



Canadian Interuniversity Sport
Sport interuniversitaire canadien

Equity Practices Questionnaire
Responses of the Membership
Final Report

Questionnaire de pratique d'équité
Réponses des membres
Rapport final

September 26, 2005

CIS would like to recognize the outstanding work
of Katie Spriggs in the preparation of this Report

CIS would like to recognize the financial contribution of the
Canadian Association for the Advancement of Women and Sport and Physical
Activity (CAAWS) in the preparation of this Report



Canadian Association for the
Advancement of Women
and Sport and Physical Activity

Association canadienne pour
l'avancement des femmes
du sport et de l'activité physique

SIC tient à souligner l'apport financier de
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* *Seven schools and three Regional Associations submitted their questionnaires but not in time for inclusion in the statistics of this Report; although each has had a Summary prepared.*

* *Sept universités et trois associations régionales ont soumis leurs questionnaires mais pas à temps pour l'inclusion dans la statistique de ce rapport; bien que chaque a eu un résumé préparé.*

Summary of the Membership

In an information gathering and sharing capacity, the Canadian Interuniversity Sport (CIS) Equity and Equality Committee asked that each member university describe equity issues and practices in their respective environments. The information gathered creates an understanding of both common and unique equity issues facing the membership. The responses to the questions asked also provide direction to CIS as it continues to strive to be an equity leader in Canadian sport.

The responses of each member university and regional association were summarized individually and then collectively to create a picture of equity in CIS. Because of the open ended-nature of the questions and the variation in the depth of responses some interpretation and generalizations were made. Forty-three universities completed the questionnaire providing an 86% response rate¹. All percentages stated are based on the number of responses received and are believed to be representative of the membership. While the importance of equity in university athletics is universally recognized, differences were reported in the statements and actions shared by the forty-three universities and one regional association that completed the questionnaire.

At the institutional level, 77% of members report that their university has an equity statement of some kind. The most common statements are employment equity statements (11) but other member institutions (9) report their universities do have an overall statement related to equity in practice and opportunity across all university activities. Additionally, four universities report that equity offices are an accessible resource provided by the university on their respective campuses. Only 21% of universities state that they did not find any evidence of equity statements at their university. At the level of the athletics department the appearance of department specific equity statements decreases to 58%. The two most common types of departmental statements include reference to equitable practices within the strategic and operational plans (12) or within the mission, vision or core value statements (6) of the athletics department.

Even among the members that did not report specific equity statements, equity is often stated to be important and demonstrated in the practices of the department. Areas of departmental operations that are funded directly from the operating budgets of the athletics departments or that are influenced by university standards were most often reported to be occurring equitably. Equitable modes of team travel (84%), student-athlete meal money (76%), equipment needs (79%), exhibition competition opportunities (72%) are reported frequently by the membership. A majority of universities report that their coaches are members of a university's collective labour agreement and as such report equitable compensation (65%) based on experience and merit within the university system. Professional development opportunities for staff members, including coaches, are reported to be equitable in 73% of responses.

However, there are areas of practice where equity continues to be a future goal for many universities. The areas most often reported to not be equitable are those areas of operations that require external fundraising and/or alumni contributions. Only 47% of the respondents reported to have achieved equitable allocation of athletic financial awards while 37% of universities report the equitable provision of athletic financial awards as a future goal. Even those that have achieved equity still recognize awards to be an area of on-going challenge for their universities. In a separate question, 28% of universities

¹ Seven schools and three Regional Associations submitted their questionnaires but not in time for inclusion in the statistics of this Report; although each has had a Summary prepared.

identified athletic financial awards as a significant equity challenge.² Men's teams' ability to generate a greater number and value of athletic awards than women's teams is attributed to men's teams' longer histories and much larger base of alumni and community support. This is a significant challenge and even in those institutions that have a policy of awarding equal dollars it may mean withholding some monies it has for men's teams simply to maintain the balance that has been achieved. Awards are reported to be an issue that is being addressed but that departments acknowledge will take time to realize the type of systemic change that is required.

The marketing and promotional efforts of athletic departments is an area where only 49% of the universities report that they have achieved equity in their practices. Among those schools that report a difference, the decision to devote more attention to certain teams is most often related to the return on investment that can be made on the allocation of advertising dollars. The teams with the greater probability of attracting fans are promoted more heavily. This was reported as a significant challenge of two member institutions that despite the desire to increase attendance at women's competitions have been unable to do so.

Despite few inequities in coaching salaries being reported the responses indicate that the challenge in coaching occurs in attracting and hiring qualified females. This is reported as a challenge facing 14% of the membership. It continues to be a problem to balance the desire to hire more female coaches against the demands of the female athletes to have the best coach for their team regardless of the gender of the coach.

Many schools are reporting some very proactive measures in addressing historical imbalances that have been observed and those are shared in the best practices section of this report. For those schools that report being the most successful in making changes they comment that those significant changes were brought about by a program review or evaluation that resulted in institutional support for change. Such a review often resulted in a specific plan and direction for the athletics department to take when making the often difficult changes to the department.

The membership was asked what future role and assistance CIS could provide to the membership regarding gender equity. 27% of universities did not respond to this question.³ Several schools 18% expressed that no further assistance from CIS is required with some saying that equity can best be handled on an individual university basis. Among the universities' that do request further assistance from CIS, two predominant themes emerged. 32% of responses request that CIS continue to provide leadership on a number of different equity issues. Among those listed are marketing and promotion of women's sport, particularly women's championships. The membership also requests that CIS continue to lead the on-going discussion of equity. In doing so the universities ask for greater clarification about how CIS defines the equitable operation of an athletics department. Finally, 23% of universities state that they see CIS playing an important role in facilitating the sharing of best practices as individual universities continue to strive toward equity in their athletic departments.

² Four universities identified more than one equity challenge. The percentages referring to equity challenges are based on 49 responses.

³ The percentages are based on 44 responses.

Sommaire des effectifs

Dans le but de regrouper et de transmettre l'information, le Comité d'équité et d'égalité de SIC a demandé à chaque université membre de décrire des problèmes et solutions d'équité dans son milieu respectif. L'information ainsi glanée crée une compréhension des problèmes types et hors du commun auxquels nos membres font face. Les réponses aux questions posées permettent également à SIC de mieux s'orienter dans la poursuite de son mandat de leader au niveau de l'équité dans le sport canadien.

Les réponses de chaque université membre et de chaque association régionale ont été résumées individuellement puis collectivement de façon à créer un portrait de l'équité dans le SIC. Compte tenu du format « question ouverte » du sondage et de la disparité dans la profondeur des réponses, certaines interprétations et généralisations ont été faites. Quarante-trois universités ont complété le questionnaire, représentant une réponse de 86%⁴. Tous les pourcentages cités sont basés sur le nombre de réponses reçues et sont considérés représentatifs du membership. Bien que l'importance de l'équité dans le sport universitaire soit universellement reconnu, certaines disparités ont été signalées dans les propos et actions partagés par les quarante-trois universités et une association régionale ayant complété le questionnaire.

Au niveau institutionnel, 77% des membres affirment que leur université a un critère d'équité quelconque. Les plus communs concernent l'équité d'emploi (11) mais d'autres institutions membres (9) rapportent que leurs universités prônent une philosophie générale d'équité en pratique et en opportunité pour toutes ses activités universitaires. De plus, quatre universités rapportent que des bureaux d'équité sont une ressource accessible fournie par l'université sur leurs campus respectifs. 21% des universités seulement affirment qu'elles n'ont trouvé aucune trace d'énoncé concernant l'équité à leur institution. Au niveau des services des sports, l'apparence d'énoncés sur l'équité diminue de 58%. Les deux types d'énoncés des services de sports les plus répandus font référence à des pratiques équitables au sein des plans stratégiques et opérationnels (12) ou dans les énoncés du mandat, de la vision ou des valeurs fondamentales (6) du service des sports.

Même parmi les membres qui n'ont pas rapporté des énoncés d'équité spécifiques, l'équité est souvent prononcée importante et démontrée dans le quotidien du service. Les aspects des opérations du service directement financés par les budgets d'opération des services des sports, ou qui sont influencés par les critères de l'université, ont le plus souvent été jugés comme étant dirigés équitables. Modes de transport des équipes équitables (84%), per diem étudiant athlète (76%), besoins en équipements (79%), opportunités d'accès à la compétition (72%) sont fréquemment rapportés par les membres. La majorité des universités rapportent que leurs entraîneurs sont membres de la convention collective de l'université et, par conséquent, 65% rapportent une compensation équitable basée sur l'expérience et le mérite dans le cadre du système universitaire. Les opportunités de développement professionnel pour les membres du personnel, y compris les entraîneurs, sont dites équitables dans 73% des réponses.

Toutefois, il y a certains domaines d'opération où, pour plusieurs universités, l'équité demeure un but à atteindre dans l'avenir. Les domaines étant le plus souvent cités comme n'étant pas équitables sont les domaines d'opération nécessitant des levées de fonds externes et/ou des contributions de la part des anciens étudiants. 47% des répondants seulement ont rapporté avoir une allocation équitable des bourses d'études sportives alors que 37% des universités rapportent la distribution de bourses d'études sportives équitables comme étant un objectif futur. Même celles qui ont atteint l'équité reconnaissent que le domaine des bourses d'études sportives est un défi constant pour leurs universités.

⁴ Sept universités et trois associations régionales ont soumis leurs questionnaires mais pas à temps pour l'inclusion dans la statistique de ce rapport; bien que chaque a eu un résumé préparé.

En réponse à une tout autre question, 28% des universités ont identifié les bourses d'études sportives comme étant un défi d'équité de taille.⁵ La capacité des équipes des hommes de générer un plus grand nombre et une plus grande valeur de bourses d'études sportives que les équipes des femmes est attribué au fait que les équipes d'hommes existent depuis plus longtemps et qu'elles jouissent d'un plus vaste réseau d'anciens étudiants et de soutien communautaire. Il s'agit d'un défi de taille et même les institutions dont la politique est d'accorder un nombre égal de dollars se voient parfois dans l'obligation de retenir des argents disponibles pour les équipes des hommes simplement pour maintenir l'équilibre qui a été établi. On rapporte que les bourses sont une problématique à laquelle on s'attaque mais que ce n'est qu'avec le temps qu'on en arrivera au changement systémique qui s'impose.

L'effort de marketing et de promotion des services des sports est un domaine où 49% des universités seulement rapportent qu'elles ont atteint l'équité dans leurs opérations. Parmi celles qui rapportent une différence, la décision d'accorder une plus grande attention à certaines équipes est le plus souvent basée sur le taux de rendement qui puisse être réalisé sur l'allocation des investissements publicitaires. Les équipes les plus susceptibles d'attirer les foules jouissent de la plus grosse publicité. Cette réalité a été rapportée comme étant un défi de taille pour deux institutions membres qui, malgré leur désir d'augmenter l'assistance aux compétitions des femmes, ont été incapables de le faire.

Malgré qu'on rapporte très peu d'inéquité dans les salaires des entraîneurs, les réponses indiquent que le défi chez les entraîneurs réside dans la difficulté d'attirer et de retenir les services de femmes qualifiées. Cette réalité est rapportée comme étant un défi pour 14% des membres. L'équilibre entre le désir d'engager plus d'entraîneurs femmes et la demande des femmes athlètes pour les meilleurs entraîneurs pour leurs équipes, indépendamment du sexe de l'entraîneur, demeure un problème réel.

Plusieurs institutions rapportent des mesures très proactives pour contrer les déséquilibres légendaires qui ont été observés et la section « Meilleures applications » du présent rapport les dévoile. Les institutions qui disent avoir le mieux réussi à effectuer des changements ajoutent que ces changements significatifs sont le résultat d'une révision du programme ou d'une évaluation qui a provoqué une volonté de changement de la part de l'institution. Une telle révision a souvent suscité un plan spécifique et une orientation à suivre de la part du service des sports pour implanter des changements parfois pénibles au sein du service.

On a demandé aux membres quel rôle le SIC pourrait jouer à l'avenir et de quelle façon il pourrait leur aider au niveau de l'équité des sexes. 27% des universités n'ont pas répondu à cette question.⁶ Plusieurs institutions, 18%, ont répondu qu'aucune aide supplémentaire n'était requise de la part du SIC alors que quelques-unes sont de l'opinion que la question d'équité devrait être adressée sur une base universitaire individuelle. Parmi les universités qui ont réclamé une aide supplémentaire du SIC, deux thèmes prédominants ont surgi. 32% des répondants demandent que le SIC continue de fournir le leadership sur diverses questions d'équité. Parmi celles énumérées sont le marketing et la promotion du sport des femmes et, en particulier, les championnats de femmes. Les membres demandent également que le SIC continue de promouvoir la discussion sur l'équité. Ce faisant, les universités demandent une clarification quant à la définition par le SIC de l'opération équitable d'un service des sports. Finalement, 23% des universités affirment que SIC a un rôle important à jouer pour faciliter l'échange et le partage des meilleures pratiques alors que les universités individuelles perdurent dans leur quête d'équité au sein de leurs services des sports.

⁵ Quatre universités ont identifié plus d'un défi d'équité. Les pourcentages cités pour les défis d'équité sont basés sur 49 réponses.

⁶ Les pourcentages sont basés sur 44 réponses.

Best Practices

Athletic Department Equity Statements Shared by the Membership

Several examples of athletics departments' equity statements were shared in the responses to the questionnaire. The following three examples are provided as good examples of overriding departmental statements.

Queen's University

Mission Statement

"Queen's Interuniversity Athletic Program is an integral part of the University educational experience of students. Participation therefore contributes to the overall intellectual, social and athletic development of the student.

It is the mission of the Interuniversity Athletic Program to provide students the opportunity to pursue athletic and competitive sport excellence in those team and individual sports which are recognized by the Governing authorities for Interuniversity Sport. This includes the following:

- **UCA** - University Council on Athletics (Queen's University)
- **OUA** – Ontario University Athletics (Provincial Association)
- **CIS** – Canadian Interuniversity Sport (National Association)

The pursuit of athletic excellence at Queen's shall comply with the rules and values that are consistent with the above sports authorities and shall include a consideration for the maintenance of the following principles and values:"

(Note: Omitted points 1 & 2)

"3. Equity and Equality

It is imperative that the needs and aspirations of all student-athletes be addressed by the breadth and scope of the program. UCA program participants must be considered equally in the decision making process, through progressive action, program development and program delivery"

University of New Brunswick

"The Faculty of Kinesiology is committed to gender equity in the administration, policies, programs and activities of the Intercollegiate Athletics Program at UNB. By gender equity, it is meant that male and female athletes, staff members, and administrators, shall not be treated differently because of their gender."

