

September 27, 2004 CIS Board of Directors Conference Call Minutes

1:30 PM

Attendance: Drew Love, President; Dick White, President-Elect; Diane St-Denis, Vice President Sport; Pat Murray, Vice President Marketing; Murray Hall, Vice President Research and Development; Katie Sheahan, QSSF; Don Wilson, Canada West; Derryl Thomas, AUS; Liz Hoffman, OUA; Danielle Gardner, Chair, Equity and Equality Committee; Jean-Guy Ouellette, Chair, International Committee.

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

Regrets: Barb Mullaly, Chair, Finance Committee

1. REGIONAL ASSOCIATION REPORTS

a) Atlantic University Sport

D. Smith reported on the following issues:

- Contracting of legal services on a monthly basis to save money
- Travel costs for Memorial University of Newfoundland
- Volleyball interlock with Québec
- Cost implications of not having television for Final 10

(Note: It was clarified by CIS staff later in the call that SportsNet has agreed to televise the event, but the AUS could not accommodate the proposed broadcast time.)

b) Québec Students Sport Federation

K. Sheahan reported the following:

- The contract with RDS is a success
- The QSSF Ethics Committee has been reconstituted
- The difficulties that artificial surfaces are causing in regards to obtaining officials for the sport of rugby.

c) Ontario University Sport

L. Hoffman reported the following:

- The roll out of new logo and branding program has been very successful
- OUA is experiencing success with the University Rush Program. The Score refines and improves production every week
- The Women of Influence luncheon will take place on December 2, 2004 with Charmaine Crooks as the guest speaker.

d) Canada West

D. Wilson reported that the Regional Association was currently having challenges in the area of interpreting Eligibility regulations, and the that there was nothing else specific to report.

2. REPORT ON PROGRESS OF AUDIT AND FINAL 2003-04 RESULTS

T. Mackin reported that the audit of the 2003-04 fiscal year took place between Sept. 1-3, with no issues surfacing. A draft of the audited statements is being issued on October 4th, and will be sent to the Board for ratification at the November/December face to face meeting.

The following highlights were presented:

1. The internal statements for June 30, 2004 report a bottom line surplus of \$193,644 (very close to what was predicted at the AGM). This is \$165,000 better than the budgeted surplus of \$28,500.
2. Members who traveled to 2003-04 champs will receive an additional \$95,000 divided among them.
3. The audited statements show a surplus of \$59,644 – which is the \$193,644 from the internal statements, less the \$39,000 from last year's surplus and the \$95,000 travel pool (\$95,000 from this year's surplus is also available for the 2004-05 fiscal year's budget).
4. Our balance sheet will show a Reserve of \$159,527 (\$149,527 from last year, plus an addition of \$10,000 from this year's surplus) and an Unrestricted Surplus of \$153,219, for a total equity of ~\$312,500.

3. DISSOLVING THE VANIER CUP INCORPORATION

T. Mackin reported that in 1982 the Vanier Cup was incorporated as a registered amateur athletic association (a charitable organization), presumably so that tax receipts for donations could be issued from the Toronto office. Incorporation requires annual filing to Corporations Canada (\$30 filing fee), a reporting of the names of the organization's Board of Directors and date of its Annual meeting, provision of audited financial statements, etc... all of which no longer applies. The Vanier Cup is no longer an entity unto itself, it is a championship up for bid, like all other CIS Championships. The name "Vanier Cup" however, is trademarked, and will continue to be so.

It was therefore recommended and agreed upon by the Board that the Vanier Cup Corporation be dissolved.

04-09-01

Hoffman/Smith

Carried

That the Vanier Cup "Corporation" be dissolved.

