

Attendance: Drew Love, President; Dick White, President-Elect, Pat Murray, Vice President Marketing; Diane St-Denis, Vice President Programs; Barb Mullaly, Chair, Finance Committee; Don Wilson, Canada West; Liz Hoffman, OUA; Katie Sheahan, QSSF; Derryl Smith, Atlantic University Sport; Judy McCrae, Chair, Equity and Equality Committee; Jean-Guy Ouellette, Chair, International Committee.

CIS Staff: Marg McGregor, CEO; Peter Metuzals, Marketing Director; Tanja Mackin, Director, Finance & Administration; Sheila-Ann Newton, Manager, Events & Programs; David Haanpaa, Operations & Development Officer; Colin Timm, International Programs Services; Michel Belanger, Media and Public Relations Officer.

Regrets: Murray Hall, Vice President Research and Development

<b>1. Welcome, Approval of Agenda</b>
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**11-04-01**

**St-Denis/Mullaly**

**Carried**

**To approve the meeting agenda (Annex 1).**

<b>2. Regional Association Updates</b>
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Atlantic University Sport

Derryl Smith reported on the following topics:

- CIS Women's Rugby Championship
- Officials for women's basketball
- Grade point average study
- Soccer scheduling difficulties

Quebec Students Sport Federation

Katie Sheahan reported on the following topics:

- Collaboration with RDS continuing next season
- Soccer club competitions being extended to November
- Difficulties with obtaining referees for rugby on artificial turf
- Grade point average study
- Respect/Ethical issues between three sectors of sport

Ontario University Athletics

Liz Hoffman reported on the following topics:

- Hosting the 2004 Vanier Cup: approximately 14,000 spectators, new flag bearer program included 34 elementary schools, 13 of 27 universities
- management committee approved Ivor Wynne for 2005, pending CIS Board approval
- Women of Influence luncheon taking place on December 2, 2004
- Continue to work on partnership with Raptors Television
- OUA Committee meetings in December, Semi-Annual meeting in January

### Canada West

Don Wilson reported on the following issues:

- CWUAA executive will be reviewing the w. volleyball “sport bra” issue
- Soccer scheduling difficulties
- Dino Cup on TSN successful – over 50,000 viewers
- Continuing to look at hiring full time staff for a Canada West office

## **3. International Committee Report**

### a) World University Championships

C. Timm Reported that Canada participated in 10 World University Championships to date in 2004, with the Equestrian, Badminton and Judo Championships still to take place.

### b) 2005 Winter Universiade

The 2005 Winter Universiade is taking place in Innsbruck/Seefeld, Austria from January 12-22, 2004. Canada will be participating in five sports, with 61 athletes and 23 mission staff.

CIS was recently informed that women’s hockey will be an optional sport at the 2009 Winter Universiade, instead of a compulsory sport, as previously reported.

### c) Repentigny bid for the 2008 World University Volleyball Championship

C. Timm reported that based on the results of a second site visit, the International Committee is recommending that the CIS Board of Directors does not endorse the Repentigny bid for the 2008 World University Volleyball Championship.

**11-04-02 Hoffman/St-Denis**

**Carried**

**That the bid from Repentigny for the 2008 World Volleyball Championship not be supported for submission to FISU.**

### d) 2011 Bid process

C. Timm reported that the process for soliciting a Canadian Host for the 2011 Summer or Winter Universiades is progressing. The letters of intent are due on December 13, 2004, and the bids will be due in March.

#### **4. Marketing Committee Report**

##### a) Television

P. Murray reported that the Marketing Committee met by conference call on October 29<sup>th</sup> to discuss television coverage of university sport (See Annex 2 for report). Six recommendations were presented for the Board's consideration:

1. To develop a vehicle to get commitment and support from CIS members to put together a TV partnership package, and determine a means to finance it.

TV package would tentatively include:

- coverage of four to six CIS Championship events (M/W hockey, M/W basketball, W Volleyball, Football)
- regular season event coverage – for example, CIS Friday Nights or Saturday afternoon
- weekly CIS highlights package
- linkages to the OUA Rush and QIFC RDS coverage
- coverage of lead-in events in February: RA Championships and other key games.

2. To build a new model of guarantees for men's basketball and hockey.
3. To select Hosts with a track record of success in attracting crowds. Attracting more fans in the stands is part of building the TV package. Choosing hosts with a track record of success in attracting crowds must be a key selection criteria for CIS Championships. Bidding committees should be asked to articulate their promotional plan, their plans for leverage of TV, and their corresponding budgets to support their plans.
4. To look into web casting, or audio-casting Championship events, which are non-televised.
5. CIS staff should be attending key conferences and having their presence felt in marketing and TV circles.
6. It is also essential to have research data available to justify much of what we do not know. We do not have enough information to determine who our public is, what they want, what they need, how we activate our sponsorship dollars, what the best return on sponsorship could be and so on. In addition, the research will help us sell CIS and all our events and television properties, as we would have accurate data to support our sales pitch.

