

**Policies and Procedures
80 – Administration**

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| Policy Number: | 80.40 |
| Name: | U SPORTS Board and Committees Membership and Terms of Reference |
| Origin: | Board of Directors |
| Approved: | June 2002 |
| Approval Process: | Board of Directors |
| Revision Date(s): | June 2004, June 2005, June 2006, June 2007, May 2009, June 2014, June 2015, August 2017 |

80.40A BOARD OF DIRECTORS

General Role of the Board of Directors:

- In all its actions, demonstrate commitment to the vision, mission, values and strategic plan of U SPORTS;
- Maintain authority over, and responsibility for, the systems and structures employed by U SPORTS to direct and manage its general operations;
- Approve strategies, plans, policies and procedures that guide U SPORTS and provide direction for management and all Committees;
- Ensure that longer-term strategic plans and annual operating plans for U SPORTS are in place;
- Ensure that there are sufficient and appropriate human and financial resources for U SPORTS to accomplish its work;
- Fulfill all legal requirements that pertain to Directors and the Board;
- Remain attentive to the changing needs of U SPORTS' membership and key stakeholders; and
- Operate as a unified corporate body, speaking with one voice through formal motions adopted at its meetings.

Responsibilities of the Board of Directors:

Accountability:

- Ensures that U SPORTS operates in accordance with high ethical standards;
- Is accountable to U SPORTS' membership and abides by its decisions and directives;
- Maintains the trust and support of U SPORTS' membership;
- Ensures that U SPORTS operates within all applicable laws, rules and regulations;
- Ensures that the overall governance, organizational and staffing structure and policies facilitate the successful pursuit of U SPORTS' strategic plan;
- Ensures that policies and procedures exist to: identify and monitor principal organizational risks; assess risks and determine what risks are acceptable to U SPORTS; and ensure that appropriate measures are in place to manage such risks; and

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- Ensures effective reporting of U SPORTS activities to Members, stakeholders, funders and regulators on a timely and regular basis.

Selection, Support and Evaluation of Chief Executive Officer (CEO):

- Appoints the Human Resources Committee to assist the Board in fulfilling its human resources oversight responsibilities;
- Based upon recommendations of the Human Resources Committee, selects the CEO, determines the CEO's compensation, and sets out in clear terms the CEO's authority, responsibilities and accountability;
- Provides support to the CEO to enable him/her to carry out his/her responsibilities;
- Develops and employs effective procedures for the monitoring and evaluation of the CEO, and as required, for the CEO's termination;
- Oversees the conduct of a formal evaluation of the CEO on an annual basis, or as required.

Financial Oversight:

- Governs U SPORTS with a view to its long-term financial health by safeguarding U SPORTS' assets and resources;
- Approves U SPORTS' audited year-end financial report, annual operating budget, and other financial reports as required;
- Approves policies that implement sound financial controls for U SPORTS and ensures policy compliance by management and committees;
- Appoints the Finance Committee to assist the Board in fulfilling its financial oversight responsibilities;
- Provides support to the CEO to ensure that he/she is able to carry out his/her responsibilities of financial analysis and effective utilization of U SPORTS' financial resources;
- Ensures that an effective relationship is maintained between U SPORTS and all funding agencies and financial partners; and
- Approves major financial decisions and actions.

Board Governance:

- Governs in accordance with U SPORTS' Articles of Continuance, Bylaws, this Policy and any other applicable governance policies of U SPORTS;
- Approves any changes to the Articles or Bylaws for subsequent ratification by the membership;
- Appoints the Governance Committee to assist the Board in fulfilling its governance oversight responsibilities;
- Approves other U SPORTS policies, including those pertaining to relationships with Member institutions, Regional Associations and participants in U SPORTS activities;
- Determines the policies, procedures and norms governing Board meetings;
- Appoints those persons authorized to sign all contracts, documents, cheques or like instruments;
- Appoints from among its membership a Chair, Treasurer and Secretary on an annual basis, immediately following the Annual Meeting;
- Where appropriate and permitted by the Articles and the Bylaws, appoints one

additional Director to hold office until the close of the next Annual Meeting of Members;

- Assesses the performance of the Board and its Directors on an annual basis; and
- Develops and delivers an orientation and training program for new Directors.

External Relations:

- Approves policies regarding the conduct of relationships with external agencies, corporate partners and stakeholders;
- Approves policies regarding the protection and enhancement of U SPORTS' image and reputation;
- Approves appointments and/or nominations of U SPORTS representatives to external bodies; including the FISU General Assembly, and
- Approves the selection of U SPORTS representatives to attend national and international events and competitions external to U SPORTS.