York University

"York University will provide opportunities for both men and women in the pursuit of athletic excellence. There shall be equity in the level of coaching, facilities, competitive opportunities, practice time, uniforms, equipment, and travel allowances for men and women athletes. Although the objectives and criteria for men's and women's sports are the same, each program will be operated separately. In those circumstances where teams exist for male athletes but not for female athletes, special consideration will be given to females who want to participate on those teams. The School will seek to appoint competent men and women in approximate proportions to the general population to carry out the variety of functions necessary at all levels of decision-making."

Successful Actions & Shared Best Practices

Many examples of equity success stories at each member institution are shared and included in the individual university summaries. A compilation of some of the membership's best practices relating to gender equity and women's program initiatives are included below.

- 1) Development of special funds of financial resources specifically devoted to the enhancement of women's sport programs
 - A) Women's Initiative Funds
 - Carleton University
 - University of Toronto (faculty-wide equity fund)
 - University of Waterloo
 - B) Financial Athletic Awards
 - Queen's University
 - C) Contingency Fund
 - McMaster University
 - D) Women's Coaching Fund
 - York University
- 2) Detailed Goal Statement and Action Plan for the Attainment of Equity Goals
 - University of New Brunswick (one of three equity goals has been selected as an example)

To achieve gender equity in the treatment of athletes

The objective is to achieve gender equity in the many ways in which athletes are treated in the Intercollegiate Athletics Program. It is recognized, however, that because teams are tiered within a system which provides varying levels of financial support, assessments of gender equity are to be made primarily, but not exclusively, within each tier.

Action steps:

1. there shall be gender equity in the assignment of teams to the different tiers; i.e., within each tier the total number of female and male teams shall not differ by more than one
2. all operational budgets provided by the Intercollegiate Athletics Program from the university budget shall be equivalent for equivalent men's and women's teams within the same tier; for example, the men's and women's basketball teams (except where it can be demonstrated that the differences are based on nondiscriminatory factors such as the inherent costs of particular sports; e.g., the safety equipment required in hockey, AUS/CIS regulations and AUS schedules)
3. the money provided by the university and the Intercollegiate Athletics Program for Merit Awards shall be distributed equally to male and female athletes
4. the Intercollegiate Athletic Program shall ensure that, in general, there is gender equity in the total numbers of opportunities available for male and female athletes to participate (that is, the total number of male and female athletes should reflect approximately the proportion of UNB female and male undergraduate students; more specifically, the total

number of athletes for any one gender should not normally exceed that of the other gender by more than 12-15 athletes [the typical AUS team complement])

5. the Intercollegiate Athletic Program shall ensure that there is gender equity in the availability of locker rooms and pre-game facilities for male and female athletes
6. the Intercollegiate Athletic Program shall ensure that there is gender equity in all aspects of the travel arrangements for teams (types of travel, types of accommodations, amounts of meal monies)
7. the Intercollegiate Athletic Program shall ensure that there is gender equity in all aspects of medical care (access to athletic trainers, qualifications of athletic trainers, budgets for supplies)
8. the Intercollegiate Athletic Program shall ensure that there is gender equity in the time-tabling and use of facilities and equipment
9. the Intercollegiate Athletic Program shall ensure that there is gender equity in the promotional coverage which it provides (given the exigencies of the teams' progress in their respective competitions through the season)

3) Creation of strategic partnerships with Equity Offices on campus for utilization of their expertise and resources regarding equity practices on university campuses.

- University of Toronto

4) Creation of a Steering Committee to contribute to the establishment of equity goals.

- Concordia University

5) Athletics Program review process resulting in a clear communication and prioritization of equity goals.

- Mt. Allison University
- Queen's University
- Université de Moncton
- University of Ottawa (independent task force)
- University of Toronto

Meilleures Pratiques

Énoncés sur l'Équité au service des sports partagés par les membres

Plusieurs exemples d'énoncés sur l'équité au service des sports ont été partagés dans les réponses au questionnaire. Les trois exemples suivants sont cités comme étant représentatifs des déclarations déterminantes du service.

Université Queen's

Déclaration de la mission

«Le programme des sports interuniversitaires de Queen's fait partie intégrante de l'expérience éducative universitaire des étudiants. La participation elle-même contribue au développement global intellectuel, social et sportif de l'étudiant.

Le mandat du Programme des sports interuniversitaires est de fournir aux étudiants l'occasion de poursuivre l'excellence en athlétisme et en sport de compétition au sein de sports d'équipe et individuels reconnus par la Direction de Sport interuniversitaire, y compris :

- **CSU** - Conseil des sports universitaires (Université Queen's)
- **SUO** – Sports universitaires de l'Ontario (Association provinciale)
- **SIC** – Sport interuniversitaire canadien (Association nationale)

La poursuite de l'excellence sportive à Queen's se conformera aux règles et valeurs compatibles avec celles des autorités sportives ci-dessus et inclura une considération du maintien des principes et valeurs qui suivent :

(Remarque : points 1 & 2 omis)

« 3. Équité et Égalité

Il est primordial que les besoins et aspirations de tous les étudiants athlètes soient couverts par l'ampleur et l'étendue du programme. Les participants au programme du CSU doivent être considérés également dans le processus décisionnel par les biais d'action progressive, de développement du programme et d'application du programme »

Université du Nouveau Brunswick

« La Faculté de kinésiologie s'engage à respecter l'équité des sexes dans l'administration, les politiques, programmes et activités du Programme des sports intercollégial de l'UNB. Par équité des sexes, on entend que les athlètes hommes et femmes, les membres du personnel et les administrateurs ne seront pas traités différemment en vertu de leur sexe »

Université York

« L'Université York fournira aux hommes aussi bien qu'aux femmes les mêmes opportunités dans leur poursuite de l'excellence sportive. Il y aura équité au niveau de l'entraînement, des installations, des occasions de compétition, des heures d'entraînement, des uniformes, de l'équipement et des per diem lors des déplacements pour tous les athlètes, hommes et femmes. Bien que les objectifs et critères soient identiques pour les sports des hommes et des femmes, chaque programme sera administré indépendamment de l'autre. Advenant le cas où des équipes existeraient pour les athlètes hommes mais non pour les femmes, une considération spéciale sera donnée aux femmes qui désirent intégrer ces équipes. L'institution s'assurera de confier les diverses fonctions, à tous les niveaux décisionnels, à des hommes et femmes compétents en proportions approximatives à la population générale à desservir »

Démarches réussies & Partage des meilleures applications

De nombreux exemples de belles victoires au niveau de l'équité à chaque institution membre sont partagés et inclus dans les résumés des universités individuelles. Une compilation de quelques-unes des meilleures applications en matière d'équité des sexes et d'initiatives concernant les programmes des femmes suit :

- 1) Développement de fonds spéciaux et de ressources financières réservés spécifiquement à l'amélioration des programmes de sports pour les femmes
 - A) Fonds d'initiatives - Femmes
 - Université Carleton
 - Université de Toronto (fonds d'équité pour toute la faculté)
 - Université de Waterloo
 - B) Bourses d'études sportives
 - Université Queen's
 - C) Fonds de prévoyance
 - Université McMaster
 - D) Fonds d'Entraînement – Femmes
 - Université York
- 2) Déclaration détaillée de l'objectif et Plan d'action pour l'atteinte des objectifs d'équité
 - Université du Nouveau Brunswick (l'un de trois objectifs a été sélectionné à titre d'exemple)

Pour atteindre l'équité des sexes dans le traitement des athlètes

L'objectif est d'atteindre l'équité des sexes dans les diverses façons dont les athlètes sont traités au sein du Programme des sports intercollégiaux. Il est par contre reconnu que, du fait que les équipes sont classées à l'intérieur d'un système à multiples paliers d'aide financière, les évaluations en terme d'équité des sexes doivent être faites d'abord, mais non exclusivement, à l'intérieur de chaque niveau.

Étapes de l'action :

1. il y aura équité des sexes dans le placement des équipes aux divers paliers ; i.e. à chacun des paliers, le nombre total d'équipes femmes et hommes ne devra pas différer de plus qu'une (1)
2. tous les budgets d'opération accordés par le Programme des sports intercollégiaux, à partir du budget de l'université, seront équivalents pour les équipes hommes et femmes équivalentes au même palier ; par exemple, les équipes de basketball hommes et femmes (sauf lorsqu'il peut être souligné que les divergences sont basées sur des facteurs nondiscriminatoires, tels les coûts inhérents des sports particuliers ; e.g., l'équipement de sécurité exigé au hockey, les règles CSU/SIC, les horaires SUA)
3. les argents fournis par l'université et le Programme des sports intercollégiaux pour les Bourses d'études seront distribués également aux athlètes hommes et femmes
4. Le Programme des sports intercollégiaux s'assurera que, de façon générale, il y ait équité des sexes dans le nombre total d'occasions pour les athlètes hommes et femmes de participer (c'est-à-dire que le nombre total d'athlètes hommes et femmes devrait refléter approximativement la proportion

d'étudiants hommes et femmes du premier cycle de l'UNB ; plus spécifiquement, le nombre total d'athlètes d'un sexe ou l'autre ne devrait pas normalement excéder celui de l'autre sexe par plus de 12 – 15 athlètes – le nombre typique d'une équipe SUA)

5. Le Programme des sports intercollégiaux s'assurera qu'il y a équité des sexes dans la disponibilité des chambres des joueurs et dans les installations avant-match pour les athlètes hommes et femmes
 6. Le Programme des sports intercollégiaux s'assurera qu'il y a équité des sexes dans tous les aspects des arrangements de voyage pour les équipes (types de transport, types d'hébergement, per diem)
 7. Le Programme des sports intercollégiaux s'assurera qu'il y a équité des sexes dans tous les aspects des soins médicaux (accès aux soigneurs, qualifications des soigneurs, budgets pour approvisionnements)
 8. Le Programme des sports intercollégiaux s'assurera qu'il y a équité des sexes dans l'établissement des horaires et l'usage des installations et équipements
 9. Le Programme des sports intercollégiaux s'assurera qu'il y a équité des sexes dans la couverture promotionnelle qu'il fournit (compte tenu des exigences des progrès des équipes au sein de leurs compétitions respectives au cours de la saison)
- 3) Création de partenariats stratégiques avec les Bureaux d'équité sur le campus au niveau de l'utilisation de leur expertise et ressources en matière de pratiques d'équité sur les campus universitaires.
- Université de Toronto
- 4) Création d'un Comité de restructuration pour contribuer à l'établissement d'objectifs en matière d'équité.
- Université Concordia
- 5) Programme des sports pour réviser le processus visant une communication sans ambages et la hiérarchisation des objectifs en matière d'équité.
- Université Mt. Allison
 - Université Queen's
 - Université de Moncton
 - Université d'Ottawa (groupe de travail indépendant)
 - Université de Toronto

Member Universities' Questionnaire Summaries

Acadia University

Acadia University and its athletic department each have respective equity statements. As a university, Acadia University has an equity office to provide information and advice on issues of harassment and discrimination. The athletics department has worked with the equity officer with a view to providing a more equitable environment for student-athletes. The resulting statement pertaining specifically to varsity sport states: "Acadia Athletics will provide equal participant opportunities for women and men. Equal participant opportunities will have been achieved when participant opportunities are within 10 of equal numbers. These goals will be met through the judicious use of funding for varsity sports at Acadia." This statement is included in the Operational Plan of the University and as such is approved by the Board of Governors of Acadia University as a part of the sector of Student Affairs. All statements included within the sector including those related to the athletics department are revisited on an annual basis.

Acadia University has made many recent developments demonstrating their commitment to the development of equitable practices in its Athletics Department. Many of the areas of demonstrated practices have been recent development and include the balancing of participant opportunities to 50/50 with the additional of women's rugby and cross country and elimination of men's soccer. Two female coaches, one full-time and one half-time, have been hired. Finally, facilities have been upgraded so that all five women's programs have dedicated a locker room facility which is an improvement over the previous arrangements which required that the teams shared space and public change rooms.

Modes of team travel, meal money, team equipment, exhibition competitions, practice time and the marketing and promotion of teams are all equitable between teams. Areas of equitable practices within coaching have also been achieved with salaries and professional development opportunities being equitable. Acadia University has established demonstrated equity in many areas but acknowledge that inequities exist in the allocation of financial awards which remains heavily biased in favour of male sports.

Not surprisingly as the only area where equity is currently not already achieved, athletic awards pose the greatest challenge for the athletics department at Acadia University. Funds used to provide awards come from external fundraising. In order to begin to balance the allocation of awards, the university's development office, in co-ordination with Varsity Athletics, will assist in the fundraising and campaign development. Despite an increase in the amount of dollars provided to female athletes the percentage of Acadia's total dollars provided has decreased and this will likely be the challenge that the athletics department faces for at least the next year. Acadia is planning to manage its challenges and has not requested any further support of information from the CIS regarding the discussion of gender equity.

University of Alberta

The University of Alberta has comprehensive statements pertaining to the equitable practices of the entire university. The university, in a statement representative of its communities, recognizes the diversity of the Canadian population and as such encourages admission for all qualified persons and includes women among the noted minority groups. In addition, the University of Alberta has an employment equity statement that is in accordance with the Alberta Bill of Rights, the Individual's Rights Protection Act and the Canadian Charter of Rights and Freedoms. The athletics department is currently undergoing a strategic planning process which will include diversity, equity and respect among its six guiding principles. The plan also includes an objective that all core and ancillary services required of athletes be equitable in access and distribution.

In keeping with its pending strategic plan, equitable practices are demonstrated in nearly all of the practices of the University of Alberta athletics department. Modes of team travel, meal money, practice times, marketing and promotion, coaching salaries, staff professional development opportunities, equipment and exhibition competition needs are all equitable between the teams and genders. Part of the success in being able to achieve equitable standards in the operations of the athletics department is the department's approach that equity is not only something that is desired between males and females but also among the different sports. As a department, the University of Alberta Athletics strives to provide all teams with the same basic level of service. Success in the equity of experience among the varied athletes comes from the practice of attracting and hiring the best coaches possible for all sports. Quality coaching is seen as the largest investment with the greatest returns to the athletes and the department.

The only areas cited as an immediate goal and on-going challenge for the department is financial athletic awards. Progress has been made toward this goal but it continues to take time. Overcoming the historical advantage that male sport has is establishing strong alumni that in turn contribute financial awards will take time for women's sport to catch up. The University of Alberta has several awards that are for women only and continues to take steps to enhance the acquisition of awards for women. No specific requests for further information or assistance from the CIS in were made by the University of Alberta.