The Board reflected on the financing of recommendation number one. The means of financing the package would be discussed and agreed upon by the members. There are a variety of potential revenues sources including: advertising from broadcast inventory, sponsorships, portion of CIS sponsorship revenues directed to TV, portion of

Championship guarantees directed to TV, Host contribution to TV, Portion of Travel pool to TV, Members who are on TV pay a portion.

It remains to be determined if the membership would be willing to invest funds in television, or if only those who are on television would have an appetite for investing. The potential of financing from other university departments, i.e. alumni and development. The impact on Regional Association scheduling needs to be considered.

In general, the Board agreed that the recommendations from Marketing Committee should be aggressively explored further.

**ACTION:** P. Metzals to work with Marketing Committee to develop a television proposal including: the costs, revenues sources, the model and resources needed for the television strategy outlined in recommendation number 1. The proposal should articulate how television, web casting, advocacy, etc will fit into the overall CIS marketing and communication plan and compliment the CIS vision. The proposal should be presented to the June 2005 AGM, with drafts being available for the Board to review in April.

b) Sponsorship

P. Metzals provided an update on the CIS sponsorship agreement with the Canadian Forces. The Assistant Deputy Minister of National Defense is currently looking into why the contract is being held up at Public Works, and is hoping to have the issue resolved in the near future.

**5. Finance Committee Report**

a) Audited Financial Statements at June 30, 2004.

B. Mullaly presented the audited statements at June 30, 2004 and reviewed the balance sheet and CIS funds. It was noted that the results at fiscal year end were very close to the projections presented to the General Assembly at the June Annual General Meeting.

**11-04-03 Mullaly/Hoffman**

**Carried**

**To approve the June 30, 2004 Audited Statements, and recommend them for approval by the General Assembly at the June 2005 Annual General Meeting.**

c) Recommendation for 2005-06 Auditor

It was noted that Ouseley Hanvey Clipsham Deep, LLP continues to do an excellent job for CIS at a reasonable cost. As per CIS practice, an RFP from audit firms should be requested sometime in the next two years.

**11-04-04**

**Mullaly/Sheahan**

**Carried**

**To recommend to the 2005 General Assembly that the firm of Ouseley, Hanvey, Clipsham, Deep, LLP be the CIS auditors for the 2005-06 fiscal year.**

c) November 15, 2004 Interim Financial Statements

B. Mullaly referred to these documents for information only, as no major changes have occurred since the financial statements were presented in October.

d) Coaches Association Fees

T. Mackin noted that as of July 2004, Coaches Association fees are being included in the CIS Membership fee. Current policy does not indicate that Coaches Association Fees are mandatory, only that they must be paid in order for the coach to be in good standing with the Coaches Association. During a previous conference call, the Board was uncertain whether the fees should now be made mandatory.

The Finance Committee discussed the issue and is recommending to the Board that Coaches Association fees be made mandatory, and that CIS policy 20.80.3.2 be adjusted accordingly.

The Board agreed that provided the expenditures from the coaches association accounts are approved by two members of the Coaches Association executive, and that the expenditures be periodically reviewed by the CIS Sport Committee, the fees should be made mandatory

**11-04-05**

**Mullaly/St-Denis**

**Carried**

**That CIS Coaches Association fees be mandatory, effective July 2005.**

<b>6. Update on measures taken to respond to reduced revenue: job analysis</b>
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M. McGregor noted that in June 2004 the CIS Board and membership approved a variety of approaches to keep CIS strong during a difficult period of uncertain revenue sources including. An update on progress of these activities was provided (Annex 3).

M. McGregor reported that the Human Resource Committee met on November 10 to review the results of a CIS job analysis exercise. This exercise came about as part of the Board's approach to reduced revenues. The board presented a series of approaches to be undertaken at the June 2004 AGM. One approach was to conduct a CIS staff job analysis to get a fix on the level of human resource support dedicated to the various activities to assist in budget decision-making, particularly with respect to gaining a better understanding of the real cost of activities. The report from the Human Resource Committee is attached in Annex 4 and was presented to the board for feedback. Board members expressed their input regarding the need to increase the percentage of time spent

on sponsor sales and solicitation, and to not decrease in a dramatic fashion the amount of time invested in international.

## **7. Sport Committee Report**

D. St-Denis reported that the Sport Committee/Bid Selection Committee met and prepared recommendations to the Board for the selection of hosts for CIS championships. The Board agreed to discuss the recommendations in camera.

**11-04-06 Murray/St-Denis**

**Carried**

**That the Board of Directors meeting move In Camera.**

**11-04-07 Murray/St-Denis**

**Carried**

**That the Board of Directors meeting rise from In Camera.**

Given the high level of media interest around this round of bids, the Board agreed to vary the practice of waiting until a contract was signed prior to announcing a successful host. Instead, it was agreed that the announcements would be made immediately after notifying all the bidders of the results.

## **8. National Championship Bid Book**

D. St-Denis indicated that the CIS Sport Committee will be reviewing the CIS Bid Book in detail, and that a complete set of recommendations will be presented at the December 2004 Board conference call.