Board Meeting Procedures:

- The Board will meet a minimum of four times per year, two meetings of which will be in-person, and further meetings may be conducted by telephone conference;
- The Board will determine its meeting schedule through the development of an annual Board calendar;
- The agenda for the Board meetings will be set by the Chair in consultation with the CEO and, if necessary, other Directors;
- Documents related to agenda items will be delivered to the Directors at least seven days in advance of the Board meeting by the CEO or designated staff member;
- All reports to the Board will be in written form and will contain background information and a description of the issues for discussion;
- The rules of procedure for meetings will be *Robert's Rules of Order*;
- The meetings will be chaired by the Chair of the Board. In the Chair's absence, the Directors will select another Officer (excluding the CEO) to chair the meeting; and
- In chairing the meetings, the Chair will guide the discussion so that it proceeds in an orderly and efficient fashion, ensure that all views are heard, that the Board reaches decisions, and that the will of the majority prevails.

Conduct at Board Meetings:

Each Director will:

- Attend Board meetings regularly and participate fully in Board deliberations;
- Conduct himself/herself in Board meetings with a view to furthering the general interests of U SPORTS and not the interests of individual and group stakeholders;
- Respect confidentiality of Board business and Board deliberations;
- Support the majority decisions of the Board and speak with a unified voice about these decisions to the membership, stakeholder, partners and the wider community;
- Conduct himself/herself in Board meetings in a manner exhibiting courtesy, goodwill, objectivity, frankness, openness to new ideas, constructiveness, independent-mindedness, restraint, effective communication, willingness to compromise, and respect for others;
- Ensure that the discussion of business occurs at the Board table and not outside the Board room between meetings;
- Each Director will adhere to U SPORTS' policies as they relate to conflict of interest

- at Board meetings;
- Each Director will notify the Chair and CEO in advance of a Board meeting if he or she is unable to attend.

Role and Responsibilities of the Chair:

- Keeps the Board focused on advancing the vision, mission and strategic plan of U SPORTS;
- Ensures the Board develops strategies, plans and policies to guide U SPORTS;
- Ensures that the Board attends to its internal governance functions, including those relating to the orientation of new Board members and to the Board's evaluation of its own performance;
- Ensures the relationship between the Board and CEO remains positive, constructive and professional at all times;
- Plays a leading role in communicating externally the vision, mission and values of U SPORTS, and information about U SPORTS' activities that is consistent with the views of the Board of Directors;
- Represents the collective will of the Board in communicating with the CEO;
- Serves as ex-officio member of all U SPORTS Standing Committees;
- Prepares, with the CEO, the agenda and related documents for meetings of the Board of Directors and of the Members, and ensures such meetings are conducted in accordance with the Articles, Bylaws, the provisions of this Policy and any other applicable policies; and
- Chairs meetings of the Board and of the Members.

Role and Responsibilities of the Secretary:

The Secretary will be responsible for ensuring the documentation of all amendments to the Articles and Bylaws, ensuring that all official documents and records are properly kept, ensuring that minutes of all meetings of the Directors and Members are properly kept and maintained, ensuring due notice is given to all Members of meetings of the Members, and performing such other duties as may from time to time be delegated by the Board of Directors or the Chair of the Board.

Role and Responsibilities of the Treasurer:

The Treasurer is responsible for overseeing relevant financial matters of U SPORTS, leading the activities of the Finance Committee, ensuring that proper accounting records as required by legislation are maintained, ensuring the deposit of all monies received in U SPORTS' bank account, ensuring the appropriate disbursement of funds, ensuring the Board is provided with a timely account of financial transactions and the financial position of U SPORTS, and performing such other related responsibilities and duties as may be directed from time to time by the Board of Directors or the Chair of the Board.

Role and Responsibilities of the Chief Executive Officer (CEO):

The CEO leads and manages U SPORTS in accordance with the strategic direction set by the Board of Directors. The CEO is accountable to the Board of Directors, reporting directly through the Chair. The CEO is appointed by the Board, based upon the recommendation of the Human Resources Committee. As the executive leading and managing the operations of U SPORTS, the CEO is expected to be a strong communicator, able to ensure that communication between and among the Board, its Standing Committees, Regional Associations, Operating Committees and the U SPORTS

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National Office are effective and timely. The CEO is an ex-officio member of all Operating Committees. The full responsibilities of the position are described in a separate detailed job description.

80.40 **STANDING COMMITTEES AND TERMS OF REFERENCE**

The following are the current Standing Committees of U SPORTS as described in the Bylaws.

Standing Committees make decisions by majority vote, with each member of the Committee, including the Chair, having a vote. A tie vote fails. Quorum for the Committees will be a majority of Committee voting members.

Non-staff members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms.

80.40.1 **EXECUTIVE COMMITTEE**

The Committee's role is to act for the Board in urgent situations where there is insufficient time to convene a meeting of the Board to make decisions. The Committee also has authority to act for the Board on non-urgent matters arising between meetings of the Board, provided such actions are entirely consistent with the U SPORTS strategic plan, policy framework, and approved budget. The Board may also delegate specific tasks to the Executive Committee from time to time.

The Committee is empowered by the Board to have the full powers and authority of the entire Board when handling matters of crisis and urgency.

80.40.1.1 **Membership**

The Committee will be composed of the Officers of U SPORTS as described in the Bylaws (the Chair, Secretary, Treasurer and CEO). The CEO is a non-voting member of the Committee.