4. REPORT ON 2004-05 BUDGET AND APPROVAL OF REQUIRED ADJUSTMENTS

At the August board meeting it was reported that even though CIS has received confirmation from the Canadian Forces that this partnership is moving forward, some complications have arisen from the contracting office for all government related contracts, namely Public Works Canada. P. Metzals reported that we expect this situation to be resolved in due time. However if the worst case scenario comes to pass and the Forces sponsorship does not fall into place, the impact on the 04-05 budget is a drop in revenue of about \$108,000. Following are suggested adjustments to the 04-05 budget developed by T. Mackin and M. McGregor, which reflects this possible revenue reduction:

Increases in revenue not included in approved 04-05 budget:

Via Rail	20,000
Campbells	5,000
Sport Canada – official languages	10,000
Recognize average Fine and Appeal Fee revenue (average of past 5 years, less \$5K)	10,000
Air Canada passes (received)	5,000

Decreases in expenses from approved budget

Branding (decrease from 6K to 2K)	4,000
Sponsor servicing (drop of 4K)	4,000
All-Canadian celebration (drop national event at CIS AGM)	20,000
Advocacy materials (drop from 5K to 2K)	3,000
Staff travel (drop from 17,500 to 14,500)	3,000
World University Games – Winter	4,000
Phones, supplies	2,000
Staff salaries (new projections based on events to date, no lay offs)	<u>18,000</u>
	108,000

M. McGregor reviewed each budget adjustment in detail.

It was noted that the drop dead date for the Canadian Forces Partnership with 2004-05 CIS Championships was October 5th, and that if this partnership does not come to pass, CIS will attempt to solicit a new sponsor for the Academic All-Canadian Program.

It was suggested that if any additional revenues were realized, that the Winter Universiade budget cut be reinstated.

04-09-02 White/Hall

Carried

To approve the “worst-worst” case scenario budget (Annex 1) to be implemented in the event that the Canadian Forces partnership does not come to pass.

5. 2006 VANIER CUP IN SASKATOON: UPDATE ON CONFIRMATION OF HOSTING REQUIREMENTS

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

be installed 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.

S. Newton reported that the University of Saskatchewan would like to request an extension from the September 1 deadline to November 26, 2004. The University has been in weekly meetings with the city for the last several months re the financial support of upgrading Griffiths Stadium and the building of a new rink house that will adjoin the current stadium. They are very close to finalizing these arrangements and would ask for an extension so they can ensure all requirements will be met. The information would be received in time for the Board of Directors meeting scheduled for November 30 to December 1 in Ottawa.

It was noted that if the University of Saskatchewan was unable to meet the requirements for the 2006 Vanier Cup, a second call for bids would take place.

04-09-03 Hall/Sheahan

Carried

To approve a deadline extension to the University of Saskatchewan re requirements for the 2006 Vanier Cup.

6. MARKETING/COMMUNICATIONS UPDATE

a) Television Update

P. Metuzals reported that television projects have been narrowing as SportsNet seems to have fallen out of contention, with TSN indicating an interest in providing coverage of CIS March Championships events. TSN has also agreed to broadcast three football games. CIS is also planning a map of broadcasts for March Championship event coverage. TSN is also close to securing coverage of the Dino Cup in late October.

SportsNet was interested in coverage of Men's Basketball, but the host was not interested in the time slot presented, as a result the time presented has been given to an other event (junior hockey).

One new development is a discussion CIS is having with Raptor TV, who has expressed an interest in broadcasting regular season basketball games leading up to the Championships, for both Men and Women. CIS is awaiting a response from Raptor Television to determine next steps and logistics. It has been agreed that if Raptor TV took these games we would be able to sell the main Championship games to a larger

Network for a simulcast. The essential element of this agreement is the two months coverage, starting in February leading up to both Men and Women Championships.

P. Metuzals noted that the issue of guarantees in relation to TV coverage will be discussed at an upcoming Marketing Committee meeting.

b) Infinity Sport

We are working very closely with Infinity to ensure the standings, scores and stats schedules are all up and running, although we are experiencing some difficulties in the implementation phase. Once the system is fully functional, it will prove to be a valuable asset to CIS.

c) University Cup Title Sponsor

P. Metuzals reported that the University of Alberta has secured Telus as a title sponsor for the University Cup

04-09-04 Murray/White

Carried

To approve Telus as the title sponsor for the 2005 University Cup.