## **9. CIS Meeting With NCAA**

M. McGregor reported that CIS will be initiating some high level dialogue with NCAA officials. Contact has been made with Myles Brand, President of the NCAA and we will be meeting in March/April/May 2005.

- foundation of the meeting would be to create an opportunity for open dialogue, create a climate of mutual respect for our two associations, i.e.. recruiting, transfer, doping infractions, international opportunities etc.
- from this initial contact we will suggest we move toward a meeting in the not too distant future to begin this dialogue involving respective CEO's, President, President-elect (or some such representative from NCAA depending on their structure)

M. McGregor reviewed some of the feedback reviewed to date and added that any intelligence / suggestions / additional items to work into the mix would be welcome from Board members.

## **10. Approval of Board Minutes**

**11-04-08**

**St-Denis/Mullaly**

**Carried**

**To approve the minutes of the October 25, 2004 Board of Directors conference call, and the minutes of the October 28, 2004 Board of Directors e-mail resolution.**

## **11. Doping Committee Report**

M. McGregor indicated that under current CIS regulations, which are congruent with the Canadian Centre for Ethics in Sport's new Canadian Anti-Doping Program, a student-athlete who commits an anti-doping violation can receive up to a 2-year sanction of sport ineligibility for a first offence. Other than loss of records, a student-athlete is subject to no further sanctions by the CCES or the CIS.

The Canadian Olympic Committee (COC) also follows the new Canadian Anti-Doping Program. Where they differ is that they have added further sanctions. If a Canadian athlete commits an anti-doping rule violation and receives a 2-year sanction, the sanction is extended for the purpose of selection to a Canadian Team by the COC to include the next Pan American, Olympic Winter Games, and Olympic Summer Games, whether such Games fall within or beyond the two year period of ineligibility under the Code.

There are currently 5-6 countries in the world that have similar 'extended' sanctions for athletes guilty of an anti-doping violation.

The COC's rationale for imposing further sanctions is that since the Ben Johnson scandal, Canada has been seen as a world leader in anti-doping. They want to continue to set the "Gold" standard. They don't want to lower this standard to harmonize with the rest of the world.

If a student-athlete commits an anti-doping violation at a FISU competition, the sanctions against the student-athlete may be:

- The athlete may be sent home and will not be able to participate in any FISU event;
- The athlete's result is cancelled and any medals and prizes will be returned;
- If the athlete belongs to a team, the match or competition in question will be forfeited by that team. The remaining members of a team may continue to compete.

Recently, FISU's Medical Committee presented their Board with a new set of policies that are congruent with the new code set forth by WADA. A summary of these policies indicates that if an athlete commits an Anti-Doping Rule Violation during a FISU event, they would fall under the jurisdiction of the International Federation of the athlete's sport. In other words, they would receive a two-year ban. The FISU Executive Board, however, does hold the right to impose further sanctions on said athlete if they deem the violation to warrant it, although there is generally no intent to increase sanctions over and above the IFs.

The CIS Doping Control Committee reviewed the situation and recommends that CIS reserves the right to impose additional sanctions if warranted at its discretion, but that that additional sanctions will not automatically be put in place in all circumstances.

The Board discussed this recommendation, and questions arose around establishing criteria, range, process and mechanics for imposing additional sanctions.

**11-04-09 Murray/White**

**Carried**

**That the Board supports in principle the concept of being able to reserve the right to impose additional sanctions for doping control violations, if warranted, at its discretion.**

**ACTION:** The Doping Control Committee to develop the process and mechanics for imposing additional sanctions for doping control violations, and the policy will then be recommended to the General Assembly for approval.

## **12. Program Renewal**

To ensure that the CIS national championship program is contemporary and relevant to student-athletes, and sustainable for universities, a Program Renewal process was initiated. At the outset it was recognized that the end result of the Program Renewal process might be the confirmation of the existing roster, or the addition of new sports and/or the phasing out or transitioning into a different model of existing sports.

At the Nov/December 1<sup>st</sup> Board meeting the Board received the report from the Program Renewal Committee. After a lengthy review of the data and the validation process the Board agreed that they had sufficient comfort in the tool and the data to proceed with the program renewal discussions and decisions. The Board generally agreed upon a direction to follow, and asked the CEO to do additional research and prepare a report for discussion and review by the Board at the December 20<sup>th</sup> Board conference call.

## **13. Vanier Cup Update**

As part of awarding the rights and responsibility of hosting the 2006 Vanier Cup to the University of Saskatchewan, CIS requested they provide a written confirmation of the following conditions: an artificial turf ; and an appropriate lighting system at Griffiths Stadium prior to the hosting of the 2006 Vanier Cup. The written confirmation was to be received no later than September 1, 2004.

M. McGregor reported that at this time, confirmation has not been received, but that it is expected by the mid-December. The Board agreed to extend the deadline to the next Board conference call.

#### **14. Eligibility Committee Update**

D. Haanpaa reported that the Eligibility Committee has heard 18 compassionate appeals since September. The committee has supported 16 of the appeals and denied 2.