Bishop's University

Bishop's University did not identify any university statements regarding the equity. As an athletic department Bishop's does not have any official statement of equity. However, the planning of the department's objectives is based on the moral obligation and commitment to be as equitable as possible with its student athletes.

Based on the stated moral obligation to demonstrate equity Bishop's has achieved many of the expressions of equity in practice and has identified others as goals. Modes of team travel, athlete meal money, prime practice times, equipment needs, exhibition events and coaching salaries are already distributed equitably between the male and female teams. The immediate equity goals of the department are in the areas of facility development and financial awards. Equity within the areas of marketing and promotional activities and professional development activities for staff were among the areas that are not currently identified as goals of the Athletics Department.

Neither success stories nor challenges were shared. Bishop's University athletics department wishes for the CIS to continue to facilitate further discussion about the equity practices of other universities.

Brandon University

Brandon University Athletics department is guided by several university-wide and department specific statements pertaining to gender equity. There are a few statements that include reference to the Canadian charter of Rights and Freedoms, a statement of ethics and a statement of student rights and responsibilities. The Athletics Budget Policy, as approved by Brandon University's Board of Governors in 2003, outlines the equitable practices of the athletics department. Of significance to the department is the statement that "teams and athletes of both genders be given equitable treatment within Brandon University". This policy statement goes on to discuss budget parity saying that this equitable treatment is relative to opportunities and not necessarily equal funding or equal activities.

The overriding goal and principle the department is striving for is to be fully "gender" and "program" equitable. For the Athletics Department this means that all four teams by the 2005/06 season are to receive equitable support and services from the university. In pursuit of that goal there are several areas of demonstrated equity that have already been achieved within the department including modes of team travel, athlete meal money, sharing of practice times, equipment needs, financial awards, coaching salaries and professional development opportunities for staff members. Among the areas where equitable practices have been identified as an immediate goal for the athletics department include equity within the marketing and promotional activities of the program and the provision of exhibition competitions.

Initially, the greatest equity challenge facing the Brandon University Athletics department was to convince long-term coaches to accept changes in the department toward the creation of a fully gender equitable program. The foundation for effective change was created through the development of clear policies and governance statements. A complete turn-over of the coaching staff combined with the foundation for change made it easier to implement the changes needed to create a gender equitable program. At this time Brandon University's reports that it is managing its challenges and the Athletics Department did not ask for any further gender equity assistance from the CIS.

University of British Columbia

The University of British Columbia and its Athletic Department strive to offer equal opportunities to both male and female students. The University of British Columbia has a thorough employment equity policy outlining the objective of the equitable hiring practices at the University including the Athletics Department. The UBC Athletic Department does not have any specific policies or statements regarding equity but the department does maintain gender balance with respect to the number of varsity sports offered.

There are a few noted exceptions in the pursuit of the overall objective of the equitable treatment of all interuniversity teams at the University of British Columbia. The differences predominantly come in the area of financial awards given to student athletes. This difference in the ability for women's team to generate funds is attributed to the relative youth of the teams relative to their male counterparts. The result has been a lack of time to generate and accumulate endowments and private donations for the provision of athletic financial awards for women's teams.

The other practice of the department where a difference is noted is that men's football receives a greater amount of marketing and promotional efforts than other teams. Aside from football, the teams are treated very much the same. All other areas of interest noted such as mode of travel, meal money, practice times, equipment and facility needs and exhibition events are the same for all teams. The professional development activities for staff members including coaches are the same and coaching salaries are equitable.

The University of British Columbia's athletic department's best demonstration of successes in the equity of the organization is demonstrated by the competitive successes of its women's teams. The on-going success at the national level with six CIS championships by its women's teams in the past two seasons demonstrate strong evidence of the commitment to women's sport by the athletics department. Each of the programs has a full-time head coach and is given sufficient scholarship funding to compete at the highest level possible.

Brock University

Brock University and its Department of Athletics have statements that address the issue of gender equity on their campus. As an institution, the mission statement of Brock University acknowledges the differences between the career paths between men and women and strives to achieve equality in the representation of men and women on campus. As an athletic department, Brock's vision statement for the future includes gender equality in the program and the pursuit of excellence of all student athletes. The Department of Athletics and its Athletic Director approve the department's statements every four to five years. Following the equity principles of Canadian Interuniversity Sport, the department discusses equity on an annual basis.

In terms of demonstrated equitable practice Brock University believes to have already demonstrated equitable practices in almost all areas of its operations. In recent years discussions have focused on achievement of equity in financial awards, coaches' salaries and operating budgets among its program. The result is that team needs such as modes of travel, practice times, exhibition games, marketing, facilities and financial awards are all reported to be distributed equitably. Equitable practices are also reported as achieved in the areas of professional development activities and coaching salaries. The department does continue to have further equity goals within its practices.

These on-going goals for the athletics department include a medium-range goal of adding another female to Brock's coaching staff. An area where progress toward equity is also on-going is in providing equitable equipment for the women's hockey team. Annual additions to women's hockey equipment needs are currently underway but it will likely take a few more years before equity is achieved in this area.

Among the successful practices reported by the athletics department is the provision of balanced sport opportunities for both males and female athletes at Brock University. The department is also pleased with its ability to achieve balance in its financial awards between the genders. Equity is a consideration in practices throughout the department including committee composition for athlete and team selection to the Brock Hall of Fame. The department establishes and reviews its progress toward the equity goals that it sets and the department feels that they have done a good job of self-regulating their gender equity policies. It is Brock's Department of Athletics' belief that CIS' policies assist universities' athletics departments in achieving equity and Brock complies with them. As a result, no further assistance from CIS regarding gender equity is requested.

University of Calgary

The University of Calgary athletics department is guided by equity statements written at the university, faculty and department level. These statements deal with diversity and equity at the University of Calgary and reflect the guiding values of the university. The athletics department does boast both equity and equality statements but they have not been formalized in over seven years.

In the areas of demonstrated equitable practices the University of Calgary feels they are fair and equitable in all areas with some practical limitations. Modes of team travel, athlete meal money, practice times, equipment needs, exhibition competitions, facility developments and financial awards are all identified as being managed equitably. The equitable marketing and promotion of teams are tempered by the realities of who draws bigger crowds to their events but may be dictated by sport or by gender. Coaching salaries and professional development opportunities are equitable. Coaches are selected based upon the hiring policies of the universities that emphasize that the best person for the position be found and hired.

No further challenges to the equitable operations of the University of Calgary athletics' department were discussed other than those realities already identified. The University of Calgary asks for no further assistance from the CIS as they will continue to operate within the guidelines established by their university.

Cape Breton University

As a whole, Cape Breton University follows a policy of implementation of employment equity through affirmative action. The policy is implemented and has been upheld by the Board of Governors since 1989. The department of athletics follows the policies of the university as a whole but does not currently have a department specific equity statement. In May 2005, the Department of Athletics will be undertaking a review of its current policy and procedure manual and discussions will occur around the inclusion of equity statements in this manual. Despite not having any specific statement regarding equity, the Department of Athletics regards gender equity as a priority and takes measures to enforce equity. These measures can be observed among the examples of equitable practices within the department.

As a department, Cape Breton Athletics has achieved equitable practices in key areas of demonstrated equity. Cape Breton's five teams are treated equally in terms of modes of travel, athlete meal monies, practice times, equipment needs, and exhibition competitions. In addition, the efforts, time and resources used in marketing and promotional events are the same regardless of whether or not it is a male or female team. Recently, new team rooms were built for all five teams which are in line with the practice of maintaining and enhancing all team facilities in an equitable manner. Cape Breton University is in a position unlike many other Canadian universities in which its female athletes actually receive a larger percentage of the total financial awards allocated than the male athletes do. Regarding coaching, the professional development opportunities are the same and coaches' salaries are on the same scale within the broader categories of part-time (two) and full-time (three) staff.

The demonstrations of equitable practices are evidence of the success of gender equitable practices at Cape Breton University. The university and the Department of Athletics report to be well positioned with their current gender equity measures. Despite the equitable practices related to coaching at Cape Breton, the current coaching staff of the varsity teams is all male and the Athletics Department recognizes this as a challenge and as the department moves forward they intend to make efforts to attract more female applicants to future coaching vacancies. Currently, Cape Breton does not ask for any specific assistance from CIS regarding this challenge or the discussion of gender equity in general.

Carleton University

Carleton University's overall vision statement includes a commitment to diversity and discrimination free work and academic environment with the support of Equity Services Department. Since 1996, as an athletic department, Carleton University has undergone a couple of program reviews. The "Report on the Future of Competitive Sport at Carleton" conducted in 1996 resulted in a commitment to providing equal opportunities for men and women with a balance of programs. A subsequent report in 2004 reaffirmed that commitment to equity. Carleton University reports that the athletic department has already achieved demonstration of equitable practices in all of the suggested areas of equity.

Aside from the achievement of demonstrated equity within the athletics program Carleton University has taken further initiatives in the pursuit of gender equitable practices. A women's initiative fund has been created. The fund is used to enhance varsity women's sport either by enhancing the initiation of a women's team/club or enhance the competitiveness of an existing team. Carleton has used the majority of the fund to start a competitive women's hockey program.

Despite the successes Carleton University does face challenges particularly in the area of athletic awards. Carleton University finds there are greater opportunities to raise money from men's athletic alumni than there is from women's alumni. The men's alumni chapters are more organized and have been more willing to fundraise and contribute personally to their respective sports.

At this time, Carleton University has not identified any areas where they wish to have further information or guidance provided by the CIS regarding equity.

Concordia University

Upon investigation no statement, formal goals or objectives regarding equity at the overall level of the university were found at Concordia University. There is also no such written statement or policy at the Athletics Department level. However the Athletics Department is addressing equity issues through dialogue it describes as being vibrant and forward thinking. The overall guideline that is directing the practices of Concordia's Athletic Department is to address the imbalances where they have historically existed. To further strengthen the successes already achieved and address future challenges the Athletics department established a new steering committee that will be asked to assist in establishing equity goals for recreation and athletics at Concordia. This group begins its efforts in June 2005 and will monitor progress of goals over time while reporting to the Concordia University via the Council on Student Life.

An overall objective to ensure that any and all new programs are developed for both men and women and that these new sports are receive equitable access to resources, awards, and other services offered of the athletics department. Current practices show few identified areas of inequities within the Concordia Athletics department but the challenges of operating a truly equitable program are identified. As a department, differences are not experienced between genders as much as between the different sports. The difference observed between the sports appears to be based largely upon the variance in the strength of alumni support for the different teams.

Further to this issue, the generation of resources toward the provision of athletic awards continues to be a challenge. The department sees encouraging progress toward its objectives though as there has been broad based support for awards attracted already. The use of equitable goals in the provision of athletic awards is seen to be an attractive promotional feature that Concordia's athletic department can use in the solicitation of revenues for athletic awards.

A further challenge facing Concordia Athletics is the lack of female head coaches in their department. With many long-term male head coaches, adding female head coaches will be challenging in the immediate future. Strategies to create ways to have other coaching staff positions filled by women will be important. Several members of the management staff are now women which are reported to be a significant change from the historical make up of the administration of the department.

An area where athletes have voiced a concern about the perception of differences in treatment is in the promotion of games. Female athletes have recently said that they do not perceive their games to be as widely promoted on campus as the men's games are. This concern is now being looked at and steps to address and correct the issue are being established.

Concordia University sees the role of CIS to be one of coordinating and sharing of information such as that collected in this questionnaire. The information that can be shared from the membership will provide innovative ways of achieving future equity goals. Continuing to keep the issue of equity central to league discussions is respected and believed to be vital (and hopefully appreciated) at the national level.

Dalhousie University

Dalhousie University is committed to a comprehensive equity program. As an institution, an employment equity statement applies to the entire campus but there is no known global equity policy statement. The Department of Athletics and Recreational Services does not have a specific equity statement. However, the department is committed to compliance with Dalhousie University's implied and stated employment equity policies. The Dalhousie University Advisory Council on Athletics, comprised of academics, administrators and students, provides recommendations to the University President on matters relating to recreation and sport and is updated annually on the department's progress toward gender equity. Despite the lack of formalized statements the leadership in equity is demonstrated in practice.

In 2000, Dalhousie's Advisory Council accepted the awarding of athletic awards with the goal of being equitable between genders of each sport. In 2002, changes were made that resulted in equal participation opportunities with seven sports offered, each with men's and women's teams. The commitment to the equitable treatment of the teams is evidenced by the essentially equal funding of the men's and women's programs. The goal of attaining program equity has been successful and is evident in the areas of demonstrated equity with all areas relating to travel, meal money, practices, facility, equipment and exhibition competition opportunities being handled in an equitable manner. Coaches receive the same opportunities for professional development and although there is no fixed scale for coaches salaries', female coaches' average salaries are currently greater than that of the male coaches. The area that continues to be a challenge despite progress being made is the equitable availability of financial awards.

The disparity in financial awards available to the men's hockey team relative to the women's hockey team poses the biggest challenge to Dalhousie University's varsity athletics program. The men's hockey team has nearly 100 years of history and alumni support and its capacity to generate monies that fund athletic awards is much greater than that of the women's program which has only been operating for three years. With the help of alumni, the disparity is being addressed but it is the greatest challenge to meet. Although the addition of the women's hockey program created a challenge regarding financial awards but its addition is also considered a great success at Dalhousie University. This success is attributed to the leadership of the Advisory Council and in particular the student representatives on the Council. Dalhousie University believes that the inclusion of student representatives in equity decisions is critical in creating equity successes.

Because of the belief that most universities have strong equity policies already, Dalhousie's Department of Athletics and Recreational Services reports that further CIS policy development may in fact be counter-productive in some cases. As a result, Dalhousie University says that CIS does not need to do a lot more in the area of gender equity.

L'École de Technologie Supérieure

The Athletic Department at ETS does not currently have any departmental or institutional equity policies that it follows. ETS is a specialized engineering school whose student population is predominantly male. As such, its athletics department is relatively small in the number of staff it employs and the participation opportunities it provides. However, the department is sensitive to the issue of gender equity and attempts to have both genders represented among its small staff.

The department ensures that female students are hired for part-time work within the department which has resulted in five females on staff in various capacities. The ETS Athletics Department reports a further successful equity initiative as providing opportunities for the minority female population on campus. Financial support of a Dragon Boat racing team which is made up of one-third female participants and the operation of the women's track and field team offer funded sport opportunities for female student-athletes.

The head of the Athletics department is responsible for monitoring gender equity objectives. ETS' athletics department is interested in information sharing, especially in examples of written equity statements used by other universities. ETS is interested in using the examples of others toward potentially developing their own equity policy statement for the athletics department.

