



U SPORTS UPDATE STRATEGIC PLANNING

June 6, 2018



STRATEGIC PLANNING PROCESS

- **Data Collected/Reviewed to Inform the Initial Draft Plan**
 - Input at U SPORTS Conference + Annual Meeting– June '17
 - Presidents' Survey – Nov+ Dec '17
 - Athletic Directors' Survey – Dec '17
 - Multi-Sport Organization Interviews – Dec '17
- **Data to Edit and Refine the Initial Draft Plan**
 - Student-Athlete Survey
 - Focus Groups with Conferences (EDs and ADs)
 - Face-to-face meeting U SPORTS Board



STRATEGIC PLANNING PROCESS

- **Consensus of Staff and Board**

- Vision, Mission, Values, and Operating Principles in excellent condition
- Key Result Areas, Success Measures, and Initiatives, still need work

- **Status**

- Vision, Mission, Values, & Operating Principles approved by Board (April 18)
- Key Result Areas, Success Measures, and Initiatives to be worked on and improved in coming months
- Exception? Board has approved Governance Review as key initiative



VISION

Proposed Draft (pre-Focus Group calls)

“Equip today’s student-athletes to be tomorrow’s leaders”

Focus Group Feedback

- **Too utilitarian**
- **Not inspirational enough**
- **No reference to the student-athlete experience**



VISION

Approved Vision

“To provide exceptional experiences which empower today’s student-athletes to be tomorrow’s leaders.”



MISSION

Proposed Draft (pre-Focus Group calls)

“We provide and promote inclusive and exceptional opportunities for student-athletes to reach their academic and athletic potential.”

Focus Group Feedback

- **Significant concern/confusion over use of “inclusive”**
- **Not connected well enough to what U SPORTS actually does**
- **Not enough explicit mention of sport**



MISSION

Approved Mission

“Through delivering, governing, advocating for, and celebrating national university sport, we offer outstanding environments and opportunities for student-athletes to unlock their full academic and athletic potential.”



VALUES

Proposed Draft (pre-Focus Group calls)

- **Students First**
- **Excellence**
- **Equity**
- **Competitive Balance**
- **Integrity and Transparency**

Focus Group Feedback

- **Some asked for definitions; considerable debate over “Competitive Balance”**



VALUES

Approved Values – No Changes

- **Students First**
- **Excellence**
- **Equity**
- **Competitive Balance**
- **Integrity and Transparency**



A NOTE ON COMPETITIVE BALANCE

- **Emotional issue, with spirited arguments on both sides**
- **“Parity vs. Excellence”: 90 minute session at 2017 AGM, and a debate that has been waged since the days of Ancient Greece**
- **Greek philosophers debated whether someone who was deemed “beyond competition” by virtue of his excellence should be “ostracised” and banned from the city, because if he wasn’t, “the contest would come to an end and the eternal source of life for the Hellenic state would be endangered.”**



A NOTE ON COMPETITIVE BALANCE

- **U SPORTS is not ostracizing anyone!**
- **No decisions have been made about operationalizing “Competitive Balance”, and none will be made without considerable thought and consultation**
- **This will not start a “race to the bottom”**
- **All this means is that we as an organization value a level playing field on which the results of a given competition are uncertain**



OPERATING PRINCIPLES

New concept arising out of Focus Group calls

As an organization, we believe in:

- **Institutional autonomy**
- **Collaboration and consultation**
- **Service excellence**
- **Collegiality**
- **Innovation, and evidence-based decision-making**



GOVERNANCE REVIEW

- **Need to review Governance Model arose in Focus Groups**
- **Some ideas already floating around (restructuring MAC, adding Vice-Chair), but premature without proper review**
- **Review will be an appraisal of the effectiveness of the new model evaluated against the objectives set out in the April 2015 Governance Policy**



GOVERNANCE REVIEW

- **Will not be a referendum of “New Model vs. Old Model”, but an analysis of what’s working, what could be improved, what gaps or conflicts exist, and how the model can ensure an engaged and involved membership**
- **Governance Review will be led by the full Board, CEO, and COO**
- **Governance Committee will be involved, as will an external consultant**
- **Review will include material consultation with members**

U⁺SPORTS | ***QUESTIONS?***