##### Season-Ending Injury Rule

In an attempt to ‘clean-up’ the season-ending injury rule, a form has been created for the submitting school to complete. If the case meets all of the parameters set out in the rule and there are no extenuating circumstances, the case would be ‘rubber stamped’ and approved by the National Office. Should there be any extenuating circumstances, the case would be forwarded to the Eligibility Committee to be heard as a Compassionate Appeal.

The committee is currently addressing the following items in regards to the season-ending injury rule in order to provide clarity, clear up any confusion and provide direction:

- Are we adding a 6th year of eligibility or annulling the year of the injury and maintaining 5 years maximum of eligibility?
- Depending upon what the answer to the above is, are there any implications for ‘redshirts’ that need to be addressed?
- How should statistical records be managed? (i.e. if we are adding a 6th year, do we include the stats the student-athlete amassed during the year of the injury, or are they expunged?)
- How would the transfer rule mesh with this rule in regards to sitting out a year, depending on if the year of the injury is annulled, or a 6th year is added?
- Clarification of time frame of when an application can be made... the current rule states "after the competitive season", but does not list if the application must be submitted prior to any date the following season
- Anything else that can be thought of to facilitate smooth implementation and common understanding

We have received 2 requests for season-ending injuries. Both cases have been put on hold pending the discussions by the committee on the rule.

#### **15. Report on Awards Data Collection**

D. Haanpaa reported that the request to all member institutions to provide their 2003-2004 Athletic (Financial) Awards data was sent out on September 3<sup>rd</sup>. A new on-line collection tool was used for all schools this year to collect the data. The tool was created by Andrew Haliburton of Web-Sherpa Communications with input from Tom Huisman.

We have experienced some technical difficulties with the on-line tool not calculating totals on one report and incorrectly calculating totals on another. The problem has been brought to the attention of Mr. Haliburton to correct. However, the latest problem lies

with Mr. Haliburton not delivering these needed corrections by established timelines. As soon as this problem gets resolved, we will be able to produce the results.

## 16. Research and Development Committee

D. Haanpaa reported that the Research and Development Committee's November 2<sup>nd</sup> conference call was very productive. With the direction provided by the Board on the October 25<sup>th</sup> board conference call, the committee has begun to map out its agenda for the year.

The committee is in the process of identifying research resources that can help the committee accomplish some of its goals.

Some of the items the committee will be working on:

- graduation rates of CIS student-athletes vs. normal student population
- number of Canadian student-athletes going to the U.S., how many are returning, and the number of foreign student-athletes in the CIS

Some items the committee is considering:

- # of courses taken by / GPA of student-athletes vs. normal student population
- An information paper with facts and figures about the benefits of staying in Canada that can be used by members when recruiting student-athletes

The committee will be looking at requesting some of this data from CIS members at the same time as other data collection is requested (ie. Financial Awards data). The goal of this is to minimize the extra work for schools to collect and provide this information.

The committee is not looking to reinvent the wheel. We have already identified several sources who have collected similar data and will look to use similar templates and/or methodology.

## 17. Equity and Equality Committee Update

D. Haanpaa reported that the Equity and Equality Committee's October conference call was cancelled due to personal reasons of the committee's chair. Shortly thereafter, the Chair of the Committee, Danielle Gardner, resigned from the committee. Judy McCrae has accepted the role of Interim Chair until the 2005 AGM.

### Equity and Equality Committee work proposal

#### PAST

1. An **inventory of the equity components of the CIS** as they currently exist, from structure, policy and implementation. This inventory will demonstrate to all that we are a very good organization 'walking the talk' of the value statement of equity. This will also frame any gaps that the national organization may have.

## PRESENT

2. An **inventory of what the members want to know**. This is essential and perhaps a moving target as many of the members will count on our activity to be the measuring stick of their school equity progress. This requires solid thinking and practicality on our part. Our committee activities must first and foremost serve the primary needs of the national organization. If the wants are extensive, then it could be that the committee identifies the extensive list and then phases the collection of the data over a pre-determined timeline.

## FUTURE

3. What should our **goals and targets be for the CIS**? A listing of the prioritized equity activities **outcomes** that we can get 'buy in' from the membership. There is a start on this from the perspective of the tasks that are on the table currently.
4. With the above work will come the need to **create timelines and tools** for all. There are 2 particularly significant processes ongoing at this time that our work must address: **financial awards equity and compliance and the Program Renewal process**.
5. The **flavour/spirit of the examination** of the equity pieces must not be threatening but rather informational, productive, progressive and factual. At the same time, there may be need for individual institutional goals to be established where there exist a problem. These adjustments, in my mind, MAY come thru negotiation with the individual institutions. We must wait and interpret the data collected. **The scope of our work is national, not by Regional Association, nor by individual school.**

## Timelines:

The following are the suggested timelines for the committee:

- Task #1 Data collection through what tool? **Jan-Feb**
- Task #2 Chair to provide input to the Board regarding the program renewal process. Chair to report back for any further work by the committee **Nov Board meeting**
- Task #3 Create the working guidelines for the financial awards equity statements. Create the guidelines for the compliance to the equity piece for financial awards **Dec-Jan-Feb**
- Task #4 Review the CIS gender equity policy statement for refreshing as a result of this above activity. **March-April**

The committee has scheduled a face-to-face meeting in Ottawa for late January 2005.