L'École de technologie supérieure

Le Service des sports ETS n'a pas, actuellement, de politique d'équité en soi. ETS est une école d'ingénierie spécialisée dont la population étudiante est majoritairement mâle. Par conséquent, son service des sports est relativement restreint au niveau du nombre d'employés et des opportunités de participation qu'il offre. Toutefois, le Service est conscient du problème de l'équité des sexes et s'efforce de faire en sorte que les deux sexes soient représentés au sein de son personnel restreint.

Le Service s'assure que des étudiantes soient embauchées pour du travail à temps partiel au sein du service ce qui fait qu'il y a en ce moment cinq femmes au service du personnel dans divers postes. Le Service des sports ETS a également pris l'initiative de fournir des opportunités à la population féminine restreinte sur le campus. Le soutien financier de l'équipe de courseurs en bateaux dragons, dont le tiers des participants sont des femmes, ainsi que de l'équipe d'athlétisme des femmes permet aux étudiantes athlètes de vivre des activités sportives subventionnées.

Le contrôle des objectifs, au niveau de l'équité des sexes, relève du directeur du service des sports. Le service des sports ETS est intéressé au partage d'information, surtout à des exemples écrits d'affirmations sur l'équité, avec d'autres universités. ETS est intéressé à suivre les exemples des autres dans l'objectif de développer sa propre politique d'équité pour le service des sports.

University of Guelph

As an institution, both the University of Guelph's Mission Statement and Student Rights & Responsibility Policy provide guidance in the area of equity on campus. Further to those statements the University of Guelph's Department of Athletics addresses gender equity in its own mission statement and the Intercollegiate Athletics Criteria and Classification policy. These departmental policies are approved by the Department of Athletics management team as well as the Athletics Advisory Council and are revisited on an annual basis.

As a department, athletics at the University of Guelph states that they have been able to achieve gender equity by including equity goals and practices in the policies, procedures and daily delivery of all programming. The University of Guelph has tiered teams in its athletics program. Equitable practices that occur among all tiers include modes of travel, student-athlete meal monies, professional development opportunities for staff including coaches, financial awards and are the basis throughout the facility development process. Within each tier, the allocation of funds is equitable in the areas of practice times, funding of equipment needs, coaching salaries. Exhibition events are dependent on specific program needs and the tier of each team but there is equitable access to exhibition opportunities for each team.

Among the areas not listed as having achieved equity include marketing and promotional activities. Marketing and promotional efforts are focused on those sports with revenue generation potential. A further equity goal of the department is to provide funding for the training camps of all (an additional five) fall sport teams as opposed to the current situation where only the football team receives training camp funding.

Like many others, the University of Guelph is finding challenge in securing funds to finance athletic awards for women's sports that match those of the men's sports. In Guelph's case there are significant amounts of endowed funds for particular men's sports that have raised but that cannot be awarded until matching funds for women are generated in order to maintain the equitable allocation of financial awards that they have achieved. Despite the challenges being faced there is no specific assistance or discussion that Guelph requests of the CIS.

Lakehead University

Lakehead University has a global statement that as a university it “is committed to equity in its educational programs and services.” This overall statement is restated and followed within the policies and plans of the Lakehead athletics department. Without a formal statement unique to the Athletics Department, the department reports that it is to provide equal opportunities for both genders within the delivery of varsity, club and campus recreation sports. The department strives to create comfortable and welcoming facilities for both men and women to pursue their athletic goals.

At Lakehead University the modes of team travel, student athlete meal monies, prime practice times, equipment needs, professional development activities for staff, facility developments and financial awards are areas of demonstrated equity stated as already achieved. Areas where equitable practices have not been achieved but that are listed as immediate goals include marketing and promotional activities and equity within coaching salaries. A long-range goal of the department is to achieve equitable exhibition competition opportunities for athletes of all teams regardless of gender. Aside from its current practices and goals, Lakehead University did not share any further successes, challenges or recommendations for future involvement of the CIS in the area of gender equity.

Université Laval

Laval University and its Rouge et Or Athletics program do not have any formally written statements of equity. In supplementary information provided by former Laval varsity program administrator and current CIS translator Robert Descheneaux, it is said that the university sport programs in Quebec (including Laval's) grew at a time when equality was in the forefront of planning for programs and there was an interest in developing programs, of which competitive athletic programs were just one, that were for the benefit of all students. This is believed to be why Quebec universities such as Laval University may not have found as much necessity for proactive measures toward attaining equity such as equity statements.

Laval University reports having achieved equity among almost all areas of practice within its Athletic Department. Modes of team travel, student athlete meal monies, practice times, equipment needs, exhibition events, facilities and the financial awards provided to student-athletes are all reported to be the same for both men and women. Coaches' salaries and professional development activities for coaches are also reported to be equitable. A noted exception occurs in the marketing and promotional activities of the department where the men's basketball team's games are broadcast on the student radio network.

Laval University cites examples of successful equitable practices including the development of sports cards that feature all student athletes regardless of gender of the athlete. Laval University also includes the addition of a competitive women's rugby team as an equity success. The addition of women's rugby combined with the elimination of men's baseball helped to balance the competitive opportunities between the genders. The attainment of equitable offerings was one of the factors used in making the decisions regarding competitive programs offered at the Laval University. Laval University attributes its equity successes to the fact that their all of their programs, including varsity sports, offer equal opportunities for both female and male students. Laval University encourages other universities to follow such practices when striving for equity in their own programs.

Laurentian University

Laurentian University has a set of equity standards pertaining to the human resource practices that occur on its campus. No departmental statement was reported but it was a program review that initiated changes within the department. Prior to 2000, Laurentian's Athletic Department was not operating in an equitable manner which prompted the subsequent review of the department. The review was done primarily to create equity within the department's policies and resulted in significant and immediate changes to the athletics departments' offerings. These changes included an equal number of male and female teams (four of each) offered and equal funding per sport by the athletics department.

The implementation of equitable sport and funding offerings in the Laurentian University Athletics Department equity has been achieved in all of the areas of practice in question. For the student-athletes this has resulted in equitable modes of team travel, athlete meal money, sharing of practice times, equipment needs, facility developments, exhibition competitions, marketing and promotional efforts for competitions and financial awards. For the staff in the athletics department there is equal opportunity for professional development opportunities and coaches' salaries are equitable. The goal for Laurentian University is to maintain the current levels of equity that it has been able to achieve. Given its current practices, Laurentian University does not identify any assistance required from CIS regarding the furthering of gender equity discussions.

The Athletics Department's equitable program offering is ensured and supported by the signing of an official document from the Laurentian University President and Board of Governors that binds the athletics department to maintaining the equity offerings achieved in the review process. The process that the Athletics Department went through was said to be a challenge but it resulted in a program that Laurentian is proud of. The decision to implement equity immediately following the review rather than slowly phasing in the necessary changes was not easy but resulted in the desired ends.

University of Lethbridge

The University of Lethbridge is guided by statements of Fundamental Principles which include a statement of belief in gender equity and the aspiration to remove all barriers that inhibit an individual's aspirations and potential. Although no formal equity statement is cited for the Athletics Department, gender equity was among the areas of interest in a review of the Athletics Department in the August 2004. The inclusion of gender equity as part of the review provided the department with guidelines for ensuring equity is a part of the practices of the department.

For the most part, the University of Lethbridge's athletics department has already been able to demonstrate equity among its operational practices. Among teams other than hockey, equitable practices have been demonstrated in all areas including athletic awards. However, a couple of exceptions of differences between the men's and women's hockey teams are noted.

The addition of a women's team when a men's hockey team had already been operational combined with the facility use agreements with the City of Lethbridge has resulted in some differences in treatment between the two teams. The women's hockey team does not have the same opportunity for prime practice times because they entered the city's facilitation rotation later than the men's team. The city facility did not have a permanent space available to the women's hockey team but the men's team already had an existing space. As a result the women's team uses a shared space in the arena. There is a difference in the professional status between the coaches of the hockey teams; the men's coach receives professional development activities and a salary at a professional level that the women's coach does not.

The recent review of the Athletics Department has resulted in positive responses toward the initiatives that have been incorporated within the department over the past four years. These initiatives include the addition of full funding for Lethbridge's women's hockey team and an increase in the athletic awards available to female athletes. No further success stories or challenges outside of the hockey programs were listed. The University of Lethbridge did not specify any further guidance or equity information from CIS.

University of Manitoba

In fulfilling the mission of the University of Manitoba, the university seeks to “promote equity in access and employment and in the conduct of the University’s affairs.” In line with the University’s mission, the athletics department includes among its values and principles “a proactive and leadership approach to equality, equity, accessibility and the pursuit of excellence.” These principles and value statements are reviewed annually by the Dean of the faculty of which the University of Manitoba’s athletic department is a part of.

As part of the goals of the 2004 strategic plan for Bison Spots, the program is to adhere to the principles of equity, accessibility, ethics and fairness. Under this guiding statement, the University of Manitoba has been successful in achieving equity in many demonstrated practices. The modes of travel, athlete meal money, team practice times, equipment needs, exhibition events and are allocated equitably among the various teams. Coaches receive equitable salaries based on the union agreement and receive equal opportunity for receipt of professional development activities.

There are three areas identified that remain as goals for the Athletics Department. The University of Manitoba Bison Sports marketing and promotional activities are focused on the teams that have the potential to put fans in the seats of competitions and generate revenues. The weekly press conferences held by the department do give equal time to all sports. The area that the University of Manitoba acknowledges that specific improvements are required in is the provision of equitable facilities for all of its teams. There are not currently the necessary funds or space available to meet the entire locker and team room needs of the teams and the University of Manitoba. It is a current goal to find an equitable solution to these needs. Finally, the financial awards allocated directly from Sport Manitoba are done so in an equitable manner. The ability for teams to generate funds for awards in addition to the Sport Manitoba awards can create an imbalance in the final numbers of awards given. Every team is given the same opportunity and support to generate additional funds and in discussions with potential donors, the athletic director always recommends that the awards provided by their donation be shared by both genders.

Among the successes at the University of Manitoba is the achievement of equitable operating budgets between all teams and genders which required increases in the operating budgets for several teams and the addition of full-time head coaches. The addition of women’s soccer as a fully funded women’s team further increased the financial commitment to women’s programs and the equity of Bison Sports. In moving toward greater equity in the department the challenge was to first create buy-in from all stakeholders. The belief that equity was a clear priority and inclusion is major statements gave a path to achieve it. At the University of Manitoba, gender and program equity was supported to the extent that it was the first priority for new baseline funds over the past three years and as a result, significant improvements in the equity arena have been achieved.

Recognizing the limitation of each of the member institutions in the CIS being autonomous organizations that regulate themselves, the University of Manitoba’s athletic department reports that the role of the CIS is best played by continuing to highlight the importance of equity in CIS. The sharing of information among the membership and providing additional support to those institutions that are trying to address equity issues on their campuses is a good place for the CIS to assist.

McGill University

McGill University has an established joint Senate-Board Committee on equity. It is this committee that recommends university policies regarding under-represented groups including women. The Department of Athletics adheres to the policies made by this committee and implements its own policies under the approval of the Athletics Board of McGill University. The most significant policy that governs the equitable operations of the athletics department is the requirement of gender balance among the funded (levels I & II) intercollegiate sports program. At the department level, the McGill athletics department reviews its policies annually and a sub-committee of the Athletics board formally reviews them every three years.

As an Athletics Department, McGill has been able to achieve demonstration of equitable practices in all reported areas of operations. The needs of the teams and the athletes are met equitably through modes of travel, meal money, practice times, equipment needs, exhibition competitions, facility development and provision of financial awards. Coaches already receive equitable professional development opportunities provided to staff members but it is a current long-range goal of the athletics department to achieve equity in coaches' salaries.

The equity successes of the athletics department are the shared successes of the manager of intercollegiate sport, the director of athletics and the athletics board all of which have a hand in reviewing the policy and progress toward equity goals. The classification of sport review process that occurs every three years and the annual internal review of programs is something that helps McGill's Athletics Department maintain equitable practices. McGill University's Athletic Department did not report any challenges in the pursuit of gender equity on its campus.

McGill's Athletic Department does not see the need for equity legislation at CIS level. From CIS, McGill asks for further facilitation of information sharing regarding gender equity. The sharing of current best practices of members in the form of newsletters or bulletins is a role CIS can play in furthering the discussion of gender equity among the membership.

McMaster University

McMaster University cites several equity policies and lists gender equity as a consideration among other statements. Among such statements are university policies on inclusive communications and employment equity statements. Specific to employment equity, the university employs an employment equity officer for assistance in matters relating to employment. The practices of the McMaster Department of Athletics and Recreation are subject to the approval of the President's Committee for athletics and recreation and follow the overall principle of striving for balance in opportunity and adherence to the University's guiding statements.

The Department of Athletics and Recreation does not currently have a formal equity statement of its own but recognizes the need for the development of an equity statement. In addition to that goal, the current practices of McMaster's Athletics Department have demonstrated equitable practices in all areas. The treatment and provisions for teams, the athletes and coaches have already achieved equity. In the area of financial awards, McMaster is currently developing a protocol that will result in equal envelopes of funds for male and female athletes.

As a department, McMaster athletics and recreation uses its financial management policies to build in discretionary funds for use in contingency plans that allow the department to effectively address issues of values and equity. For example, when hosting the 2002/03 CIS women's basketball championships a potential scheduling conflict with the men's team playoff game arose. The contingency funds available were used to rent Copps Colliseum for use by the men's team allowing both events to continue without being negatively impacted or competing with one another for gym time. Under a management philosophy rather than one of legislating structure or policy, McMaster believes in a fostering growth rather than hindering it.

McMaster University principally sees the role of the CIS to be one of leadership and facilitation in the area of gender equity. McMaster views the CIS as a facilitator in finding common definitions, standards, responsibilities for and best practices of gender equity across the country. The facilitation of a common standard will provide an opportunity to discuss the creation and compliance with national policies or initiatives. Secondly, McMaster University sees CIS as a proactive leader in the growth of women's sport. The development and operationalizing of partnerships, best practices and pilot projects featuring women's sport will help to foster the growth of women's sport across the country. As an example, McMaster University sees the use of women's basketball as the foundation of a pilot project designed to create a model of what women's university sport in Canada can be. If goals can be formalized, a five year plan put in place and the financial and human resources devoted to it, the model can be achieved.

Memorial University of Newfoundland

Memorial University has an established and clear policy regarding employment equity on its campus. In addition to the statement, the university also employs a full-time equity officer to address equity related issues. As a result, Memorial practices the principles of equity in its programs which include its athletic department. In general, the athletics department adheres to the equity policy guidelines of the university as it does not currently have a department specific statement.