7. PROVIDING DIRECTION TO THE ELIGIBILITY COMMITTEE ON DEREGULATION
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The Board began to lay the groundwork on what guidance to give to the Eligibility Committee on their task of simplifying and 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 that reflects the reality of scarce institutional resources to manage the eligibility system and technology that allows instant registration and dropping of a course. Perhaps not every infraction regarding eligibility should demand an investigation and a discipline hearing? Depending how the “core” rules regarding athlete eligibility were articulated, perhaps the first few non-core self-reported infractions could be the subject of a warning. Likewise, infractions which are the result of breaching minimum standards for academic course loads could be given a few days to correct, without penalty. The goal is to reach a sensible balance between the seriousness of the alleged infraction and the time and cost needed to prosecute each case.

- 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) CIS membership support for this direction suggests to a certain extent 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
 - Specifications do 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 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.

During the conference call the board used a modified “**Minimum Specifications**” approach to the task. Minimum Specs is associated with complexity theory and is a process/tool/aide/resource described in “Edgeware – insights from complexity science for health care leaders”, by Brenda Zimmerman, Curt Lindberg and Paul Plsek (1999). Organizations often over-specify things. The basic idea of Min Specs is to establish only a very few absolute requirements necessary to define something, leaving everything else up to the creative evolution of the organization. The steps in the process include:

Step one: Begin with a good-enough vision of the desired outcome.

Step two: Brainstorm a list of rules you might reasonably expect to lead to that outcome.

Step three: Step back from the list and challenge each proposed rule by asking “Can we imagine a situation where we would get our desired outcome, without this rule?” If you can imagine this, then eliminate the rule. Also cross off rules that are simply minor variations of other rules

Step four: With the list whittled down, go back through the list and ask again “If all the other rules are met, but this one is violated, will we certainly fail to achieve our desired outcome, without this rule?” Challenge quick-judgment statements such as, “We gotta have that”. Ask, Wait a minute, is there no possible way to achieve the desired outcome unless that rule is applied?” Think of each rule as unnecessarily constraining creativity. If you can imagine situations in which you still get the desired outcome even if that rule is violated, throw it out. It is not a minimum spec. Continue the process until you have only a very few rules left, and all pass the above test.

To optimize this exercise the Board began with the assumption that CIS currently has no rules and we want to create some. CIS eligibility rules already exist, and many people are attached to them. If we start with the rules we have and try to work backwards, we will fall into the trap of protecting the comfort that the current rules provide.

Step One: What is the “good enough vision” or desired outcome CIS is trying to achieve with our rules?

First-cut brainstorm suggestions from Board Members included:

- A quality sport experience for full-time university students that enables student-athletes to graduate from university on pace with the general student population.
- To graduate every student-athlete through our doors while providing them the opportunity to excel.
- Ensure we have an academic purpose and an opportunity to compete athletically.
- Notion of being treated the same
- Quality high-level participation (not intramurals)
- Rules that are enabling rather than preventative
- Student athlete-centred, promote fairness and graduation. Fairness and equity built in.
- Protect the place of amateur sport in the context of university sport.

Step two: If you had to restrict yourself to creating 3 or 4 absolute rule requirements or minimum specs to accomplish the desired outcome, what would they be?

First-cut brainstorm suggestions included:

- full time student as defined by the institution
- maximum of 5 years to play
- good standing as defined by the institution
- proceeding towards a degree as defined by the institution
- seeking a degree (not a certificate)
- academic course load for participating

The Board will revisit these ideas and continue with the Minimum Specs process during upcoming board meetings.