## 18. Field Hockey

11-04-11

St-Denis/Mullaly

Carried

**That the 2005 Field Hockey Championship will be a four (4) team championship which will include a host berth (UBC), a CW representative, a OUA representative. The Coaches Association will provide a recommendation to the Sport Committee by June 1 as to how the last berth will be selected/identified.**

The Field Hockey Championships in 2006 and beyond will be addressed through the Program Renewal process.

## 19. Minimizing and Simplifying Eligibility

### **Direction from the CIS Board to the Eligibility Committee on Deregulating**

#### **Background / Influencing Factors / Commentary / Reflections:**

- a) In the wake of the CIS vs Dalhousie basketball coach (May 2003) court decision, CIS commissioned a post-mortem of the file to draw learnings from the experience.
- b) One of the recommendations in the post-mortem dealt with the complexity of the CIS rules: “The CIS eligibility rules seem overly complicated. Consider the possibility of paring down the eligibility rules to a more concise and fundamental “core” set of requirements...”
- c) Several motions were passed at the June 2004 annual meeting to address the suggestions from the post-mortem, including the following motion related to deregulating / simplifying:

RESOLUTION # 65 That the eligibility committee be directed to minimize the eligibility rules to a core set of requirements, as a top priority for their committee work during 2004/05 and 2005/06.

- d) Perhaps CIS membership support for this direction suggests a willingness to look at things in a different light, and a recognition of:
  - the significant amount of organizational energy/resources that are invested in developing rules, applying the rules, and dealing with non-compliance issues (complaints, investigations, appeals, ADR, court cases, compassionate appeals etc);
  - the opportunity costs of investing this energy in regulation as opposed to developing the brand, raising the profile of university sport, and enhancing championships;

- Adding rule specifications does not always result in consistent output. There is a natural instinct to increase specifications when the initial specifications fail to produce the desired result;
  - In spite of increasing the number of rules each year, urban legend/mythology/grape vine would suggest that members who want to operate around/outside/below the rules, will do so, undeterred by the addition of new rules;
  - the area of compliance (complaints management, investigations, appeals, ADR, court cases, etc) is not a core competency of the CIS. We lack expertise and capacity in this area. Significant mistakes have been made in the recent past by staff, discipline panel members, and appeal panel members. Adding new regulations compounds the situation;
  - Post-secondary education is not simple, stable and predictable. Universities are growing in their complexity and approaches to education. Life is far from certain. We cannot possibly predict every scenario, and write a rule to address it;
  - The dissonance and disconnect between the CIS values of respect for autonomy, trust and mutual respect, with 225 pages and growing of rules.
- e) As part of this simplifying / deregulating process, the Board was tasked with providing guidance to the eligibility committee as to what the “core set of requirements” are.
- f) The Board used a “minimum specs” process to accomplish the task of providing guidance to the Eligibility Committee. The output from the board to the eligibility committee is outlined below.

### **Guidance from the CIS board for the Eligibility Committee**

#### **The desired outcome CIS is trying to achieve with the eligibility rules:**

- A quality sport experience that enables student-athletes to graduate from university on pace with the general student population.
- An academic purpose blended with an opportunity to compete athletically at a high level (not intra mural).
- A Student athlete-centred environment, which promotes fairness and equity

#### **Minimum list of absolute rule requirements or minimum specs to accomplish the desired outcome**

- maximum of 5 years to play
- good standing as defined by the institution
- proceeding towards a degree/diploma/post-graduate certificate as defined by the institution (i.e. not continuing education)
- full time as defined by the intuition or minimum academic course load for participating

<b>20. Adjournment</b>
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**11-04-12      White/Smith**