Memorial University has demonstrated its commitment to equity by providing equal services and sport opportunities for all student-athletes regardless of gender. Many of the operating activities of Memorial's athletics department have already demonstrated equity in their practice. The modes of travel, meal money, practice times, equipment needs, facilities, and marketing and promotional activities are the same for both males and females. Coaches at Memorial University receive equitable salaries and professional development opportunities. In a specific example of Memorial's response to the resolution of an imbalance in the provision of equitable opportunities was the addition of a women's basketball exhibition tournament for the 2005/06 competitive season. A women's tournament was added and supported by administration after successfully hosting a men's exhibition tournament for the previous four years.

The only areas of inequity identified as being observed or potentially observed occur when the teams conduct individual fundraising. Teams receive the same level of funding for participation in exhibition events; imbalance in opportunities may occur if teams generate additional funds that are used to supplement exhibition competitions. Financial awards are another area affected by externally raised monies. Because Memorial University provides no financial awards itself, all awards are funded by externally generated dollars. As a department, Memorial Athletics is trying to cultivate external funding sources to assist in the development of athletic award opportunities for all teams, regardless of gender.

In continuing to address equity issues Memorial University is interested in CIS sharing the results of its questionnaire on equity practices around the country to learn more from the membership about the best practices that exist, equity statements followed and the challenges faced, by other CIS institutions.

Université de Moncton

In 2003, the Université de Moncton underwent the process of repositioning its athletic program and following that the process the university endorsed a final report and the 105 recommendations it contained. Since that time, the athletics department has been working to implement and achieve the recommendations, including the institution's equity goals, as outlined in the report. Moncton's Athletic Department believes it is on its way to effectively implementing the recommended changes in the program including those pertaining to the equitable operation of a program devoted to excellence.

The last two years have been full of change as the athletics department at the Université de Moncton is increasing the size of its administrative staff, increasing its profile within the Moncton community through renewed marketing and promotional activities and developing a program of excellence. There are several areas indicated where equitable practices have been identified as already occurring. The athletics program currently operates thirteen teams that it reports opportunities are provided equally between men and women. Two teams, women's volleyball and men's hockey have been given the highest level of tiering and subsequently the highest level of support from the department. These two teams have a full-time coach. All tiers of teams receive equal modes of team travel and meal money received between the genders and has access to the support services of the department. Practice times are allocated and scheduled dependent on the academic commitments of the athletes' of each team.

The support of the greater university community is helping to achieve the equity goals set forth in the program report of 2003. The facility needs of the campus are currently under review and will be determined according to the findings of the Université de Moncton with the most probable changes to come with the addition of a soccer facility for both the men's and women's teams. A major fundraising campaign is currently underway. The result of the campaign will be an increase to the operating budget and bursary fund for the Athletics Department.

The greatest challenge facing the Université de Moncton is in the lack of female coaches throughout the program. Currently with just two full-time coaches, both of whom are male, it is a goal to have a full-time female coach by 2006. The remaining coaches are part-time and are paid in equitably in accordance to the internal pay scale of the university. Moncton asks for no specific support or assistance from CIS in achieving its equity goals.

Université de Moncton

En 2003, l'Université de Moncton a révisé tout le processus de son programme des sports et, suite à cette initiative, l'université a donné son appui au rapport final et aux 105 recommandations qu'il contenait. Depuis ce temps, le service des sports travaille à implanter et à réaliser ces recommandations, y compris les objectifs d'équité de l'institution tels que décrits dans le rapport. Le Service des sports de Moncton croit qu'il est en bonne voie de réaliser efficacement les changements recommandés au programme, y compris la gestion équitable d'un programme voué à l'excellence.

Ces deux dernières années ont vu un changement considérable alors que le service des sports de l'Université de Moncton augmente l'ampleur de son personnel administratif tout en augmentant également sa visibilité au sein de la communauté de Moncton par le biais d'un marketing renouvelé, d'activités promotionnelles et du développement d'un programme d'excellence. Il y a déjà plusieurs domaines où l'on note des pratiques d'équité identifiées comme étant déjà existantes. Le service des sports gère en ce moment treize équipes où les opportunités sont partagées également entre les hommes et les femmes. Deux équipes, le volleyball des femmes et le hockey chez les hommes, jouissent du plus haut classement et, par conséquent, du plus grand soutien du service. Ces deux équipes jouissent d'un entraîneur à temps plein. Tous les niveaux d'équipes reçoivent des considérations égales en matière des déplacements et des per diem, indépendamment de leur sexe, et ont accès aux services de soutien du département. Les heures d'entraînement sont allouées et cédulées selon les exigences académiques des athlètes de chacune des équipes.

Le soutien de la communauté universitaire aide à atteindre les objectifs d'équité élaborés au rapport du programme 2003. Les besoins au niveau des facilités sur le campus font présentement l'objet d'une étude et seront ciblés selon les conclusions de l'Université de Moncton, les changements les plus probables se situant au niveau de l'ajout des installations pour les équipes de soccer, hommes et femmes. Une vaste campagne de financement est présentement en cours. Le fruit de cette campagne sera une augmentation du budget d'opération ainsi qu'un fonds de bourses pour le Service des sports.

Le plus grand défi que l'Université de Moncton aura à relever est la pénurie d'entraîneurs femmes dans son programme. En ce moment, seuls deux entraîneurs mâles sont à temps plein; l'objectif est d'embaucher une femme entraîneur à temps plein d'ici 2006. Les autres entraîneurs sont à temps partiel et sont rémunérés équitablement selon l'échelle de salaire interne de l'université. Moncton ne demande aucun soutien spécifique de la part de SIC dans la poursuite de ses objectifs.

Université de Montréal

The Université de Montréal has a university wide policy of equality for women and believes in equity in all hiring activities. The interuniversity athletics program has no specific equity policy statement. However, since its inception the Université de Montréal athletics department has fully endorsed equity between males and females. Discrimination based on gender, race or for any other reason is unacceptable to the department and is evidenced in its operational practices.

All areas of practice within the athletics department have already achieved equitable standards. All teams and their athletes are treated equitably with modes of travel, meal money, equipment needs, facilities, exhibition competition opportunities and financial awards all provided in an equitable manner. Coaches, regardless of their own gender or the gender of the team they coach are treated equitably in terms of professional development opportunities and salaries received.

The assistant to the director of athletics is responsible for monitoring the department's attainment of equitable practices. In light of the comprehensive demonstration and belief in overall program equity there are no specific examples of equity success stories shared. There are also no challenges to the current equity achievements reported. The Université de Montréal feels that the current CIS policies on equity are sufficient and cite no further assistance requested of CIS regarding gender equity.

Université de Montréal

L'Université de Montréal a une politique générale d'équité envers les femmes qui s'applique à l'université en général et qui prône l'équité en matière d'embauchage. Le programme des sports interuniversitaire n'a pas de politique d'équité spécifique. Toutefois, depuis sa fondation, le service des sports de l'Université de Montréal a toujours préconisé l'équité entre hommes et femmes. Les pratiques discriminatoires, basées sur le sexe, la race ou toute autre raison est inacceptable au sein du service comme le démontre son fonctionnement opérationnel.

Tous les aspects du fonctionnement au sein du service des sports rencontrent déjà les normes d'équité. Toutes les équipes et leurs athlètes sont traités équitablement au niveau du transport, des per diem, des équipements, installations, opportunités de compétition d'exhibition et de prix ou bourses. Les entraîneurs, indépendamment de leur sexe ou de celui de leur équipe, sont traités équitablement en termes d'opportunités de développement professionnel et des salaires perçus.

Le contrôle des objectifs, au niveau de l'équité des sexes, relève de l'adjoint au directeur du service des sports. En raison de la démonstration indiscutable de l'équité générale du programme, il n'existe pas d'exemples spécifiques à partager de victoires atteintes au niveau de l'équité. De la même façon, il n'existe pas non plus de litiges connus face au niveau d'équité actuel. L'Université de Montréal est satisfaite des politiques d'équité actuelles de SIC et ne ressent aucun besoin d'aide supplémentaire de la part de SIC en matière d'équité des sexes.

Mount Allison University

Mount Allison's athletic department has several written statements pertaining to the equitable operation of its athletics program. The first statement includes the departmental policy of gender equity. Further to gender equity, the athletics program is to represent the interest, needs and current trends of the student population. The policies of the athletics department were approved by Mount Allison University's senior administration in the fall of 2003. As an institution, it is noted that Mount Allison University is reported to have employment equity statements as well.

Mount Allison states that it is very aware of its responsibility towards both genders and the practices of department demonstrate that responsibility. Both male and female genders receive the same meal money, practice times, marketing and promotional efforts, exhibition competition opportunities. The equipment needs of every team are provided dependent on the unique needs of each sport. Facility developments and financial awards are reported to be handled in a manner that is sensitive to gender equity. Coaches are predominantly part-time, all of whom are paid equitably. The exception is the single full-time coach on staff. The professional development opportunities available to staff including coaches are the same regardless of gender.

In 1998 the realization was made that males were receiving nearly 75% of the varsity athletics budget. At the time, the student population was made up of 62% female students. In keeping with the University and the Athletics Department agreement to provide opportunities that reflect the appropriate representation of the student population, changes were required. The difficult decision was made to discontinue the men's hockey team and reallocate the funds to the provision of opportunities for female students. This was a decision that although very challenging was ultimately seen to be the appropriate decision.

Mount Allison's athletic department believes that the CIS must play a role in establishing a time frame for the fair distribution of financial awards. In order to effectively achieve equity in the area of financial award allocation, a time frame and penalties are needed. The denial of membership for non-compliance is an example of a measure that Mount Allison reports as required if real progress toward the equitable allocation of financial awards is to occur.

University of New Brunswick

The University of New Brunswick has several statements and commitments pertaining to gender equity on its campus. In addition to statements encouraging an environment free of sexual harassment, objectionable or disrespectful conduct UNB has also made a commitment to the use of special measures to increase the representation of women and other groups who have been disadvantaged in employment. These institutional statements complement the comprehensive equity statement approved by Faculty Council for the Athletics department itself, which states that no one within the department shall be treated differently because of their gender.

UNB is working toward several broad equity goals within the practices of the athletic department. These goals include equity within the administration of the program, the treatment of athletes and in the quality of the athletic experience. The UNB program realizes the realities that temper the ability to achieve those goals without continued effort and commitment. Within the areas of equitable practices demonstrated within the program only equity within the area of financial awards has yet to be achieved and is cited as an immediate goal for the program.

Detailed key action steps support the attainments of the overall equitable goals of the athletics program. With the development of these key action steps and the monitoring of progress toward equity goals by the Intercollegiate Athletic Advisory Board which meets twice per year, UNB has been able to accomplish one of their equity successes. In an effort to maintain gender equity in the administration of the Intercollegiate Athletics program one of the key steps included the need to achieve equity within the bidding of AUS and CIS championships. After hosting the CIS men's hockey championships, UNB's next bid was for a women's sport. They were successful in securing the 2006 women's basketball championships.

As it was the only demonstration of equity not reported as already achieved by the Varsity Reds Athletics program it is not surprising that the area of financial awards for women's sport is currently the greatest challenge in its pursuit of equitable practices. Because financial awards are fundraised and are not funded out of the program's operating budget it is a challenge to raise the funds needed from groups such as the alumni of women's sport. At the present time awarding non-designated funds to women's sports compensates for the imbalance.

The University of New Brunswick athletics program wishes to see CIS promote women's sport at the same level as men's sport in ways such as addressing the imbalance of television coverage between the genders in the coverage of hockey and basketball in particular. It is UNB's belief that following the lead of CIS, equal marketing between the genders will filter down to the individual universities who are trying to do this on their own campuses.

Nipissing University

Nipissing University does have a written equity policy that governs equitable practices on campus. The policy does not include the employment of an equity officer or such a position. The athletic department at Nipissing University does not currently have an equity statement of its own. Following this national investigation, the athletic department is considering developing such a statement, perhaps to be included within its mission statement.

The athletics department reports that all teams and athletes are treated the same in the practices of the department. An example of the equitable treatment of student athletes is that all teams are treated equally when traveling for competitions Nipissing does not offer athletic financial awards so it is not an applicable equity measure for the department. Nipissing states that it strives to be equitable in all opportunities it offers to its student-athletes.

University of Ottawa

The University of Ottawa completed an equity review process in 1995 at which time twenty-two recommendations were made and subsequently implemented to address gender equity and access to opportunities for female students at the University of Ottawa. The equitable strategic plans, budgeting process and human resource policies of the Athletics Department are overseen by the Sports Services Executive Committee

The University of Ottawa has been successful in achieving equitable demonstration of practices in the areas of team travel, athlete meal money, practice times, facility developments, equipment needs, exhibition competitions, professional development opportunities for staff, coaches' salaries, and financial awards. Only the area of marketing and promotional activities was listed as an area for improvement. The external support, media coverage, alumni support and spectators at women's sport are still less than those of men's sport. The need to find a different approach to effectively market women's sport (to corporate, alumni and local communities) is addressed as a goal of the department.

The involvement of an independent task force and support the university's senior administration in the 1994/95 review of the athletics program was an important aspect of experiencing success in achieving more equitable offerings. The process forced the department to make difficult changes to its program in light of a student population that was nearly 60% female at the time. The changes made did not come without equally significant challenges. The major changes made, particularly to football and men's hockey programs affected coaches, alumni and student-athletes during the four to six years of change. The changes resulted in some unhappy alumni and the rebuilding of those relationships continues to take time. Maintaining communication with all identified stakeholders was a critical aspect in managing the challenges that came with the changes made to the program offerings at the University of Ottawa.

The perceived place for CIS' involvement in gender equity is in providing assistance to institutions trying to secure external support for women's programs. The external support for is needed to increase the community involvement in areas including – alumni donations, corporate supporters, spectators, media coverage. Leadership at the national CIS level is needed in order to find new, non-traditional ways to market women's sport in Canada. CIS is also needed in the development of women's sport in Canada. Development of women's sport includes finding ways to promote CIS sport as a viable competitive option to our top Canadian female athletes in order to keep our best talent in Canada. This may include increased marketing of sport participation and scholarship opportunities to female high school and club athletes in Canada.

University of Prince Edward Island

The University of Prince Edward Island does not currently have any reported equity statements at either the institutional or athletics department level. As an athletics department, the principle of providing participation opportunities relative to the population of male and female students attending UPEI is followed. The current practices of the department regarding equity have been in place for several years and the provision of equitable participation opportunities is reviewed on an annual basis by the University Vice-President responsible for overseeing the Athletics Department.