80.40.1.2 **Responsibilities**

- a) Meet on short notice or an emergency basis to decide on matters of crisis or other urgency being faced by U SPORTS
- b) Meet between meetings of the Board to act on behalf of the Board on matters delegated to the Committee by the Board
- c) Such additional duties as may be delegated from time to time to the Committee by the Board

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80.40.1.3 Procedures:

Composition and Term

The Committee will be composed of the Officers of U SPORTS as described in the by-laws (the Chair, Secretary, Treasurer, and CEO). The CEO is a non-voting member of the Committee.

Authority

The Committee is empowered by the Board to have the full powers and authority of the entire Board when handling matters of crisis and urgency.

Meetings and Procedures

The Chair of the Committee will be the U SPORTS Chair of the Board. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair, or in the absence of the Chair, at the call of any other Officer.

The Committee makes decisions by majority vote, where a tie vote fails. Quorum for the Committee will be a majority of Committee members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will brief the Board on its actions within 72 hours of any meeting of the Committee that was convened to deal with an urgent matter. The Committee will make a full report to the Board at the next meeting of the Board following any meeting of the Committee where the Committee dealt with an urgent matter. The Committee will report to the membership, in writing, at the Annual Meeting.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the Board on any revisions, if warranted.

80.40.2 FINANCE COMMITTEE

The Committee's role is to assist the Board in fulfilling its oversight responsibilities related to corporate auditing and reporting, financial policies and strategies, and financial risk management.

The Committee is an advisor to the Board on all audit and financial matters. The Committee may establish sub-committees or task forces to deal with specific issues in relation to the mandate of the Committee.

80.40.2.1 Membership

The Committee will be composed of up to five individuals appointed by the Board. Committee members must include:

- a) The U SPORTS Treasurer
- b) One Athletic Director from a Member institution
- c) One representative from a Member institution in a senior role such as President or Vice-President Finance

- d) One individual who holds a designation from a professional accounting institute and is a member in good standing of such institute

Other members of the Committee may be Directors, representatives from members, or other experts not currently affiliated with a Member. All individuals serving on the Committee should have financial experience or knowledge.

Members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committee will respect the language, gender, Member institution size and regional association diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

To seek individuals to serve on the Committee, U SPORTS will publish a notice of solicitation and send such notice to Member institutions. Notice may also be circulated to professional accounting institutes and published in material read by individuals with professional accounting designations (such as a professional practices newsletter). The notice should describe the Committee's mandate and the responsibilities of Committee members. The Board will review all submissions of interest and appoint members to the Committee within thirty days of the Annual Meeting. The Board, at its discretion, may appoint members to the Committee from outside the pool of applicants.

80.40.2.2

Responsibilities

The Committee has the following duties and responsibilities:

- a) Advise the Board on U SPORTS' compliance with legal and regulatory requirements
- b) Determine the adequacy of U SPORTS' internal financial controls and procedures for financial reporting to the Board, Members, and funding agencies
- c) Develop and oversee the implementation of policies to safeguard U SPORTS' assets and revenue streams
- d) Review and approve the scope of the annual audit and audit fees to be paid, and recommend annually to U SPORTS Members the appointment of the auditor
- e) Ensure that any problems, issues or concerns raised by the auditor are promptly and satisfactorily addressed by the Board, management and staff
- f) As required, receive reports and advise the Board on any material investigation, litigation, contractual dispute or legal matter
- g) Advise the Board on U SPORTS' risk management and insurance policies and programs
- h) Consult with management and the Members to prepare, review, monitor and evaluate budgets, and recommend annual budgets, including Member dues, to the Board for approval.
- i) On an ongoing basis, provide expertise to enhance the quality of Board discussion on financial matters and facilitate effective Board decision-making in this area
- j) As necessary, propose finance-related policies to the Board
- k) Conduct investigations on matters within its mandate and retain, at U SPORTS' expense, the services of outside resources including legal counsel or other experts
- l) Such additional duties as may from time to time be delegated to the Committee by the Board

80.40.2.3

Procedures:

Meetings

The Chair of the Committee will be the U SPORTS Treasurer. The CEO and other invited staff may attend meetings of the Committee to provide and receive information but are not permitted to vote. The U SPORTS Chair of the Board may attend meetings of the Committee as an *ex-officio* (non-voting) member. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.

The Committee makes decisions by majority vote, with each member of the Committee having a vote. A tie vote fails. Quorum for the Committee will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will report through the U SPORTS Treasurer to the Board at every meeting of the Board. The Committee will report to the membership, in writing, at the Annual Meeting.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the Board on any revisions, if warranted.

80.40.3 HUMAN RESOURCES COMMITTEE

The Committee's role is to assist the Board in fulfilling its oversight responsibilities related to human resources policies and CEO succession. The Committee will also report to the Board on the performance of the CEO.

The Committee is an advisor to the Board on all human resources matters. The Committee may establish sub-committees or task forces to deal with specific issues in relation to the mandate of the Committee.

80.40.3.1 Membership

The Committee will be composed of between three and five individuals appointed by the Board. A quorum of Committee members will be a majority of Committee members. Committee members must include three Directors of the Board, including the Chair of the Board, provided that at least two of these three Directors will be University Presidents as defined in the U SPORTS Bylaws.