**Carried**

**To adjourn the meeting of the Board of Directors.**

## Annex 1

### AGENDA

<b>Time</b>	<b>Draft Agenda and Suggested Timeframes:</b>
<b>Tues.</b> 5:00 PM	Douglas Suite - Supper provided (lasagne, salad)
5:30	1. Welcome, call to order, approval of agenda.
5:35 - 5:55	2. Regional Association updates
5:55 – 6:10	3. International Committee Report
6:10 – 7:00	4. Marketing: report from committee meeting, TSN / TV update. Page 2
7:00 - 7:10	Stretch break
7:15 - 7:55	5. Report from Finance Committee meeting. Page 6 and see excel attachments
8:00 - 8:15	6. Update on measures taken to respond to reduced revenue: job analysis etc. p. 7
8:15 - 8:55	7. Program Renewal. See separate Program Renewal word file.
<b>Wed.</b> 8:00 AM	Continental breakfast provided (yogurt, fruit, cereal)
8:45	7. Program Renewal - continued
10:30	Stretch break
10:45-12	7. Program Renewal - continued
12:00-1:15	Soup, sandwiches and stretch break
1:15-1:45	7. Program Renewal - continued
1:45 – 2:15	8. CIS Field Hockey Championships in 2005. Page 15
2:15 - 3:15	9. Sport Committee (summary of meeting highlights, women's basketball proposal, etc)
3:15 - 3:30	Stretch break
3:30 – 3:50	10. Vanier Cup 2006, Update on University of Saskatchewan
3:55 – 4:15	11. National Championships Bid Book
4:15 -4:45	12. Report from Eligibility Committee meetings. Page 20
4:45 – 5:15	13. Report on Awards data collection. Page 21
5:15 – 6:45	Supper (penne pasta, grilled chicken)
6:45 – 7:00	14. Report from Research and Development Committee meeting. Page 22
7:00-7:10	15. Doping Committee report: imposing penalties beyond CCES requirements. Page 23
7:10-7:35	16. Update from E and E committee. Page 25
7:35 – 8:00	17. Minimizing and simplifying eligibility – minimum specs continued. Page 27
8:00-8:05	18. CIS meeting with NCAA – input on discussion points. Page 29
8:05- 8:10	19. Approval of board minutes: October 25, October 28 e-mail resolution
8:10 – 8:45	20. Cushion for additional agenda items, or items running late.

## **Annex 2**

### **Marketing Committee Report on Television**

#### **Background**

The 5 year CIS – TSN sponsorship expired in August 2004 and CIS has been unable to secure an equivalent replacement broadcast sponsor. The TSN sponsorship had a significant rights fee attached to it, in addition to the value to the CIS brand of the broadcast of CIS Championships. CIS revenues streams are strained by the loss of the TSN sponsorship. Over time, revenues from championship guarantees for men's hockey, men's basketball may plateau or diminish somewhat if CIS is unable to deliver television. CIS exposure is diminished by reduced coverage of CIS Championships on national networks.

The ability to renew TSN or secure an alternate broadcast sponsorship of similar value is influenced by several factors:

- at the time the TSN deal was originally signed in 1999 the television marketplace was vastly different;
- Jimmy Thompson was a friend to university sport and was the architect of the original deal with TSN;
- ownership of TSN now rests with Bell Global media;
- right from the early days of the TSN sponsorship through to its expiration, executives from TSN were concerned about the low spectator attendance at CIS Championships and low audience ratings for many of the CIS Championship broadcasts;
- throughout the course of the sponsorship there has been understandable tension between the needs of TSN and the needs of the host to find broadcast times that drives ratings without compromising gate revenues. Some hosts have been unwilling to adjust start times because of their concerns about the impact on gate, and their need to sell tickets to pay for the CIS guarantee. Some hosts have declined preliminary round games TV coverage because of the concern about the impact on gate.
- the costs to produce and broadcast university championships is more costly than alternate Canadian content that TSN is showing (e.g. poker, darts, bowling)

#### **TV or not TV?**

The Marketing Committee felt the argument to have a television package of some sort is a compelling one:

- The vision of CIS is to be the destination of choice for gifted student-athletes. Television supports this vision in that it provides exposure of CIS to high school aged athletes who are making decisions about where to pursue their education

- Championships guarantees represent about 25-30% of CIS revenues. Sponsorship sales by the local hosts of CIS Championships with higher guarantees (men's football, men's basketball and men's hockey) may be facilitated through the provision of national television. It can be argued that CIS needs TV in those Championships, which generate a large guarantee for CIS in order to sustain guarantee levels and revenue streams for CIS.
- Television exposure also serves to nourish CIS sponsors.
- Television coverage helps build and elevate the brand. It helps drive excitement. It helps drive attendance at events.
- High quality television broadcasts build the legitimacy of the university sport brand
- TV helps coaches recruit gifted student-athletes.
- TV generates talk.

### **What type of TV coverage?**

The Marketing Committee felt that:

The coverage needs to be professional and high quality.

It is important to build a TV presence from week to week. One-off coverage of CIS Championships does not have the same lasting impact as a sustained presence throughout the year. Highlight packages on Saturday/Sunday nights throughout the year will stimulate viewers to watch the CIS and RA Championships, may help drive excitement, and may drive event attendance.

The ideal TV presence would be done in partnership with RAs and members and would offer:

- weekly CIS highlight packages on networks such as TSN, SportsNet, RDS or The Score
- Expand and support the OUA Rush, and the QIFC RDS football coverage,
- key games and RA Championships in the February time period leading into March championships
- regular season event coverage – Friday night or Saturday afternoon.

### **The Tension Amongst Championships Hosts, the Networks and CIS**

The networks want start times that generate ratings, some flexibility is required (on our part). Sometimes these start times differ from what the Host wants in terms of attracting a gate, which in turn pays a portion of the CIS guarantee. Forcing a host to accept a start time they don't want. It might drive TV ratings, but if the gate suffers, the venue may appear empty and the product may lack the excitement that a full house can generate. Forcing TV to adjust to a start that the Host prefers may increase the local audience, but reduce the number of viewers across Canada who get exposed to the university sport product. A bit of a catch-22.