The goals of the Athletics Department have been to provide the appropriate level of participation opportunities for its students. With that objective achieved the goal is to now maintain the standard achieved. The next goal identified by the Athletics Department is to focus on a review of the operational funding model for the department and work towards complete equity among male and female's sports at UPEI.

A challenge exists within the area of the equitable provision of athletic financial awards. Funds for financial awards are generated by individual programs through donations and fund-raising and no funds come from the athletics department base budget. As a result of the external source of the funds used for awards this is an area that requires review and further effort toward achieving equity.

The University of Prince Edward Island wishes to complete the process of collecting the data on the state of equitable practices at CIS member institutions. UPEI would then ask for CIS to develop further policy pertaining to equity for CIS.

Université Quebec a Montreal

Université Quebec a Montreal (UQAM) and its Athletics department collectively abide by Quebec provincial legislation on work and salary equity. Additionally, UQAM has a university policy of work accessibility for women and a charter of rights and responsibilities for students at UQAM. These overall university policies provide the basis for equitable decision making for the entire university including the athletics department. Due to the influence of these global university policies the athletics department has not perceived a need to create additional, department specific policies or statements.

UQAM believes in demonstrating its equitable beliefs through its practices and reports equity in all of the identified areas of practice. Modes of team travel, student-athlete meal money, practice times, marketing and promotional activities, the equipment needs, and coaches' salaries are all reported to be the same for both genders. Exhibition event and the professional development activities of coaches are based on the requests of the respective teams or coaches and decisions are made that ensure each request is handled equitably. The equitable development of facilities at UQAM was not reported as applicable at this time. Equal numbers of financial awards are provided to both males and females with female student-athletes currently receiving more academic awards than male student athletes in the same proportion that female students outnumber male students. UQAM is considering decreasing the number of academic awards while increasing the number of athletic awards to compensate for the current situation and create equity between the genders.

UQAM attributes its ability to be successful in achieving equity within its Athletics Department to the fact that equity is a part of the departments' basic philosophy. The values that are a part of the entire university environment make it impossible to act otherwise. The absence of a football program is a possible reason UQAM reports that it feels it may be easier for their department to achieve equity than other institutions. UQAM believes that equity can and should be achieved in sports where women have an opportunity to play under the same conditions as men. For UQAM, equity does not necessarily equate to equality. UQAM states that it faces its challenges by attempting to be equitable by maintaining an equal number of opportunities for both female and male student-athletes.

UQAM reports that it does not believe CIS should have a role in how individual universities and their athletics departments manage their activities. UQAM cites instances where university programs are dominated by males and it would be virtually impossible and in fact unfair, to dictate equity within those programs.

Université du Québec a Trois Rivières

The athletic department of UQTR does not have an equity policy specific to the operations of the Sport Services Department. In 1984, decision was made by senior administration of the university to begin a men's hockey program that included a full-time head coach and a significant portion of the Sport Services Department's budget went into this program. The directive given to the Sport Services Department focused their attention on this program with other sports being supported to a much lesser extent. Those sports beyond men's hockey were initiated by the student population and were added when the Sport Services department felt all of the pieces including relationships with the regional sport associations, financial resources and competitiveness of the new team were all in place. These factors influence the addition of new sport programs more than a specific equity policy do. All strategic decisions made by the Director of Sport Services have to be approved by a Vice-Rector responsible for all physical and sport activities.

As far as the equitable practices of the programs are concerned, the budgets of teams at UQTR vary depending on their respective needs. The number of male to female programs is reported to be equitable and the number of males to females competing in varsity sports is believed to be nearly equitable. Student athletes are given equitable per diems and travel to and from competitions in the same manner. The department funds its teams equitably by providing a small non-conference competition budget for each team, provision of uniforms and sport specific equipment as needed and equitable access to practice facilities. The department believes they "practice equity in terms of opportunities offered in the context of the viability of programs and of the option use of our available human and financial resources."

A challenge facing UQTR is that there are only two full-time positions within the athletics department, the coordinator of the athletics program who also coaches men's soccer and the men's hockey coach. Beyond that the coaches are hired on an honorarium basis. None of the current head coaches at UQTR are female. UQTR has stated that there were female applicants have not been equally qualified as their male counterparts and that the department would favour the hiring of a female if they had equal qualifications to a male counterpart.

Ongoing equity goals for the Sport Services Department continue to be: 1) to maintain and initiate sport programs that are viable in the Quebec context of student sports for a small university such as UQTR; 2) make optimal use of the limited budget that is available for the varsity program and 3) provide equal opportunities for both male and female student athletes to sports that meet the previously described criteria.

UQTR is of the opinion that despite not having a formal policy on equity for its sport programs they are not lacking in the area of providing an equitable experience for students and that the senior administration of the university trust the departments management of the program. The Sport Services Department regularly evaluates its programs to ensure it is meeting the needs of its students of which 63% are female. UQTR does not request any further assistance from CIS and hopes that CIS does not impose policies that base equity strictly on numbers.

Queen's University

Queen's University has a comprehensive equity mandate including the existence of a university advisor on equity whose responsibility it is to work with other university groups and departments throughout the university. As an Athletics Department, Queen's is guided by the principles and values of equity and equality included in its mission statement. The equity and equality principle states that "it is imperative that the needs and aspirations of all student-athletes be addressed by the breadth and scope of the program. UCA (University Council on Athletics) program participants must be considered equally in the decision making process, through progressive action, program development and program delivery." These beliefs are then demonstrated in the practices of the athletics department.

Queen's Athletic Department operates with a nearly 50/50 split between financial support for and the participation opportunities available to each gender. In addition, athletes receive equitable modes of transportation for travel, meal money, practice times, equipment, exhibition competitions, and facilities. Financial awards are provided in equal envelopes between male and female teams. The equity among coaches salaries are not commented on but professional development opportunities for staff members including coaches are the same. Marketing and promotional activities may vary between sports but are the same for sports with teams from both genders participating (ex. Basketball).

In order to facilitate the accomplishment of many of the equitable practices it has already achieved Queen's University has implemented several strategies that contribute to its successes. The creation of the "Women's Golden Awards", funded from student-athlete dollars, help to ensure equal envelopes of financial awards are available. Also contributing to the success of the program are the annual reviews of the programs' participation opportunities, goals, objectives and achievements in all areas.

In helping to overcome the challenges it faces as a department, Queen's shared several tactics that it has found helpful. Asking whether or not the sport offerings of the athletics department fairly represent the gender make-up of the campus provides a guideline toward equity objectives. The on-going tracking of statistical information about a department and its equity objectives is also helpful. Administration and coaching staff should be educated about equity and the goals of the department promoted throughout. Using the resources available from other University departments toward establishing and achieving equity goals is a further aid in overcoming challenges in obtaining equity in departments' practices. In seeking assistance from the CIS, Queen's University asks that CIS continue to promote the concept of equitable gender participation first at a national and then individual institutional level.

University of Regina

Currently the University of Regina and its Athletics Department do not have any formal written policies regarding gender equity. The approval of budgets and the practices of the department are managed by the Dean of Kinesiology and Health Studies who then reports to the VP Academic of the University where ultimately the equitable practices of the organization are monitored. The athletics department at the University of Regina adheres to the gender equity objective stated in the Canada West constitution as a guiding principle.

For the most part, the University of Regina is achieving equitable demonstration in its programs' activities. The noted areas of exception include that equitable exhibition events are possible given the equal amounts of base funding given to teams however; an individual team's ability to generate funds may skew the equality of exhibition events teams participate in. In addition, the area of financial awards is not clearly equitable. Financial awards offered through the university are funded providing equal opportunities for both genders. Men's teams tend to be able to generate more funds externally for awards but female athletes are more often eligible for awards with an academic requirement. These two situations are currently resulting in an approximately even distribution of financial awards.

An important gender success story shared by the University of Regina was the gradual implementation of a full-time women's hockey coach. In order to alleviate the demands of adding a full-time position all at once, the University of Regina set a goal of increasing funding over a number of years until a full-time position was achieved. This was a challenge but to phase in the newly incurred costs was the successful solution to the challenge of adding full-time positions in a newly added women's sport.

The University of Regina sees CIS providing advice and sharing of information regarding important equity issues. This includes the sharing of best practices in the areas of fundraising for financial awards, achieving full-time coaching positions for women's sport, successful equity statements and any other relevant information to the issues of gender equity in Canadian Interuniversity Sport. Information sharing and watching tracking the progress toward equitable practices is a role that should be played before sanctions are discussed by CIS.

Royal Military College

Operating under the Department of National Defense, Royal Military College and its Athletic Department follow the overarching principles of the Canadian Human Rights Act when dealing with matters pertaining to equity and equality. RMC is unlike many other Canadian Universities in its disproportionate enrolment of males to females. As a result, participant opportunities are provided based on the student population. The provision of competition opportunities (as of 2004/05) was 61% male athletes and 39% female athletes with a student population of approximately 77% males and 23% females. This distribution of participation opportunities is approved by the Commandant of the RMC and RMC's University president. It was approved in 2002 and is reviewed annually by an advisory council.

Despite the disparity in the participation opportunities RMC's Athletics Department does treat its teams equitably regardless of gender. Each of the specific areas of interest in demonstrated equity is already stated as achieved at RMC. These areas include the equitable treatment of athletes regarding modes of travel, meal money, practice times, equipment and facility needs, exhibition competitions and the provision of financial awards. Coaches are also treated equitably in the salaries and professional development opportunities that they are eligible to receive.

A unique challenge that faces RMC is to provide the enough varsity opportunities for its male students. Currently with the opportunities provided only 14% of male students participate as varsity athletes compared to 31% of female students who are varsity athletes. As a result, RMC is applying to join OUA men's rugby competitions in the fall of 2005 to increase the number of varsity athlete opportunities.

RMC requests that the CIS develop a clear stance on what it considers equitable practices among its membership to be. For example, asking whether equity is truly demonstrated by total participant opportunities provided, opportunities relative to student body population or by the available bursary dollars per gender? RMC believes that an enforceable monitoring and adherence policy for all institutions can and should then be put in place if the issue of gender equity is to be considered truly meaningful.

Ryerson University

Ryerson University has a six-part statement that sets the overall tone for the equitable practices of its campus. The statements are far reaching and action oriented. The statements include employment equity plans, awareness raising and compliance for internal policies and collective agreements. Within the Ryerson Athletics Department, equity and gender balance are mentioned as a guiding principle of the department. The Athletics Departments' principals have been in place for five years and are reviewed on an annual basis by the Athletic Director and the Vice President of Student Affairs and Administration.

As reported by Ryerson's athletic department, they have already achieved equitable practices in most of the identified areas including modes of team travel, athlete meal money, practice times, equipment needs, exhibition events and coaching salaries. However Ryerson did identify a few areas they are striving for improvement in. Equitable demonstration in marketing and promotional activities are identified as an immediate equity goal; the professional development activities for staff including coaches as a medium range goal and facility development as a long range equity goal. In addition, a goal of increasing the overall amount of funding in the already equitable allocation of financial awards is a long range goal of the athletic department.

Among Ryerson's equity successes are the equal envelopes of money for men's and women's teams with respect to operating and awards budgets. A student and faculty committee approves the departments' budget which is then sent on for final approval by the Vice President of Student Affairs and Administrations. The student and faculty committee has a gender equity mandate which supports the equal allocation of funds in the athletic departments operating budget.

Admittedly, Ryerson does face equity challenges. The Athletic Department maintains an equitable number of opportunities by gender but to the sport opportunities are not equivalent. Ryerson currently offers women's figure skating to counter its men's hockey program. The budgets for these two teams are quite different by the nature of their needs. To achieve equity in terms of sport offerings, Ryerson could be faced with the decision of adding women's hockey or removing men's hockey from the sport offerings of the school. In the face of that decision Ryerson states that they would have to make a difficult choice of dropping the men's hockey program rather than adding a women's team. In dealing with the equity challenges being faced Ryerson requests that the monitoring and dealing with compliance issues is an area that the CIS could be of assistance in.

Saint Mary's University

Saint Mary's University's Athletic Department has no formal written policy on gender equity but through its philosophy and operations the department embraces gender equity. No university wide statements were cited but in the Athletics department it is understood that the female student population at Saint Mary's University will have the opportunity to compete at varsity sport levels with comparable budgets and support to that of male students. With eight varsity women's teams and 162 of 300 sport opportunities available to women, opportunities are representative of Saint Mary's 54% female population. Saint Mary's University strives to treat all student athletes equally.

Beyond competition opportunities Saint Mary's Athletic Department's practices are such that the same modes of transportation are used, practice times are scheduled at the availability of coaches and athletes, exhibition competition opportunities are available equally to all and the equipment needs of each team are funded based on the requirements of the team and are a part of each team's operational budget. Marketing and promotional activities are done predominantly at a department level and therefore represent all teams; very little individual sport marketing is done outside of championship competitions.

Coaches' salaries, with the exception of the men's football coach, are comparable and compensation is based on the length of service at Saint Mary's university. Financial awards allocations are made upon the recommendation of coaches in accordance with the regulations of CIS and AUS pertaining to financial awards. In accordance with regulations there are examples of some women's teams such as basketball and volleyball receiving large amounts of athletic financial assistance.

No further specific success stories or challenges faced by the Athletics Department were cited. No requests for additional assistance from CIS in pursuit of equitable treatment of student athletes were made.

St. Francis Xavier University

As a university, St. Francis Xavier follows a policy of employment equity and does not discriminate in its hiring practices. It is the policy of the university to provide equal opportunity for all qualified employees and applicants. Despite not having an equity policy directly pertaining to the practices of the Athletic Department, St. Francis Xavier athletics does follow the equity guidelines stated by the university as a whole as well as the policies of Atlantic University Sport. Both the university's and AUS' policies are reported to be reflected in the practices of the Athletic Department.

St. Francis Xavier's Athletic Department feels that male and female teams are currently "on an even playing field" when it comes to equity issues. The modes of transportation teams used, allocation of student-athlete meal money, practice times, equipment needs, exhibition events, facility development and the allotment of financial awards available are the same for both male and female teams. Coaches are treated equitably regardless of gender receiving payment on the same pay scale and equal access to professional development opportunities. Only in the area of marketing and promotional activities for events were any differences noted. When promoting the overall Athletics Department, both male and female teams are promoted equally. However when it comes to individual game promotion there is more promotion associated with men's competition than the women's.

In addressing one of the areas that St. Francis Xavier identified as providing a challenge to equitable practices, the Athletics Department would appreciate further assistance from the CIS in determining how to advertise and promote varsity games involving both male and female teams. As an institution, St. Francis Xavier is experiencing that fans tend to only want to attend men's games and despite a desire to increase attendance at its women's competitions they have struggled to find a way to do so.