Other members of the Committee may be Directors, representatives from members, or other experts not currently affiliated with a Member. All individuals serving on the Committee should have experience and knowledge in human resources management.

Members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committee will respect the language, gender, Member institution size and regional

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association diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

To seek individuals to serve on the Committee, U SPORTS will publish a notice of solicitation and send such notice to member institutions. The notice should describe the Committee's mandate and the responsibilities of Committee members. The Board will review all submissions of interest and appoint members to the Committee within thirty days of the Annual Meeting. The Board, at its discretion, may appoint members to the Committee from outside the pool of applicants.

80.40.3.2 Responsibilities

The Committee has the following duties and responsibilities:

- a) Review the performance of the CEO on an annual and as-needed basis and make recommendations to the Board on matters relating to CEO performance including hiring, compensation, discipline, and termination
- b) Advise the CEO and the Board on policies relating to human resources management
- c) If requested, advise the CEO on any employment-related matter pertaining to U SPORTS staff
- d) As required, receive reports from and advise the CEO and the Board on any employment-related dispute or litigation
- e) Develop a succession plan for the CEO and other identified staff positions
- f) As necessary, propose human resources-related policies to the Board
- g) On an ongoing basis provide expertise to enhance the quality of Board discussion on human resources matters, and facilitate effective Board decision-making in these areas
- h) Such additional duties as may be delegated from time to time to the Committee by the Board

80.40.3.3 Procedures:

Meetings:

The Chair of the Committee will be the U SPORTS Chair of the Board. The CEO and other invited staff may attend meetings of the Committee to provide and receive information but are not permitted to vote. Staff may be asked to leave the meeting when discussions involving particular individuals or staff compensation are taking place. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.

The Committee makes decisions by majority vote, with each member of the Committee, including the Chair, having a vote. A tie vote fails. Quorum for the Committee members will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will report through its Chair to the Board at every meeting of the Board. The Committee will report to the membership, in writing, at the Annual Meeting.

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Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the Board on any revisions, if warranted.

80.40.4 GOVERNANCE COMMITTEE

The Committee's role is to ensure U SPORTS' governing model is efficient and effective and complies with all applicable legislation. The Committee will also determine broad parameters and timelines to guide the Director nomination and election process within each Regional Association, and will promote effective Board leadership on an ongoing basis.

The Committee is an advisor to the Board on all governance matters. The Committee may establish sub-committees or task forces to deal with specific issues in relation to the mandate of the Committee.

80.40.4.1 Membership

The Committee will be composed of between three and five individuals appointed by the Board. A quorum of Committee members will be a majority of Committee members. Committee members must include:

- a) A Director from the U SPORTS Board
- b) A President OR an Athletic Director from a member institution
- c) An expert in governance, bylaws and any applicable incorporation legislation

Other members of the Committee may be Directors, representatives from members, or other experts not currently affiliated with a member. All individuals serving on the Committee should have governance experience or knowledge.

Members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committee will respect the language, gender, Member institution size and regional association diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

To seek individuals to serve on the Committee, U SPORTS will publish a notice of solicitation and send such notice to Member institutions. The notice should describe the Committee's mandate and the responsibilities of Committee members. The Board will review all submissions of interest and appoint members to the Committee within thirty days of the Annual Meeting. The Board, at its discretion, may appoint members to the Committee from outside the pool of applicants.

80.40.4.2 Responsibilities

The Committee has the following duties and responsibilities:

- a) Review the U SPORTS Articles, Bylaws, policies and procedures on a regular basis and recommend amendments to management, the Board and to Members
- b) Support Regional Associations in their respective procedures to nominate and elect U SPORTS Directors and ensure that these procedures comply with the U SPORTS Bylaws

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- c) At the Chair of the Board's request, recommend a parliamentarian for the Annual Meeting
- d) Facilitate, in conjunction with the Parliamentarian and the Chair, the proper conduct of U SPORTS meetings
- e) Advise when requested by any Member, Committee, or U SPORTS Officer in the interpretation and/or application of any U SPORTS policies and procedures
- f) Assist, upon request, any Member, Committee or Officer with the appropriate construction of motions and revisions to any U SPORTS policies and procedures
- g) Ensure that all motions/items passed by the Board and the Members are incorporated into the published policies and procedures
- h) Ensure that new policies and procedures are composed correctly
- i) Ensure that minutes of the Annual Meeting are properly archived
- j) As necessary, propose governance-related policies to the Board
- k) Such additional duties as may be delegated from time to time to the Committee by the Board

80.40.4.3 Procedures:

Meetings

The Chair of the Committee will be a Director as appointed by the U SPORTS Board. The CEO and other invited staff may attend meetings of the Committee to provide and receive information but are not permitted to vote. The U SPORTS Chair of the Board may attend meetings of the Committee as an *ex-officio* (not-voting) member. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair.