### The Marketing Committee:

- Questioned if there was data or anecdotal evidence to support the concern that gate will suffer if TV times are accommodated.
- Expressed that in looking for a win-win scenario CIS needs to develop a different model for men's basketball and men's hockey. We may be chasing our tails with the current model of generating revenues through guarantees, which sets up a dynamic of some Hosts being unable to adjust start times at the risk of losing gates that pay for guarantees. It may be that a model that offsets the loss of gate and gets CIS on Television makes more sense. Bid committees should be invited in their bid packages and presentations to express how they are going to leverage and develop TV. Hosts that are interested in building the brand through TV will come forward with alternatives in their bid package.

### **Other Observations/Recommendations from the Marketing Committee**

It is important to sustain and nourish sponsor relations. Were warning signals about the potential loss of TSN as a sponsor missed along the way? Are we vulnerable in other areas of our revenue streams? It was noted that attracting more fans to university sport events, and being flexible around start times were issues that influenced TSN's decision, and were issues that have been discussed by CIS for many years.

CIS should put its TV efforts where we can get the most leverage, and build our marquis TV properties being mindful of the developing interest in women's sports. A package of 4 to 6 of the following events would be the starting point: Men's football, men's hockey, men's basketball, women's volleyball, women's hockey, women's basketball – also focusing on regular season event coverage.

The Marketing Committee should work to develop a TV package proposal to present to the board in December and then to the membership and networks in the New Year.

Communication with members on this issue is important and cannot be overdone. The Marketing Director prepares monthly written reports to the board, and these should be summarized and circulated to the membership on a regular basis.

### **Where are we at for the remainder of 2004-05?**

We can confirm that TSN and RDS will broadcast the Men's Hockey Championship, a minimum of two games. In addition, we can confirm that TSN will provide some type of broadcast for both Volleyballs and basketballs. We are currently discussing enhanced coverage of the events. There is also some interest to showcase CIS regular season hockey and basketball on Friday and/ or Saturday night on TSN. We discussing this with the networks and pursuing these options. But if a major cost-sharing program is needed, our resources are very limited.

**Annex 3**

**Update on Actions Taken to Deal with Revenue Uncertainty**

**Draft #1 - November 2004**

Approach to Reduced Revenue	Update as at November 1, 2004
<p>1 look into the feasibility of producing our own television broadcasts similar to NCAA TV.</p>	<p>- Peter Metzals met with networks to explore costs, revenue sharing, times, feasibility, benefits of the CIS producing our own broadcasts. Then through either selling (unlikely) or giving broadcasts to the networks we could make some money back based on sale of the events (bill boarding, features, 30 seconds spots and so on.</p>
<p>2 explore webcasting.</p>	<p>- We have met with groups who have expressed an interest in partnering with us to create both an audio and video webcasting portfolio. We are currently exploring the feasibility, weighing the cost, the technical requirements needed to make this work. Once we have the basic elements that will allow us to be more informed and to have more knowledge, we will create a more detailed information package. Currently may explore the feasibility of piloting some events on the website.</p>
<p>3 pursue alternate broadcast networks for sponsorship.</p>	<p>- The key is not to be tied to one network, but to attempt to spread out our inventory – to also explore all networks. Is a Raptor TV scenario good for us, or a Hockey Network – there are many opportunities, but to some degree the costs remain the same.</p>
<p>4 review all aspects of spending to see where savings can be derived. All measures are open to consideration to sustain the organization</p> <p>5 we are reluctant to dip into the reserve which is currently at \$200,000. If need be we would dip in to the reserve to a maximum of \$5K/annum.</p>	<p>- moved our banner business to an alternate supplier (savings \$2,600K)</p> <p>- moved our legal business to David Lech from Mike Van Dusen (savings \$85/hr)</p> <p>- eliminated funding for Sport Congresses. (savings \$7,500)</p>

<p>6 we will not initiate any significant new initiatives during the 2004/05 to 2005/06 time frame.</p>	<ul style="list-style-type: none"> <li>- eliminated funding for Presidents of Coaches Associations to attend the AGM. (savings \$5,000)</li> </ul>
<p>7 we will remove from the plan redundancy's, overlaps, and resource heavy activities and projects which can be parked; where duplication exists, which can be done elsewhere</p>	<ul style="list-style-type: none"> <li>- cut Coaches Associations Professional Development Funds. (savings \$5,000)</li> <li>- reduced Staff travel to Champs (savings \$7.5K)</li> </ul>
<p>8 follow an austerity program for 2 years and look for savings in admin, rent, meetings, publications, coaching dev., intl, communications and staff.</p>	<ul style="list-style-type: none"> <li>- reduced staff travel costs by holding AGM in Ottawa (savings \$5K/year)</li> <li>- Scaled back on the size and scope of office functions/hospitality. (savings \$1,000)</li> </ul>
<p>9 we will conduct a CIS staff job analysis of sorts to get a fix on the level of human resource support dedicated to the various activities to assist in budget decision-making, particularly with respect to gaining a better understanding of the real cost of activities</p>	<ul style="list-style-type: none"> <li>- froze Staff Professional Development for 04-05, (savings \$4,000)</li> <li>- No cost of living adjustment to salary grid in 04/05.</li> </ul>
<p>10 we will project the 3 year staff compensation costs and make adjustments to staff size if we are unable to rebound and replenish revenue streams</p>	<ul style="list-style-type: none"> <li>- published the Athlete's Guide On-Line (savings \$3,000)</li> <li>- cancelled the Clipping Service (savings \$3,000)</li> </ul>
<p>11 We will look into reducing the percentage contribution to the National Championships travel pool from Championship guarantees from 50% to 45% in the future</p>	<ul style="list-style-type: none"> <li>- in the process of setting up on-line database for electronic directory. (savings none in 04/05, \$2,000 in 05/06)</li> <li>- looking into changing the time of Championship bid selection meeting to June in 2006, which will reduce number of face to face Sport Committee meetings to one (savings in 05/06 \$6,000)</li> <li>- reduced # of cell phones by one. (savings \$1K)</li> <li>- explored alternate office space options. Rent costs are comparable to U of O costs in 3 venues across Ottawa. Savings could be realized through free/less costly parking.</li> <li>- Conducted a job analysis to determine staff</li> </ul>