8. CARLETON UNIVERSITY REQUEST

D. Love relinquished the chair to D. White for this agenda item.

On July 15th, 2004, the Eligibility Committee heard a Compassionate Appeal from Carleton University on behalf of student-athlete Sheldon Stewart. The details of the case are as follows:

Issue

Mr. Stewart seeks relief of CIS regulations on compassionate grounds, specifically:

CIS Eligibility Rule 40.10.4.1.3:

Within another post-secondary jurisdiction other than Canadian Interuniversity Sport, an athlete shall be charged with a year of eligibility in accordance with that jurisdiction's regulations.

and CIS Eligibility Rule 40.10.5.3.3:

Non-Canadian Degree Granting Institutions

Subject to 40.10.3.3.1 and 40.10.4.3, a student-athlete, who transfers to a Canadian Interuniversity Sport member institution from a non Canadian post-secondary degree granting institution (such as the NCAA and NAIA), cannot participate for a period of one year in the sport in which such athlete participated at the previous post secondary institution in order to be eligible for Canadian Interuniversity Sport participation.

Details

- Mr. Stewart was a student at Lehigh University (NCAA) in 2003-04.
- Mr. Stewart participated in one exhibition basketball game November 8th, 2003, for Lehigh and played 8 minutes against a Nike All-Star Team. Mr. Stewart did not play any games against University competition. The Nike All-Star game did not keep a scoresheet or stats. After that game, Mr. Stewart did not participate in any games or practice with the team and did not appear on any game sheets for Lehigh.
- Mr. Stewart has been given an official release from Lehigh to pursue his basketball career at Carleton University.
- Mr. Stewart was charged with a year of eligibility by the NCAA.
- Mr. Stewart's parents and Lehigh are pursuing getting his year of eligibility back from the NCAA.

Decision and Reasons

The committee respects the NCAA's jurisdiction in charging eligibility. The committee is prepared to allow Mr. Stewart to accompany the Carleton men's basketball team to Taiwan and participate in the Jones Cup in late July while his case is pending with the NCAA. Games played by Mr. Stewart in Taiwan will be counted towards the 2004-2005 threshold of games to assess eligibility and will hence Mr. Stewart will be charged with a year of CIS eligibility.

Pending the outcome of the NCAA's decision on Mr. Stewart's eligibility, Mr. Stewart will not be eligible to participate in any games for the Carleton men's basketball team until November 9th, 2004, one year after his last game with Lehigh. If the NCAA does not grant Mr. Stewart his year of eligibility back, he will only be eligible for competition as of

November 9th, 2004. If the NCAA grants him his year back, he would be eligible immediately.

After the NCAA's decision not to hear his case, the Eligibility Committee was asked to reconsider Mr. Stewart's case. The Committee unanimously agreed to uphold its original decision.

Carleton's request forwarded to the CIS Board

The NCAA has refused to hear this appeal because Lehigh University will not bring it forward as Mr. Stewart is no longer a student there. The NCAA will not hear the case from Carleton as they state Carleton University is not within their jurisdiction.

Carleton feels Mr. Stewart has no process to fall back on. The NCAA won't hear his case and the CIS Eligibility Committee made the decision to respect the NCAA's jurisdiction in charging eligibility. Carleton feels this case should default to CIS rules, in which case Mr. Stewart would not be charged with a year of eligibility.

Carleton feels this falls outside the Eligibility Committee's jurisdiction and because the NCAA will not hear this case, she would like the Board to apply CIS rules to Mr. Stewart's case.

BOARD OPTIONS for decision to make at this time

- (i) Status quo.**
- (ii) Apply CIS rules to Mr. Stewart's case.**

The Board consensus was to maintain status quo. While being sympathetic to Sheldon's circumstances, the Board agreed with the decision of the Eligibility Committee to respect the NCAA regulations, as is our current and past practice.

The Board agreed that it was appropriate to look at the rule, and reflect on the hardships it causes CIS member's who find themselves in similar situations to Carleton's. This review will take place in the context of the rules review process that takes place in the months leading up to the AGM, and it will be open to discussion and debate.

The Board also discussed the importance of opening dialogue with the NCAA about situations like this, and others. We are developing our NCAA discussion agenda and will be making contact with them in the coming months.

ACTION: M. McGregor to initiate some high level discussions with the NCAA regarding inter jurisdictional rules.

9. HOSTING A POST-EVENT AWARDS BANQUET AT TRACK & FIELD
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S. Newton reported that to the best of our memory, several years ago CIS placed a ban on hosting end of championship banquets at the CIS Swimming and Track & Field Championships due to drunken and disorderly conduct of the athletes. There is currently no written regulation that would prevent a host from holding a banquet at the championship.