St. Thomas University

St. Thomas University is a small, undergraduate, liberal arts university that currently has a student enrollment comprised of 70% women. As a result, the university is sensitive to women's issues and strives to be equitable in its practices. The equitable treatment of all students is addressed in the university's mission statement which includes the statement: "We seek to provide a learning and working atmosphere that is free of discrimination, injustice, and violence, and that is responsive, understanding, open, and fair." At this time the Athletics Department does not have an overarching set of goals or statements pertaining to equity. However, the department is beginning a review of the goals and core areas of the Athletics Department. This review will include the identification of equity goals that the department wishes to accomplish.

St. Thomas University offers men's and women's hockey teams. The men's team has been operating at St. Thomas for almost thirty-five years and the women's team for just five. The equitable practices of the department are commented on as they relate to the Department's informal goal of achieving equity between the two teams as quickly as possible. St. Thomas University identifies that part of its overall equity goal is that each team be equally competitive within their respective leagues.

In the pursuit of the equitable provision of its hockey teams, St. Thomas University reports to have made many advances but acknowledges that much work remains before true equity can be achieved. At this time, St. Thomas provides its male and female athletes with the same modes of team travel and student-athlete meal monies. The upcoming review of the Athletics Department will address other aspects of the program's operations in determining whether the current practices are already equitable or if they are future goals for the department.

St. Thomas University does not have its own ice hockey rink and as a result practice times and the use of locker room and storage facilities are restricted. It is a long-range goal to provide equal opportunities in these areas for both teams. St. Thomas acknowledges that it is challenging to build a women's hockey program that has only been around for a few short years compared to the much longer history of the men's hockey team. In helping to face its current challenges and achieve its long range goals, St. Thomas University is interested in concrete examples of how institutions have achieved their own equity success stories.

University of Saskatchewan

The University of Saskatchewan does have equity statements that apply to the entire university campus including the College of Kinesiology and its College Management committee which the Athletics Department reports to. In 2002, the athletic department created a position paper on gender equity which was updated in 2005. The position paper on gender equity discusses the history of the department, the statements and policies it follows as a part of the University of Saskatchewan and member of the Canada West Regional Association and Canadian Interuniversity Sport. As well, the paper provides an overview of the operation of the Athletics Department with a view to the equitable treatment of both genders. As a department, most statements refer to its athletes simply as student athletes which assume that there is no difference in the treatment of male and female student athletes.

The current goals are to strive for equity among all fifteen teams. Equitable practices are demonstrated in the areas of modes of team travel, student athlete meal money, practice times, and facilities. Coaches, with the exception of hockey where the women's coach is part-time versus the men's coach being full-time, are treated equitably in their salary and professional development opportunities by gender but there are differences among the full-time and part-time head coaches. The equipment budgets of teams of the same sport are the same except for hockey but both teams are equipped with the same quality of equipment. Finally marketing and promotional activities differ between the sports but there is equity within the same competitive formats. The exception being that more resources are spent on advertising and promoting men's hockey over women's because the potential return on the investment of marketing dollars in the men's games is significantly greater than the women's.

The challenges facing the University of Saskatchewan include the scarcity of financial resources needed to address some of the current equity imbalances immediately such as not having a full-time women's hockey coach. The inability to address the situation without having to cut programs is a challenge. In addition, those factors external to the department such as the imbalance in media coverage and the strong history of male alumni with great affinity to their team and sport results in inequitable external contributions. The result is that despite base funding from the department to teams for exhibition event and financial awards being equitable, individual teams' ability to fundraise externally and each team's choices of where to spend fundraised dollars can result in inequities between teams and genders.

Successes at the University of Saskatchewan include the addition of two women's program achieving equity in all sports except football. Further to the addition of teams, the equal distribution of resources for facilities, personnel and funding is assumed and required of the department. The management of both successes and challenges in the department are the responsibility of the athletic director with input from all members of the athletics program.

The University of Saskatchewan requests that CIS use the information generated in a review such as this to draw attention to the overall issue of gender equity beyond the area of financial awards alone. The University of Saskatchewan would like to see further discussion and clarification on the definition of equity as interpreted by CIS and whether or not equity in the CIS means the spending of identical dollars on teams regardless on how the money is used.

Simon Fraser University

Simon Fraser University has two overarching policies governing equitable practices on its campus: the Human Rights policy and the Employment Equity policy. The athletic department does not have an equity statement exclusive to the department. The Athletics Department strives to practice the principles of the university's policies in its decision making and operating procedures of its programs.

In the areas pertaining to the demonstration of equitable practices Simon Fraser University reports that equity has been achieved but ultimately the practices of individual teams depend on the decisions of each coach. For example, modes of team travel, student athlete meal money, equipment needs, scheduling of exhibition events, and the professional development activities are equitable but the decisions of how to manage the resources available are at the discretion of the coach of each respective team. Marketing and promotional activities do differ depending on the marketability, not necessarily gender, of the sports. Finally, financial awards are equitable to an extent but additional funds generated by coaches may result in inequities among the different teams.

Simon Fraser University had neither success stories nor challenges to share with the membership. Nor did SFU have any further thoughts on the role of CIS in any future assistance that could be provided to member institutions in the area of gender equity.

Université de Sherbrooke

The administration of the University of Sherbrooke adopted a Policy on Access to Equality in 1993. The Policy outlines equality policies in the overall practices of the university in general and the hiring practices in particular. Rather than creating another set of policies for its department specifically, Athletics follows the Policy as outlined for the entire campus. The Athletics department uses the policy in the hiring of part-time personnel and through these policies the department believes to have achieved fair representation of women in all their programs.

The University of Sherbrooke reports that they do not discriminate among their athletes. The Athletic Department states that they provide the same type of support and services to each of their female and male athletes. The department reports a current goal is to address the imbalance in participant opportunities that was created by the addition of men's football. The provision of men's football broke the balance that had previously existed between women and men's sports in the department.

Although equality has not been specifically promoted, the department states that it strives to achieve an overall goal of equity and equality in its practices. A recent demonstration of equity shared by the department was in its equitable distribution of its athletic financial awards. The Director and Assistant Director of Athletics monitor the overall practices of the department and subsequently its equity and equality practices. In the recent evaluations of the Department and its sport offerings equity and equality were reported to have been considered.

The University of Sherbrooke identified several challenges it believes to exist in the successful establishment and implementation of equity goals and practices. Investing the necessary time and energy needed to ensure that goals are reached is an identified challenge of the department. The time and energy demands impact financial and human resources to the point that it is a challenge to complete the systematic evaluations required for the implementation of necessary changes. Further to these challenges Sherbrooke also identifies that achieving equity within the varsity programs is complex when facing established patterns and values. Lastly, the Department acknowledges that ensuring that all of the key players understand and support the changes needed when implementing equitable practices is challenging.

The Athletics Department at the University of Sherbrooke have identified some particular areas that they believe CIS could provide further assistance with. Sherbrooke sees value in the provision of further training on the issues of gender equity and equality. Sherbrooke also acknowledged that they could benefit from the provision of tools that would facilitate implementation of equitable practices more easily. The department also identified that assistance in the implementation and monitoring of strategies used to achieve equity goals are desired. And finally, Sherbrooke sees value in universities continuing to share their successful practices and initiatives with others.

University of Toronto

The University of Toronto and its Athletics Department have a number of different official policies, statements and reports that have been created over time to address equity issues on campus and within the Athletics Department specifically. The University of Toronto has an overall equity statement that builds upon “our commitment to excellence, equity and outreach through five key priority objectives” and includes equity and diversity among its five key priority objectives. The university also provides an equity issues office that provides resources and assistance for campus departments seeking information on equity issues. The athletic department lists utilizing the expertise and resources of campus groups such as the equity issues office among its best equity practices.

In 1994, the Department of Athletics and Recreation took part in a gender equity task force report that resulted in many recommendations that have driven equity policy development for the department. The Faculty of Physical Education and Health, of which the Department of Athletics and Recreation is a part of, also has a statement outlining its commitment to equity and inclusiveness. The University of Toronto provides many examples of the proactive programs and measures that have been taken at a faculty and department level to achieve equitable practices within the Athletics Department.

As a result of the Athletics Department’s policy of providing equal envelopes of funding for both men’s and women’s intercollegiate programs, the operations of teams are managed equitably. Areas of the department’s practices said to have already achieved equitable status and not currently posing a challenge include modes of team travel, prime practice times, marketing and promotional activities, equipment needs, professional development activities for staff, facility developments, coaching salaries and financial salaries. Despite equitable practices being achieved the University of Toronto’s Athletic Department does experience on-going challenges within some of the department’s practices.

A challenge reported is the balancing of the alumni financial support and fundraising assistance provided to both men’s and women’s teams. For example, exhibition competitions are funded through donations, endowments and team fundraising so the opportunities available to each team will vary dependent on the funds raised. The goal of the department is to balance the donation dollars received between men’s and women’s teams.

Creating recruitment strategies to attract female coaches and finding the resources to fund additional full-time female coaching positions is also challenging. The hiring of additional female staff members is complicated by the need for flexibility in staffing roles and responsibilities needed including coaching, administration, teaching or a combination of these responsibilities. In spite of these challenges the Athletics Department has achieved successes in the hiring practices of the department. These practices have resulted in 35% of head coaches and 30% of all part-time coaches being women. Successes were attainable because when hiring a coach for a female team every effort is made to find an outstanding female candidate. If a male coach is recommended clear documentation of the efforts to find a female candidate and a comparison versus the recommended candidate must be included. The successful equitable practices of the department are believed to be attributed to first identifying gender equity as a priority and then allocating human and financial resources toward the achievement of success in equitable practices.

Trent University

Trent University has overall principles relating to equity for all people involved in activities at the university. A specific statement relevant to employment states the specific invitation for applications from minority groups including women. Trent University is currently undergoing a review of such statements. The Athletics Department abides by the principle that as a department it strives for participation in all events that is equal to the demographics of the University population. The overall objective is to offer programs that are strategically directed to ensure participation and reflection of the demographics of the campus. At Trent University this means achieving 65% of opportunities for female students. The Athletics Department, along with the department of Student Affairs, revisits the equity statements and policies of the department every two years.

The operations of the Athletics Department at Trent University are reported to be equitable. Team modes of travel, practice times, promotional activities, equipment and exhibition events are offered in an equitable manner. Financial awards, albeit a limited number, are offered equitably between the genders. Coaches are offered the same professional development activities and are compensated based on merit which currently results in more money being dedicated to female coaches. The area of facility development is influenced by the strategic decisions based on meeting the needs of the student population.

Further to the examples of demonstrated equity observed within the Athletics Department, the department has established additional goals. A target of achieving 50% female representation among the coaching staff exists. In line with the realities of the composition of its student population, Trent University's athletics department has set a goal that a minimum of 50% of all varsity athletes must be women. This objective is the major determinant in evaluating existing or developing new varsity sports. These equity goals are reviewed by the Athletic Director and the Senior Director of Student Affairs.

No further examples of successes or challenges are shared by Trent University at this time. The Athletics Department is pleased with its current position regarding gender equity and requests no further involvement from the CIS at this time.

Trinity Western University

Trinity Western University has a comprehensive overall institutional Responsibility of Membership statement which outlines the conduct expectations of all members of the Trinity Western University community. This statement provides the guiding principles under which the Athletics Department operates. The athletic director ensures that each team within the Athletics Department, whether male or female, is treated equally. The athletic director monitors this equitable treatment on an annual basis which was last completed for the 2004/05 competitive season.

Trinity Western's Athletics Department has achieved equitable distribution of scholarship monies and operating budgets between male and female programs. The result is that Trinity Western University Athletics Department currently operates with equitable modes of team travel, meal monies, marketing and promotional activities, equipment needs and exhibition event opportunities between its teams. Trinity Western University also maintains a goal of ensuring that all coaching staff is financially compensated on the same pay scale and equal professional development opportunities. The only differences in pay being dependent upon degree(s) held and the level of experience or qualification. It is an on-going goal of the department to maintain the current practices therefore maintaining the demonstrated equity within the department.

No additional successes stories or challenges are shared by Trinity Western University. As well, no further information or assistance of CIS regarding gender equity is requested.

University of Victoria

The Athletics Department has an operational policy of equality between men's and women's teams at its two highest tiers. The University of Victoria does not have a stated equity policy exclusive to the department. Governed by the University of Victoria's policy of inclusivity and diversity, the University of Victoria believes in striving to not only be equitable on an ongoing basis but also to be leaders in equity.

In the pursuit of the goal of on-going equity in the delivery of its programs the University of Victoria reports that it has achieved equity in all identified areas. This includes team and athlete needs such as modes of team travel, athlete meal money, prime practice times, marketing and promotion, equipment needs, exhibition events, facility developments, and financial awards. Equity is also reported in coaching salaries and professional development opportunities for the department's staff members.

The University of Victoria did not identify any specific areas of challenge currently facing the department stating they were not applicable. The University of Victoria believes that gender equity is inherent in all that they do and in all decisions made not only within the athletics department but also throughout the university. As such, the University of Victoria reports that its success is that the Athletics Department has achieved far-reaching and inherent equity in practice rather than in statement.

The University of Victoria did not identify any required or desired assistance from CIS level stating that the University of Victoria is "capable of ensuring this important principle on our own."

University of Waterloo

The University of Waterloo has a strong set of statements addressing the principle of equity in the workplace which are to apply to, and be the cornerstone of, each university department. The Athletics Department does not have specific equity standards or targets but rather follow the general principles of the university's statements. The Athletics' Department at the University of Waterloo does not currently have a set of equity statements. A review of mission, value and principle statements will be undertaken this spring at which time the intention is to include a statement of equitable practices and approaches. The issues surrounding gender equity are reported to be ever present and important in light of the greater presence of females than males on the Waterloo campus.

The Athletics Department has been operating with principles of equity in its overall operations. The University of Waterloo is demonstrating equitable practices in modes of team travel, athlete meal money, practice times, equipment needs, exhibition events, professional development opportunities, facility developments, and coaching salaries. The Athletic Department is also equitable in its allocating of non-financial award recognition and among the representation of its teams. Marketing and promotion activities is an area where Waterloo does not feel equity has been fully achieved. In addition, in the area of financial awards Waterloo has been able to achieve equitable allocation of its awards but not its bursaries.

Among the successful improvements to the equitable practices of the athletics department at the University of Waterloo are significant renovations and additions to women's facilities, the addition of women's golf to the program offerings and the upgrading of two female coaches' salaries and workloads. The Athletics Department created a Women's Sport Initiatives fund from a collective ask of female alumni. The fund is used for the enhancement of women's sport in a variety of ways. These successful changes were reviewed and supported by the Associate Provost, Student Services as the immediate supervisor of the Athletic Director.