The Committee makes decisions by majority vote, with each member of the Committee, including the Chair, having a vote. A tie vote fails. Quorum for the Committee will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will report through its Chair to the Board at every meeting of the Board. The Committee will report to the membership, in writing, at the Annual Meeting.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the Board on any revisions, if warranted.

80.40.5 **OPERATING COMMITTEES MEMBERSHIP AND TERMS OF REFERENCE**

These Committees are appointed by the CEO (subject to any further requirements in their Terms of Reference) and report to the CEO. The Committees will be composed individuals appointed by the CEO in consultation with Regional Associations. Regional Associations may put forward any person of their choosing for acceptance by the CEO

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(Athletic Director, University President, staff person or other representatives). The CEO may also, from time to time, establish ad-hoc committees, work groups or task forces to assist the CEO in carrying out his/her duties.

Unless otherwise noted in a specific committee's terms of reference, non-staff members of the Committees will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committees will respect language, gender, Member institution size and regional association diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committees.

Other invited individuals may attend meetings of the Committees to provide and receive information but are not permitted to vote. The Committees will meet by telephone or in person, as required. Meetings will be at the call of the Chair. The Committees will meet as required and not fewer than three times per year.

The Committees make decisions by majority vote, where the Chair carries a vote (unless otherwise noted in a specific committee's terms of reference). A tie vote fails. Quorum for the Committees will be a majority of the Committee's voting members.

The Committees will receive the necessary resources from U SPORTS to fulfill its mandate. The Committees may, from time to time, receive administrative support from U SPORTS staff.

The Committees will maintain written notes of its meetings and will make such notes available within two weeks of the meeting date. The Committees will report through its Chair to the CEO prior to every meeting of the Board of Directors.

The Committees will review these terms of reference on an annual basis and will make recommendations to the CEO and the Board of Directors on any revisions, if warranted.

80.40.6. ELIGIBILITY COMMITTEE

The Committee's role is to assist management in fulfilling its responsibilities related to the participation of student-athletes in activities.

The Committee is an advisor to management, the Board and the Members on all eligibility matters. The Committee also hears and decides appeals of eligibility matters relating to compassionate grounds. The Committee may establish sub-committees or task forces to deal with specific issues in relation to the mandate of the Committee.

80.40.6.1 Membership

The Committee will be composed of five individuals appointed by the CEO in consultation with Regional Associations. Regional Associations may put forward any person of their choosing for acceptance by the CEO (Athletic Director, University President, staff person or other representative). Committee members will include:

- a) A U SPORTS staff person responsible for Operations (non-voting)
- b) Four Representatives from Members (one from each Regional Association)

The CEO will appoint a Chair for the Committee from among the Committee's members. For the purposes of deciding compassionate appeals, the composition of the Committee may be adjusted on a case-by-case basis to eliminate conflict of interest.

Non-staff members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committee will respect language, gender and geographic location diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

80.40.6.2 Responsibilities

The Committee has the following duties and responsibilities:

- a) Assist management in the administration, interpretation, education and monitoring for compliance of U SPORTS' student Athlete Eligibility Policies and Procedures
- b) Delegate to management and staff the authority to respond to eligibility inquiries with interpretations
- c) Recommend changes to U SPORTS' Eligibility Policies and Procedures for consideration by management, the Membership and ultimate review and approval by the Board
- d) Consider and decide appeals of eligibility status that are made on compassionate grounds
- e) Such additional duties as may from time to time be delegated to the Committee by management

80.40.6.3 Procedures:

Meetings

Other invited individuals may attend meetings of the Committee to provide and receive information but are not permitted to vote. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair. The Committee will meet as required and not fewer than three times per year.

The Committee makes decisions by majority vote, where the Chair carries a vote. A tie vote fails. Quorum for the Committee will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will maintain written notes of its meetings and will make such notes available within two weeks of the meeting date. The Committee will report through its Chair to the CEO prior to every meeting of the Board.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the CEO and the Board on any revisions, if warranted.

80.40.7 COMMERCIAL COMMITTEE

The Committee's role is to assist management in developing a commercial vision, reviewing strategies for implementing a stronger business model for U SPORTS, and

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validating and advocating that vision and model to U SPORTS' members and stakeholders. Specifically, the Committee will take a consistent and holistic approach to marketing, brand management and promotions, communications, broadcast, sponsorship, and events/competitions/awards.

The Committee is an advisor to management on all commercial matters. The Committee may make recommendations to the CEO, which recommendations may be shared with the Board.

The Committee shall establish the following Commercial Sub-Committees: Marketing/Brand/Promotions, Communications, Broadcast, Sponsorship, and Events/Competitions/Awards; the Committee may establish other sub-committees or task forces to deal with specific issues in relation to the mandate of the Committee.

80.40.7.1 Membership

The Committee will be composed of six individuals appointed by the CEO in consultation with the Conferences. Committee members will include:

- A U SPORTS staff person (non-voting)
- Five Representatives from Member Institutions

The CEO will appoint a Chair for the Committee from among the Committee's members.