The University of Manitoba will be hosting the 2005 CIS Track & Field Championship and have put in place a plan to host an awards dinner followed by a dance for the athletes. Having hosted the 2004 CWUAA Track & Field Championship and not having to deal with any problems, they feel confident that it is time to host this event.

The event will take place following the championship at the host hotel and will include the presentations of the Team trophies and pennants as well as the individual awards.

The Board of Directors agreed that the University of Manitoba could proceed with plans for a Track & Field banquet, but advised that caution be exercised. The success of this pilot would be reviewed following the event.

10. REPORT FROM R & D: RESEARCH PRIORITIES FOR THE YEAR

M. Hall indicated that the Research and Development Committee lacks clear direction on priorities for the year. Organizing professional development opportunities and developing some human resource evaluation tools are the only projects currently on the go.

D. Love suggested that the Board discuss priorities for this committee at the next Board of Directors meeting.

11. TIMELY RELEASE OF PLAYING REGS, POLICIES AND ELIGIBILITY INFO

M. McGregor reported that there is a concern regarding the dates of release of CIS Policies, Playing Regulations and Eligibility and Doping Educational Material.

The Board consensus was that the CIS Membership needs to have these items available to them by the third Friday in August. Currently these items are being distributed in late August/early September.

ACTION: M. McGregor to work with CIS office staff to ensure that Policies, Playing Regulations and Eligibility and Doping Educational Materials are provided to CIS members by the third week of August each year. M. McGregor to present solutions to the Board.

12. FOLLOW UP TO AUGUST 30 BOARD CALL

D. Wilson indicated that he felt that the minutes of August 30 Board Meeting which recorded the discussions on the implementation of the Season Ending Injury rule (40.20.2.6) incorrectly represented the direction of the Board.

It was stated that it was “the Chair” of the meeting on August 30, not “the Board as a whole” that directed staff to review past files.

ACTION: Correct following sentence on Page 4 the August 30 Board meeting minutes from “The board directed the CIS staff to reconsider the file that had been denied” to “the Chair of the CIS Board meeting directed the CIS staff to review the file that had been denied”.

There was continued discussion regarding the interpretation of the Season Ending Injury Rule (40.20.2.6) and it became apparent that some confusion still existed. It was agreed that the Eligibility Committee be asked to embellish on the rule so that it adds clarity, clears confusion and provides direction.

ACTION: The Eligibility Committee to provide clarification on the Season Ending Injury Rule, addressing the following issues:

- are we adding a 6th year 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 red - shirts 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
- to ensure that all future eligibility committee recommendations/proposals that come forward to the membership include an implementation time frame, so everyone is clear at the time of the vote, and CIS avoids any confusion about retroactivity or not.

ACTION: Circulate the Eligibility Committee’s clarification of season ending rule to the Membership.

13. ADJOURNMENT, NEXT MEETING

04-09-05 Hall/Hoffman

Carried

To adjourn the meeting.

Next Meeting: October 25th, 1:30 pm EST

ANNEX 1

Objectives, Activities, and REVISED 04/05 Expense Budget

	Activity	04-05	05-06	06-07	04-05 Expense Budget Approved at AGM	04-05 Proposed Worst Worst Case
Item	Sport Development					
	Domestic					
1	Host entertaining, high-level, well-organized CIS Championships.	X	X	X	603,750	603,750
2	Promote/publicize invitational university events in cooperation with NSOs (golf, curling, baseball, rowing, cross country skiing, etc)	X	X	X		
3	Work with OUA to develop opportunities for athletes with a disability in swimming.	X	X			
4	Look to expand opportunities for athletes with a disability in other Regional Associations and at the CIS level.			X		
	International Multi-sport Games					
5	Contribute to the internationalization agenda of universities, and the high performance sport system through participation in the Winter Universiade.	X		X	\$71,000	\$67,000
6	Conduct an advance site-check for the 2005 Winter Universiade.	X				
7	Contribute to the internationalization agenda of universities, and the high performance sport system by sending teams to the Summer Universiade.	X		X		
8	Guide the process to submit a Universiade bid sometime in the next 8 years.	X	X			
9	Develop an International Hosting Manual	X				
	International single sport events					
10	World University Championships.	X		X		
11	Call for bids to host single-sport event in Canada: 2008	X				
12	Call for bids to host single-sport event in Canada: 2010			X		

