- favour A over B
- specific to AFAs and Eligibility keep 2/3 for individual school voting and 3 out of 4 conferences (i.e. if 3 out of 4 RAs agree/disagree on an issue it passes or fails

c) Gender Requirements for voting at the CIS annual general meeting;

CIS current policy is as follows:

3.1.8.1....each Member in good standing may, through its delegates, cast a maximum of two votes at meetings of the General Assembly providing one voting delegate is male and one voting delegate is female.... If a Member appoints only one delegate then such delegate may cast only one vote.

Feedback received in the past on this policy:

- CIS lists equity as one of its values and is walking the talk through this policy.
- In the absence of this rule, the gender demographic at the AGM would revert to mostly males.
- It is excellent professional/leadership development opportunity to bring two delegates to the AGM.
- In instances when there are two females in senior athletics positions, or two males, one of them is not afforded the opportunity to vote at the AGM, and is often left at home for budget reasons.
- In an era of budget cutbacks might we seriously look at one vote per school - if we did not bring a second person it would cut travel costs in half. I support the concept of gender equity and we practice that on our campus with budgets, awards, practice time, etc. For the "next while" might we consider "scaling back" the commitment to bring 2 genders - it is very unusual to have a "split vote" by the same school on important matters so I do not see continuing our business suffering from this "temporary move".

Feedback received from the 2009 CIS AGM Governance Workshop about 3.1.8.1:

- aren't there any other ways of recruiting and developing female administrators than obliging the presence of a female in order to maintain two votes?
- two votes – no gender equity required

d) Two-thirds majority threshold requirements for voting at the CIS AGM

CIS current policy is as follows:

- BL12.3 The....Athletic (Financial) Awards Policy may only be enacted, amended or repealed
 by the passing of a resolution by a two-thirds majority
- BL14.7 (Eligibility) amendments.....requires a two-thirds majority vote in order to be approved.

Feedback received in the past on this policy:

- With 2 of 3 AGMs being in the Ottawa area it puts a financial burden on universities in the geographic extremes to send two delegates and be part of the vote.
- One Regional Association can control the outcome of a vote by block voting.
- The two-thirds requirement is a barrier to change. The intent was not to hamstring progress.
- Can we look at other models? Can we look at two years of a simple majority being equivalent to one year of two-thirds.

Feedback received from the 2009 CIS AGM Governance Workshop about BL12.3 and 14.7:

- number of votes per institution based upon number of sports
- operational 50/50 and structural 66/33

e) Composition of the CIS Board

Feedback has been received in the past that the Board should be expanded to include:

- i) Chair of the Eligibility Committee or designate
- ii) Chair of Athletic Financial Awards Committee or designate
- iii) Chair of Advocacy Committee
- iv) Chair of Discipline Committee
- v) University Presidents
- vi) External business people
- vii) Student-athletes
- viii) Coaches

Feedback received from the 2009 CIS AGM Governance Workshop about Board Structure:

- inclusion of external business experts on the Board would be good
- are there enough representation on the committees (i.e. eligibility and AFA)
- have student-athletes on the Board
- yes to Chair of the Eligibility Committee or designate
- no to Chair of Athletic Financial Awards Committee or designate
- no to Chair of Advocacy Committee
- no to Chair of Discipline Committee
- yes to University Presidents
- no to External business people
- no to coaches and student- athletes

**#20 Athletic Scholarships (Ten Point Plan #6)
From: Marketing Committee**

Desired outcome:

To increase the awareness among student-athletes, as well as the general public, that Canadian Universities do indeed offer Athletic Scholarships.

Background:

As per the CIS vision statement: "CIS is 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."

However, in order to become the destination of choice for many student-athletes, they need to be made aware that Canadian Universities offer Athletic Scholarships.

A motion was passed at the CIS AGM in June 2009 to effectively change the name of Athletic Financial Awards to Athletic Scholarship to prevent further confusion among the general public.

Challenges:

- i) There is a misconception among the general public that Canadian Universities do not offer lucrative Athletic Scholarships. Further, very little has been done, marketing-wise, to dispute this fact.
- ii) As was stated above, in order for Canadian Universities to become the legitimate destination of choice for many student-athletes need to be made aware that Canadian Universities offer Athletic Scholarships

Recommendation:

The Marketing Committee would like to propose the formulation of a strategic direction to elevate the awareness of the Athletic Scholarship issue. Ultimately, our vision would lead to a CIS-wide campaign, including television, print and online content.

#23 CIS Policy Development - Clarifying the Wording of the CIS BLG Policy

Desired Outcome:

For the Board to amend the wording of the BLG Policy to clarify the intent.

Motion:

To amend the BLG Policy 60.50.1.2 as follows:

There will be one male and one female winner. Each winner will receive a ~~graduate school~~ scholarship or equivalent financial support to offset expenses other than tuition which relate to attending a Canadian ~~post graduate program~~ **INSERT NEW TEXT AS FOLLOWS IN BOLD: doctorate, master's degree, or first professional degree (as classified by AUCC)** and a trophy...

Background:

a) Currently the BLG Policy states that winners will receive a graduate school scholarship to support the expenses associated with attending a post graduate program. See current policy below:

60.50.1.2 There will be one male and one female winner. Each winner will receive a graduate school scholarship or equivalent financial support to offset expenses other than tuition which relate to attending a Canadian post graduate program and a trophy.....

b) In fact there are a number deserving education opportunities that technically are not considered graduate school or post graduate programs. These include "first professional degrees" such as medical school, law school, dentistry school, etc.

c) The Eligibility Policies provide some guidance on improved language to adopt in the BLG Policy. The Graduate Student Policies (40.10.3.5.1) makes reference to doctorate, master's degree, or first professional degree as classified by AUCC, so it would make sense for the BLG policies to reflect similar language.

d) Other questions for the Board to consider:

i) should we work with BLG to require the recipients to use the scholarship at a CIS member institution, or as a minimum at an AUCC member institution or leave it wide open as it currently is? By way of example a BLG winner has recently requested funds to attend Charles Sturt University, in Burlington Ontario to take a Bachelor of Primary Education Studies (Teachers College). The following appears on the CSU Ontario website:

The Bachelor of Primary Education Studies program is offered under the written consent of the Minister of Training, Colleges and Universities for the period from 24th December 2004 to 24th December 2009. The Bachelor of Early Childhood Studies, Master of International Education (School Leadership) and Master of Business Administration programs are offered under the written consent of the Minister of Training, Colleges and Universities for the period from 17th April 2009 to 17th April 2014. Prospective students are responsible for satisfying themselves that the programs and the degrees will be appropriate to their needs (e.g., acceptable to potential employers, professional licensing bodies or other educational institutions).

ii) should CIS also include "Graduate level certificate and diplomas" as being eligible for the BLG Scholarship? Examples from this "Graduate level certificate and diplomas" category from McGill University include:

Post graduate diploma in statistics
 Graduate certificate in air and space law
 Graduate diploma in epidemiology and biostatistics
 Graduate diploma or graduate certificate in management
 Graduate certificate in counselling applied to teaching
 Graduate diploma in registered dietitian credentialing
 Graduate Diploma in Islamic Studies
 Graduate certificate in Assessing Driving Capabilities

Graduate diploma in public accountancy (CA)
Graduate diploma in housing
Graduate certificate in biotechnology
Post-MBA graduate certificate
Graduate certificate in comparative law
Graduate Certificate in e-business
Graduate diploma in translation
Graduate diploma in taxation