	time associated with various projects. (see next page for HR Committee report)
12 Approach Sport Canada to solicit an increased contribution to help stabilize and bridge CIS through the next 2 years.	- a pitch was made. CIS requested an additional \$100K. Sport Canada provided an additional 10K.
13 The CIS financial status will be carefully reviewed at the time of the Program Renewal decisions in the Fall of 2004 with respect to the number of sports to be admitted for the 2006-2011 cycle.	- Program Renewal decisions will take place at the Nov. 30/Dec. 1 board meeting

## **Annex 4**

### **Report from the Human Resources Committee to the CIS Board - November 2004**

1. The job analysis results list the overall summary of staff time invested in core areas; and the detailed breakdown by activity for each staff member.

2. The Summary results: **Percentage of staff time invested in various areas**

National Championships	29.57	Vacation	6.80
Governance / Administration	26.02	Coaching	3.10
Marketing	19.40	Advocacy	1.98
International	13.04	Partnerships	0.38
		Equity	0.32
		Other	0.61

3. The data collection tool is not a perfect instrument. Staff were asked to make the “best-guess” of the amount of time invested in various projects. This may vary from year to year depending upon the circumstances... i.e. is it a Universiade year or not, the number of doping infractions, the number of disciplinary hearings, the amount of staff turnover, is Canada hosting CoSIDA etc.

4. The categorization the activities is somewhat arbitrary i.e. some of the activities which appear in governance and administration might also be coded to National Championships and vice versa.

5. All that being said, the job analysis sheds lights and gives us something to work with, draw observations from, and make some adjustments to workplans and job descriptions to reflect the priorities of CIS.

6. The job analysis is a helpful tool for management to ask the question: is staff time being invested in accordance with priorities, and to make adjustments to the deployment of staff time to reflect priorities.

#### **Conclusions/Observations:**

a) Even with the limitations of the tool, the HR Committee was pleased that the job analysis was conducted and can be referred to when required. We can better understand workloads, continue to assess priorities and make adjustments to job descriptions.

b) The tool may also prove helpful in the program renewal discussions regarding envelope size in terms of better understanding the staff management model surrounding Championships.

c) A scant 0.4% of staff time is invested in strategic leadership, visioning and planning. This serves as a reminder to carve out blocks of volunteer and staff time for this purpose, on an ongoing basis. It is very easy to get caught up in the management issues of the day, and lose track of the big picture.

- d) One-quarter of the Marketing Director's time is invested in sponsor renewal, sales and sponsor servicing.
- e) We recognize that more time needs to be invested in supporting the E and E and R&D committees. The job description of the Director of Operations and Development will be updated to reflect the expectation for:
  - increased investment of time in E and E and R and D,
  - the removal of World Sport Management Internship Program, coaching development, and decreased investment of time as Sport Coordinator and attending CIS championships.
- f) The International Staff job descriptions should be updated to reflect the expectation for a modest investment of time in CIS Championships. This adjustment will bring the overall amount of staff time invested in the international area to roughly 10%.

The HR Committee recognized that when times are tough the international area is a lightning rod and there are some CIS members who would suggest the investment in international programs is too high. The HR Committee believes that it is important to understand the consequences of decisions. In addition to enhancing the student-athlete experience, and contributing to the internationalization agenda of universities, the CIS investment in the international area helps to sustain the CIS Sport Canada funding.

- g) During the year of data collection about 5% of staff time was invested in eligibility rules, complaints, investigations, discipline hearings and issue resolution. The 5% figure represents a baseline amount. In the previous year this amount would likely have been closer to 15% to reflect the spike in appeals, ADR hearings, court action, etc.
- h) The workload associated with the Communications Manager's job description exceeds that of other staff by a good percentage. The nature of the job involves long hours. We need to recognize and support this, and be mindful of workload when evaluating whether to take on additional projects.