	Marketing / Branding / Communication / Advocacy	04-05	05-06	06-07	04-05 Expense Budget Approved at AGM	Proposed Worst Worst Case
	Recognition Events to celebrate our heroes					

13	Coordinate the Academic All-Canadian program, including the CIS celebration event.	X	X	X	20,000	0
14	Support the BLG Athlete of the Year Celebrations.	X	X	X	500	500
15	Recognize excellence through awards: Pearson, Matthews, Sgambati, Coach of the Year, All-Canadians,	X	X	X		
	Communication Tools and Promotional Vehicles					
16	Improve credibility with the media by being firmer with universities not reporting results in a timely manner.	X	X	X		
17	Website – update, maintain, keep current.	X	X	X	12,500	12,500
18	Website – create new features: e.g. audio clips of coaches at National Championships, etc			X		
19	Investigate feasibility of webcasting of National Championships.	X			5,000	5,000
20	Statistics of scores / schedules.	X	X	X	34,600	34,600
21	Publish Top 10's	X	X	X		
22	Publish Student-Athlete of the Week selections	X	X	X		
23	Look into Coach of the Week / Month feature					
24	Produce Almanac and Directory	X	X	X	5,000	5,000
25	Host COSIDA in Canada	X				
26	Review policies on media conferences at CIS Championships.	X				
27	COMSID to develop a Sport Information Directors Orientation handbook.	X				
	Marketing Initiatives					
28	Promote and market CIS Women's Championships through Canadian Forces sponsorship.	X	X	X		
29	Renew/secure a television broadcast sponsor.	X				
30	Increase the number of hours of live television broadcasts.	X	X	X	30,000	30,000
31	Ensure venues are more television friendly.	X	X	X		
32	Create new sponsorships/partnerships.	X	X	X		
33	Sponsor servicing.	X	X	X	206,187	202,187
34	Hire a CIS intern	X			1,000	1,000
35	Renew inflatable sponsorship					
36	Renew energy bar sponsorship	X				
37	Elevate the CIS brand: CIS markings on CIS student-athlete uniforms.		X			
38	Elevate the CIS brand: CIS banners / signage at member universities.	X	X	X	6,000	4,000
39	Elevate the CIS brand: posters	X				
40	Elevate the brand: TV advertising spots / commercial		X			
41	Elevate the CIS brand: promotional print and media materials that can be customized by		X			

	members and RAs					
42	Elevate the CIS brand: camera-ready artwork for inclusion in NSO's newsletters, websites.		X			
43	Marketing workshops at CIS AGMs and Roundtables	X	X	X		
44	CIS presentations at Nike All-Canada basketball camps	X	X	X		
45	Work with Canada Games Council on Sport Action initiatives	X				
	<u>Advocacy Activities</u>					
46	Develop materials and statistical support tools to articulate the contribution that athletics makes to universities. Writer, production expenses.	X			5,000	2,000
47	Develop and distribute materials for recruiting high school students and promoting CIS as a destination of choice.			X		
48	Influence public policy through Sport Matters involvement and other activities	X			1,000	1,000
49	Participate in key sport community meetings, events and conferences	X	X	X		
50	Participate in activities of the university community: AUCC, CCAE, CCUPEKA	X	X	X		
51	Develop "key message" documents	X	X	X		
52	Nominate candidates for external recognition awards	X	X	X		
53	Attend FISU Conference		X			
54	Representation on FISU committees.	X		X	5,000	5,000
55	Nominate candidates for FISU positions			X		
56	Develop and update FISU / International Information document for AD's.	X				
57	Lobby with NSOs to Sport Canada for Winter Universiade funding.					