Non-staff members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committee will respect language, gender, Member Institution size and Conference diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

80.40.7.2 Responsibilities

The Committee has the following duties and responsibilities:

- Review and evaluate commercial proposals or concepts brought forward or developed by U SPORTS staff;
- Critically evaluate and recommend changes to U SPORTS' commercial strategy and business model;
- Provide input into and make recommendations for short and long term plans for U SPORTS in the following areas: Marketing/Brand/Promotions, Communications, Broadcast, Sponsorship, and Events/Competitions/Awards;
- Participate in the evaluation of National Championship bids, engaging National Sport Organization participation where appropriate, and recommend to management sites and dates of championships;
- Review recommendations from Commercial Sub-Committees, and assist management with the implementation of same
- Liaise with and provide support to other U SPORTS operating committees as appropriate
- Validate and advocate for U SPORTS commercial vision, business model, and related initiatives, to U SPORTS' members and stakeholders
- Consult with and seek input from U SPORTS' membership and other U SPORTS committees or subcommittees, as applicable;

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- Such additional duties as may from time to time be delegated to the Committee by management

80.40.7.3 Procedures:

Meetings

Other invited individuals may attend meetings of the Committee to provide and receive information but are not permitted to vote. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair. The Committee will meet as required and not fewer than three times per year.

The Committee makes decisions by majority vote, where the Chair carries a vote. A tie vote fails, but the matter being voted upon is still to be presented to the Chief Executive Officer as a tied vote. A quorum of Committee members will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will maintain written notes of its meetings and will make such notes available within ten (10) business days of the meeting date. The Committee will report through its Chair to the CEO prior to every meeting of the Board.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the CEO on any revisions, if warranted, which recommendations may be shared with the Board.

80.40.7.4 COMMERCIAL SUB-COMMITTEES

Overview

Commercial Sub-Committees will act as advisors to the Commercial Committee.

Authority

Each Sub-Committee is an advisor to the Commercial Committee in that Sub-Committee's given subject area. Each Sub-Committee may make recommendations to the Commercial Committee.

Composition and Term

Each Commercial Sub-Committee will be composed of at least five and not more than eight individuals appointed by the CEO in consultation with the Commercial Committee. The members of each Sub-Committee will include: a) Commercial Committee representative (which will be the Chair of the Sub-Committee); b) One representative per Conference other than the Conference of the Commercial Committee

representative, which can be either a staff from a Member, a staff from the Conference, or an industry expert selected by the Conference; c) As many as three (3) other individuals with industry expertise, selected by the CEO; and d) a member of the U SPORTS staff (non-voting).

Sub-committee members shall be selected on a skills-based basis, with each member exhibiting technical expertise in commercial matters and experience leading committees or sub-committees.

Non-staff members of each Sub-Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of each Sub-Committee will respect language, gender, Member Institution size and Conference diversity of the U SPORTS membership. Terms will be staggered to promote continuity on each Sub-Committee. In the event a Conference does not have a qualified representative show interest in serving on any Sub-Committee or bring a qualified candidate forward for inclusion on such Sub-Committee, an additional representative from a different Conference or an additional individual with industry expertise may be selected for that two-year term, until such time as a qualified and interested Conference representative is identified.

Key Duties and Responsibilities

The Marketing/Brand/Promotions Sub-Committee has the following duties and responsibilities:

- Support management in the promotion of the organization's brand;
- Manage and protect U SPORTS' brand integrity;
- Provide input into marketing, branding, and promotional materials distributed by U SPORTS;
- Support management in its pursuit of marketing opportunities;
- Provide input into policies and procedures to manage the identification, protection and maintenance of U SPORTS intellectual property assets;
- Ensure U SPORTS' vision, mission and values are reflected in all marketing activities;
- Validate and advocate for U SPORTS' marketing, brand-related, and promotional initiatives to U SPORTS' members and stakeholders
- Consult with and seek input from U SPORTS' membership and other U SPORTS committees or subcommittees, as applicable;
- Provide any other assistance within its competence, as required by the Commercial Committee or the CEO.

The Communications Sub-Committee has the following duties and responsibilities:

- Provide input into policies and procedures to support management in its media and communications strategies
- Provide input into communications materials distributed by U SPORTS
- Review and recommend policies and practices relating to sports information and statistics
- Review U SPORTS' communications strategy periodically to ensure that it continues to meet the needs of the organization in communicating its mission, vision, and values;
- Make suggestions on topics or issues that should be addressed by U SPORTS in its

various communications tools, and provide perspective during the development of various communications and engagement activities.

- Validate and advocate for U SPORTS' communications-related initiatives to U SPORTS' members and stakeholders
- Consult with and seek input from U SPORTS' membership and other U SPORTS committees or subcommittees, as applicable
- Provide any other assistance within its competence, as required by the Commercial Committee or the CEO.