Challenges facing the University of Waterloo were shared. Among the challenges reported is the inability to hire female coaches despite efforts to do so. In addition, attracting spectators and sponsors specifically to women's sports has not been as successful as the Athletics Department would like. Another identified continues to be finding the balance between the unique needs and operating demands of each sport versus the need to uphold equitable practices throughout the Athletics Department.

The University of Waterloo sees a number of key roles CIS can play in on-going gender equity discussions including the sharing of success stories that demonstrate what could be done at other institutions as well as creating a forum for the exchange of ideas among member institutions. It is also desired that CIS play an advocacy and leadership role in raising the profile of women's sport by striving for greater support of women's sport from media, sponsorship, and marketing efforts. Finally, the continued effort to maintain equitable representation and committee membership at CIS level will afford opportunities for women in administration of the league.

University of Western Ontario

The University of Western Ontario's statements regarding equity on its campus are related to employment equity practices and the desire to take appropriate steps to ensure equitable working conditions and hiring practices. Specific to the Athletics Department, Western Ontario implemented a guiding principle which included the advancement of gender equity. The statement of guiding principles was the basis of revisions to the Western Ontario sport model made in 2002 and is set to be revised again in 2005/06.

The practices of Western Ontario result in the demonstration of equity among the normal modes of team travel, the provision of student-athlete meal money from the department's budget, practice times, and professional development opportunities. Equipment needs are based on the budget needs of each team but between genders, the budgets are very similar. Coaching salaries are distributed fairly within the limitations of the university salary structure with differences existing between part-time and full-time coaches. When all thirty-eight Ontario University Athletics (OUA) sports are included, financial awards allocation achieves OUA compliance standards. The marketing and promotional activities of the department are limited to certain revenue generating sports within the department. If a sport is deemed to be within the group then the treatment between genders is equitable. The equitable development of facilities is an identified equity goal for the department.

Western Ontario's Athletic department believes that the key to the reviewing of its equitable goals is the Sports Assessment; its next review is scheduled for 2005/06. A further measure of the success of equitable practices are the equal sport offerings of 19 men's and 19 women's teams at the varsity level. In contrast the challenge facing Western Ontario is to determine the appropriate positioning of their football program. The existence of a football team creates an imbalance in the number of male athletes. The imbalance created by football will be addressed and included in future policies on gender equity for the Western Sports Model.

Western Ontario sees value in CIS facilitating the inclusion of leaders in the field to share their visions, goals, successes and insights into equity within athletics. Western Ontario views the CIS Annual General Meeting as an appropriate venue for the sharing of such information.

Wilfrid Laurier University

Wilfrid Laurier University has a formal, campus wide employment equity policy which includes the existence of an advisory committee. As a department there is no written equity policy. However, the Athletics Department does operate under principles and guidelines that reflect that each team, with the exception of football whose alumni is responsible for some fundraising, is fully funded for league and play-off competitions.

Operating under the above principles the Athletics Department provides full funding of equitable modes of team travel, student athlete meal money, practice times, and basic equipment needs. All teams have equal access to marketing and promotion tools such as the ability to promote their team on the department's website as well as a local radio show that covers all Laurier sports. Funding for exhibition competitions fall outside of the funding principles which focus on league competition so all teams are expected to fundraise themselves for such competitions. Recent facility upgrades have resulted in the equitable provision of locker room and support service facilities. The athlete weight training area was designed to be a comfortable environment for all student athletes, male and female alike, to pursue excellence. Coaches' salaries and professional development opportunities are equitable. The provision of financial awards is a low-priority relative to other ways the department sees to improve the student-athlete experience. However, in the last year the creation of new awards, particularly those for women, have been created.

An example of a successful and proactive program in operation at Wilfrid Laurier is the Mentoring Program for Women Hockey coaches. The current head coach of the women's hockey team is required as per their contract of employment to mentor a female coach toward becoming a head coach in CIS. The program targets young females with CIS and National Team playing experience. The program required a base budget increase to implement and operate and the current plan is to extend the mentorship program to women's soccer by the 2006 season. An on-going challenge with the operation of this program though is that although Hockey Canada sees the program as positive they have not supported the program financially.

A current challenge specific to Wilfrid Laurier is the implementation of a new governance model and committee structure in Athletics and Recreation. Currently the Athletics Department reviews its own progress toward equity goals but that is changing with the new governance model being put into place. The changes that will result from the new model will take time to introduce and develop support from all stakeholders in the process.

Wilfrid Laurier University reports several important areas that the CIS can provide leadership and action regarding equity. The need for CIS to generate a resource of best equity practices of the membership that can be shared is valued. In addition, Wilfrid Laurier sees a need for CIS to lobby National Sport Organizations to support incentive programs to initiate coaching apprenticeship program for women. Wilfrid Laurier also identifies an ongoing need for CIS to promote itself to female high school students as a destination for student-athletes. Laurier also encourages CIS to not limit its discussion and definition of gender equity to financial awards alone but rather to continue to lead the discussion nationally of all aspects of equity.

University of Windsor

The University of Windsor addresses the issue of equity on its campus through the operation of Employment and Education Equity Office which coordinates the implementation of employment, campus accessibility and language equity policies. In addition, the campus' Office of Human Rights implements the University of Windsor's Human Rights policy. As a division of the Faculty of Human Kinetics, Athletics and Recreation Services respects many of the policies set at a faculty level. An equity committee within the faculty reviews and makes policy recommendations to the faculty. The Athletics and Recreational Services Council approved in the 1990s and continues to employ its own divisional policy statement with respect to the preferred hiring of female head coaches of female teams or in the absence of a female head coach, the mandatory presence of female assistant coach(es) with female teams.

Many of the current policies that are in place within the University of Windsor's Athletic and Recreation Services division address areas of demonstrated equity practices. Among the areas that are considered to be equitable, as per its policy are modes of team travel, student athlete meal money, and prime practice times. Coaches' salaries are also equitable as the university pay grid applies to all full-time coaches equally regardless of gender. The area of marketing and promotional activities does not have any divisional policies but the department employs one full-time marketing director for all programs. In addition, nothing is written on equipment needs of the teams but typical budget allocations between men's and women's teams are either identical or marginally different. The current goal for the department is in the area of financial awards where there is a larger pool of funds for males than females. As a division they have also added a goal of having females make up 50% of the complement of full time coaches.

The greatest challenge the University of Windsor recognizes is in fundraising for females teams. Whether it is for awards or other needs, the donor pool for the male teams is generally deeper and richer than that of the women's teams. No further assistance from CIS was requesting in overcoming these challenges.

University of Winnipeg

The University of Winnipeg has completed the first stage of its overall strategic plan for the Athletics Department. This is a comprehensive outline of the vision, values and principles and mission statements for the department. Several statements pertaining to equity and the practices of the department are made throughout the document. This document is shared as an example of the efforts the University of Winnipeg's athletic department is making regarding equity within its department.

The vision of the University of Winnipeg Wesmen is to be recognized and respected as the most competitive athletic program in Canada. Of relevance to the issue of equity, the department feels that it can do this by offering equal opportunities for all student-athletes and belief in the ethical delivery of university sport programs in addition to other. The values and principles that will guide the department's actions toward their vision include a proactive approach to equality, equity and accessibility and the pursuit of excellence. Fair and equitable opportunities are committed to for athletes and coaches regardless of race, sexual orientation, culture or gender.

The mission statement of the department is "to create a positive public image for the University of Winnipeg so that it will be able to attract students, support for its programs and resources". The keys to the successful attainment of the department's mission statement include among others, the equity and equality of experience. The department strives "to assure the needs of program participants are addressed through the decision making processes, progressive action, program development and organizational structure". The University of Winnipeg believes in its role to lead in equitable practices and "to demonstrate to and initiate with sport partners examples and actions and promote in measurable ways the benefits of equity and equality".

York University

As a part of the School of Kinesiology and Health Science, Sport and Recreation, York's Athletics Department adheres to the general philosophy statement of the school: "York University will provide opportunities for both men and women in the pursuit of athletic excellence. There shall be equity in the level of coaching, facilities, competitive opportunities, practice time, uniforms, equipment, and travel allowances for men and women athletes. Although the objectives and criteria for men's and women's sports are the same, each program will be operated separately. In those circumstances where teams exist for male athletes but not for female athletes, special consideration will be given to females who want to participate on those teams. The School will seek to appoint competent men and women in approximate proportions to the general population to carry out the variety of functions necessary at all levels of decision-making." The statement was written in 1986 and was approved by university's Senate and Board of Governors. Every three years Sport York evaluates its overall sport program and its team offerings with one of its guiding principles being to ensure gender equity. As a result, Sport York currently offers 13 women's teams and 11 men's teams

Sport York strives to provide a high quality program for student-athletes and does so believing in fair and equal access to sport regardless of gender. Funding of interuniversity teams are the same for each sport regardless of gender. Additionally, the disbursement of discretionary funds (for example, exhibition team travel) is used as an important means of enhancing female teams' performance. To further develop female coaches and women's interuniversity sport teams York University has created a women's initiative fund.

Recognizing the on-going challenge that exists in trying to hire qualified female coaches York has set several goals toward realizing an increase in the number of female full-time coaches on staff. A coaching fund was developed to enhance part-time coaches salaries and a mid-range plan for the hiring of full-time coaches for key women's programs exists. This plan resulted in York hiring new full-time women's coaches in women's ice hockey, women's field hockey, soccer and extended the women's basketball coaching position from full-time sessional to a full-time 12-month appointment in the last three years. Despite these successes York University continues to see a lack of female applicants for its coaching positions.

The area of financial awards continues to pose some challenges for York University as well. According to York University policy financial awards cannot be established where the recipient is limited to a specific gender. It is possible to create an award in a single gender women's sport where there is no equivalent male gender program. This restriction has made it challenging to create new awards accessible to women only and therefore is slowing the process toward equity in the distribution of financial awards.

Gender equity is, and continues to be, central to the decisions and direction of the interuniversity sport program at York. York University does look to the membership and CIS to share best practices related to women in coaching. Specifically, York University requests information about the packaging of coaching positions to be more enticing to female candidates and success stories of mentoring and coaching development programs that may exist elsewhere in Canada.

Regional Associations' Questionnaire Summaries

Atlantic University Sport

The membership of Atlantic University Sport (AUS) accepts a philosophy of equity in its practices and articulates this philosophy in the statements of the regional association. Atlantic University Sport has an equity statement in its by-laws. Equity and equality are also referred to in the mission statement of the regional association.

AUS reports that its members have worked hard to make their individual programs as equitable as possible. The management council of AUS must consist of male and female representatives and voting rights are equitable. AUS has also implemented equitable practices including the provision of regional championships for all sports regardless of gender and equal representation of men's and women's sport in the promotion of university sport in Atlantic Canada. AUS demonstrates equity in its practices at the national level by hosting and supporting women's CIS national championships.

Canada West

The Canada West Regional Association has a statement within its Constitutional Objectives that states it is “To ensure gender equity and equality of opportunity through progressive action, program development and delivery and Canada West organizational and decision-making process”. In addition, there are several by-laws that refer to the equitable practices of the regional association. Those equitable practices include: as a condition of membership each institution must have a minimum of two teams per gender, all applications of new members must display evidence of a commitment toward gender equity, institutional representation at the General Assembly is equitable with one male and one female representative per university and membership on the sport committee geographical and gender balance are to be considered.

Equity within Canada West is demonstrated in the equitable voting practices and requirements of membership mentioned above. Additionally, competition opportunities equitable with six championships for men, seven for women and three men’s and women’s championships hosted together. The imbalance between sport opportunities is football for men which is offset but the existence of women’s rugby and field hockey. At an individual institutional level, SFU only participates in women’s volleyball and Regina and Manitoba have only women’s soccer. In addition Canada West is equitable in its operation of its web site for the regional association with no visible differences in the presentation on the site between genders or sports. In accordance with the Canada West Awards Policy, all honour awards are gender equitable.

There are several of the suggested areas of equity demonstration that are not currently monitored by Canada West. The marketing of sports as well as communication and promotional programs are handled at an institutional level. Canada West does not have a financial awards policy beyond that of CIS therefore compliance is not tracked by Canada West. Canada West does not currently operate any special initiatives for women or women’s sport. Other than the initial requirements of application for membership to the association there are no provisions for entry to a sport through an equity clause. Basketball is the only sport that as a regional association Canada West has any authority over officials. In basketball specifically Canada West has encouraged the development of women officials and as a result has seen an increase in not only the number but also the quality of officials working in the sport.

Québec Student Sports Federation

The Québec Student Sports Federation (QSSF) does have female representation, although not equal, on both of its University Sector Board and its technical committee of Athletic Directors but there are no specific written requirements as such. There are no by-laws that ensure equal representation but rather representation of each institution is left to each individual member institution to decide who will represent them. The addition of some legislative measures regarding equity is currently being investigated.

The athletic experience of male and female athletes in the QSSF is equitable. QSSF demonstrates equity in its provision of participant opportunities at the regional level. There are an equal number of championships for both male and female participants. Awards and trophies are also distributed equally to student-athletes and coaches regardless of gender. There is no explicit policy on the use of female officials in QSSF competition but the QSSF strongly encourages the respective officials associations to include more female officials in its programming. The allocation of athletic (financial) awards is the sole responsibility of each individual institution and the QSSF does not have any policy governing their awarding.

A challenge facing the QSSF occurs in women's hockey. The provincial hockey association recognizes the CEGEP teams and the college league as its development league. As a result the CEGEP league has grown while the universities have been reduced to just two Quebec Universities who play in the OUA regional association. It is understood that the recognition of the college league is hindering the development of women's university hockey in Quebec.

Ontario University Athletics

Ontario University Athletics (O.U.A.) Regional Association's constitution contains overreaching principles. One of those principles refers to equity. The principle states: "To fairly and equitably address the needs of the O.U.A. members, the institutional representatives, and the student-athletes, through progressive action and program delivery and development, which occur within the O.U.A.'s organizational structures."

The principle of equity is demonstrated in several areas identified within the practices of the regional association. O.U.A. requires that equal envelopes of financial awards are provided for females and males within its members. Honour awards include both female and male Coach of the Year Awards. In addition to these equitable practices, O.U.A. has a Women's Initiative Committee as one of its standing committees. All O.U.A. standing committees including the Women's Initiative Committee follow the statement that "fair gender representation should be considered when appointing the Committee members." Other than the successful practices identified, no further equity successes stories were shared.