	Governance and Operations	04-05	05-06	06-07	04-05 Expense Budget Approved at AGM	Proposed Worst Worst Case
	<u>Sport Technical Governance and Operations</u>					
69	Apply program renewal framework and select sports for refreshed core sport program for 2006/07 to 11/12.	X				
70	Implement changes to the roster of sports in the core sport program.		X			
72	Review National Championships Task Force Principles	X				
73	Review the format proposal from women's basketball	X				

74	Evaluate pilot of 10 team format in men's basketball	X				
75	Ensure fair and safe environment through rules, competitions policies, doping education, and crisis/risk management plans: production of eligibility kits, and the CIS Athlete's Guide brochure on-line, conducting disciplinary hearings, eligibility interpretations, compassionate appeals, actions to comply with the new privacy policy etc.	X	X	X	2,850	2,850
76	Develop Casebook for eligibility/financial aid. (Simple/practical /common examples in eligibility / financial aid, catalogue of eligibility rulings on the web.)			X		
77	Review recruiting guidelines	X				
78	Eligibility Committee review of transfer rule.	X				
80	Receive report from Financial Awards ad hoc committee.	X				
81	Implement Sport Portfolio proposal	X				
82	Overhaul of Championships Bid Book and contracts		X			
83	Develop fan and announcer protocol		X			
84	Develop generic national championships program.	X				
85	Develop generic national championship poster.	X				
	<u>Administrative Governance and Operations</u>					
	Deregulation and simplification					
86	Change from a culture of regulation to a culture of minimum specifications. Develop a process to reduce existing rules, and ensure that all new rules are based on sacred principles and contribute to making CIS a destination of choice.		X	X		
	Research and Development					
87	Collect and analyze financial awards data	X	X	X	2,000	2,000
88	Develop research agenda, and implement data collection and analysis.	X				
90	Review criteria for CIS membership.			X		
91	Provide training for conducting administrative tribunals and panels			X		
93	Create a learning environment at AGM and Roundtable. (distribute leadership books, build in exchange and time, cultivate and nurture leaders).	X	X	X		
95	Athlete centredness: student-athletes on Sport Committee	X				
96	Conduct meetings: board, committees, AGM,	X	X	X	30,000	30,000
97	Review of travel agent contract	X		X		

98	Tendering of all major suppliers: medals, printers, etc	X				
99	Member satisfaction and priority survey			X		
100	Office technology upgrade: computers, phones.			X		
101	Refresh HR policies: market value compensation study			X		
102	Trophy maintenance and update of insurance			X		
103	Lease renewal: consideration of alternate options	X				
104	Review governance structure, and explore alternate possibilities			X		
	Office operations	X				
105	Staff salaries.				664,500	646,500
106	Staff travel	X			17,500	14,500
107	Job analysis, job description and staffing model revisions	X				
108	Office administration.	X			149,250	147,250
109	CIS President's travel to events and functions	X			3,000	3,000
	Equity and Equality					
110	Implement bilingualism policy.	X	X	X	18,000	18,000
111	Refresh the gender equity policy.	X				
112	Develop tool and collect data to measure gender equity and compliance.	X				
113	Continue to implement minimum gender requirement on the board, mission staff at major games, committees, and for voting privileges at the AGM.	X	X	X		
	Partnerships					
114	Enter into a Memorandum of Understanding with Canadian Association of Basketball Officials.	X				
115	Renew the MOU with Canada Basketball			X		
116	Re-visit opportunities to align more closely with CCAA.			X		
117	Evaluate the positioning/delivery of Men's CIS Hockey, and work with Canadian Hockey to develop synergies.	X				
118	Look to strengthen linkages with Canadian Soccer.	X				
119	Develop MOU with Volleyball Canada.		X			
120	Develop linkages, and broker partnerships, and relationships with other key organizations who provide international programs and opportunities to athletes.	X				
121	Contribution towards building up the reserve following the Dalhousie university basketball coach expenses.	X	X	X	10,000	10,000