The Broadcast Sub-Committee has the following duties and responsibilities:

- Elevate U SPORTS' exposure and awareness in the Canadian sports landscape by way of broadcast;
- Support management in generating revenue from broadcast through strategic media partnerships;
- Review and recommend policies, practices, strategy and objectives relating to U SPORTS' broadcast presence;
- Review and advise on U SPORTS' relationship with existing broadcast partners;
- Identify potential broadcast partners and opportunities;
- Identify opportunities to add value to U SPORTS sponsors by way of broadcast;
- Endeavour to ensure that U SPORTS competitions and U SPORTS student-athletes are broadcast to as wide an audience as possible through digital, television, and other channels;
- Validate and advocate for U SPORTS' broadcast-related initiatives to U SPORTS' members and stakeholders
- Consult with and seek input from U SPORTS' membership and other U SPORTS committees or subcommittees, as applicable
- Provide any other assistance within its competence, as required by the Commercial Committee or the CEO.

The Sponsorship Sub-Committee has the following duties and responsibilities:

- Support management in developing and implementing its sponsorship strategies
- Review and recommend sponsorship and licensing policies and standards
- Ensure U SPORTS' vision, mission and values are reflected in all sponsorship activities;
- Identify and determine new ways to increase sponsorship
- Identify and determine new ways for U SPORTS to give value for sponsorship
- Identify and engage long-term sponsors to partner with the AAC
- Support management in determining and evaluating classes of sponsorship
- Assist U SPORTS in developing and reaching out to contacts for sponsorship
- Assist in negotiating contracts for partnerships with sponsors
- Validate and advocate for U SPORTS' sponsorship-related initiatives to U SPORTS' members and stakeholders
- Consult with and seek input from U SPORTS' membership and other U SPORTS committees or subcommittees, as applicable
- Provide any other assistance within its competence, as required by the Commercial Committee or the CEO.

The Events/Competitions/Awards Sub-Committee has the following duties and

responsibilities:

- Support management in establishing and maintaining clear hosting strategies for each U SPORTS Championship
- Support management in establishing and maintaining the policies and procedures for Bid selection
- Support management in establishing and maintaining minimum hosting requirements and standards
- Support management in establishing and maintaining Championship policies
- Facilitate transfer of knowledge from one host to the next
- Review and determine awards and honours, including the procedures for nominating recipients, guidelines for new awards, and standardizing and equalizing awards between men and women and between sports
- Advise and support management in the planning, organizing, delivery and evaluation of U SPORTS Member meetings
- Fulfil its responsibilities related to U SPORTS's non-sport events, competitions and awards
- Validate and advocate for U SPORTS' events, competitions, and awards-related initiatives to U SPORTS' members and stakeholders
- Consult with and seek input from U SPORTS' membership and other U SPORTS committees or subcommittees, as applicable
- Provide any other assistance within its competence, as required by the Commercial Committee or the CEO.

Meetings and Procedures

Other invited individuals may attend meetings of each Sub-Committee to provide and receive information but are not permitted to vote. Each Sub-Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair. Each Sub-Committee will meet as required and not fewer than three times per year.

Each Sub-Committee makes decisions by majority vote, where the Chair carries a vote. A tie vote fails, but the matter being voted upon is still to be presented to the Commercial Committee as a tied vote. A quorum of Sub-Committee members will be a majority of the Sub-Committee's voting members.

Each Sub-Committee will receive the necessary resources from U SPORTS to fulfill its mandate. Each Sub-Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

Each Sub-Committee will maintain written notes of its meetings and will make such notes available within ten (10) business days of the meeting date. The Committee will report through its Chair to the Commercial Committee prior to every meeting of the Commercial Committee.

Review and Approval

Each Sub-Committee will review these terms of reference on an annual basis and will make recommendations to the Commercial Committee on any revisions, if warranted.

Overview

The Committee's role is to assist management in ensuring the appropriate growth and development of U SPORTS sports, and the successful integration of U SPORTS sports in the Canadian sport delivery system.

Authority

The Committee has authority to determine the qualification process and format for National Championships. The Committee is an advisor to management on all sport technical matters and maintains relationships with NSOs. The Committee will establish Sport Technical Sub-Committee for each U SPORTS sport.

80.40.8.1

Membership

80.40.8.1.1

The Committee will be composed of eleven individuals appointed by the CEO in consultation with Regional Associations. Committee members will include:

- a) A U SPORTS staff person responsible for Sport (non-voting)
- b) Eight representatives from member institutions (two from each Regional Association) (voting);
- c) Two other individuals having expertise in sport development, who may or may not be affiliated with a member institution (voting);

The CEO will appoint a Chair of the Committee from among the Committee's members.

Non-staff members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committee will respect language, gender, Member institution size and regional association diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

80.40.8.2

Responsibilities

The Committee has the following duties and responsibilities:

- a) Recommend principles to govern the direction of sport development.
- b) Recommend strategies to promote integration of U SPORTS sports with the Canadian sport system.
- c) Oversee procedures to add sports to the U SPORTS program.
- d) Review recommendations from Sport Technical Sub-Committees in relation to changes to Playing Regulations that have a significant financial impact (as set out in Policy 80.40.9.2.3).
- e) Review recommendations from Sport Technical Sub-Committees to ensure that competition formats, team complements and technical regulations are clearly laid out for each championship in each sport's Playing Regulations.
- f) Determine the qualification process and format for each U SPORTS championships.
- g) Liaise with National Sport Organizations (NSOs) as appropriate.
- h) Liaise with Commercial Committee as appropriate.
- i) Review awards for U SPORTS National Championships.
- j) Such additional duties as may from time to time be delegated to the Committee by management.

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80.40.8.3 Procedures:

Meetings

Other invited individuals may attend meetings of the Committee to provide and receive information but are not permitted to vote. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair. The Committee will meet as required and not fewer than three times per year.

The Committee makes decisions by majority vote, where the Chair carries a vote. A tie vote fails. Quorum for the Committee will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will maintain written notes of its meetings and will make such notes available within two weeks of the meeting date. The Committee will report through its Chair to the CEO prior to every meeting of the Board.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the CEO and the Board on any revisions, if warranted.

80.40.9 SPORT TECHNICAL SUB-COMMITTEES (FORMERLY COACHES ASSOCIATIONS)

Sport Technical Sub-Committees have been established in the following sports:

- Men's and Women's Basketball;
- Men's and Women's Hockey;
- Men's and Women's Volleyball;
- Men's and Women's Soccer; and
- Women's Rugby.

The following sports have not yet launched a Sport Technical Sub-Committee, and will continue to operate as a coaches association until further notice:

- Men's and Women's Cross Country;
- Football;
- Men's and Women's Wrestling;
- Men's and Women's Swimming;
- Men's and Women's Track and Field;
- Men's and Women's Curling; and
- Women's Field Hockey.

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80.40.9.1 Membership

Sport Technical Sub-Committees will act as advisors to the Sport Committee. Each Sport Technical Sub-Committee will be composed of the following individuals:

- a) Sport Committee representative
- b) One coach per Sport Conference
- c) President of the Coaches Executive
- d) One Regional Sport representative per Sport Conference
- e) One National Sport Organization representative
- f) One student-athlete voice (**as approved by the Sport Committee**)
- g) U SPORTS staff or designate (non-voting Chair)

80.40.9.2 Responsibilities

80.40.9.2.1 Decision Making

Sport Technical Sub-Committees shall have the authority to make decisions which conform with U SPORTS values, principles and policies and which take into consideration National Sport Organization and International Federation regulations on the following topics:

- (a) Field of play / playing regulations
- (b) Championship berths and seeding
- (c) Championship operations
- (d) Selection criteria for U SPORTS All-Canadians and major awards
- (e) Direct and assist with the planning and organizing of a Sport Congress/professional development sessions for U SPORTS coaches
- (f) Help to plan and organize international opportunities as approved by the International Committee (If applicable)
- (g) Interface with U SPORTS Championship hosts on technical requirements
- (h) Review and recommend budgets for use of funds from the U SPORTS Coaching Excellence accounts
- (i) U SPORTS championship formats; team composition; team travel funding; participating teams at U SPORTS Championships
- (j) Championship Dates and Times of Events/Games
- (k) Officiating selection process and fees

As all decisions of each Sport Technical Sub-Committee are subject to an oversight review by the Sport Committee, the Sport Committee reserves the right to reconsider any recommendation deemed to have financial implications (as set out in Policy 80.40.9.2.3) to the membership or to not be in compliance with U SPORTS values and principles.

80.40.9.2.2 Decision Making for Items without Financial Impact

Decisions deemed to have no financial implications to the membership will rest with the Sport Technical Sub-Committee, subject to an oversight review by Sport Committee and a final decision by the CEO. For coaches group who have not been phased over to Sport Technical Sub-Committees the following processes must be followed:

- a) a quorum (2/3rds of the participating schools) of the Coaches Association members were in attendance at the time the decision was discussed and taken. This could be either at a Coaches Meeting in person where 66% of

the coaches are in attendance, or via conference call where 66% of the coaches are on the line, or by e-mail correspondence and vote where 66% of the coaches respond.

- b) a “Backgrounder” was prepared by the Coaches Association executive or management committee and circulated at least 14 days in advance of the meeting where the decision was taken. The backgrounder shall be reviewed by the Sport Committee as part of the oversight process.
- c) the decision respects and harmonizes with U SPORTS values, policies, and principles as established by the Board, Sport Committee, and the membership from time to time, and is consistent with human rights and other legislation. The Sport Committee will monitor the harmonization of the decision with the above noted items as part of the oversight process.
- d) the decision is reviewed and approved by the Chair or designate.
- e) Coaches Association input will be circulated through vote sheets.

80.40.9.2.3 Decision Making for Items with a Financial Impact

For decisions that are considered technical field of play, AND the impact of the decision could have a financial impact exceeding \$500 upon universities or U SPORTS, then the Sport Technical Sub-Committee/Coaches Associations shall forward their recommendations to the Sport Committee. (Examples of decisions that have a financial impact: recommending a new statistics package, going from two officials to three officials). The Sport Committee shall weigh the requests from all Sport Technical Sub-Committees/Coaches Associations, and consider the overall financial impact and balance that against the financial realities of the day, and make a recommendation to the Board of Directors, who shall make a final decision.

Decisions which will result in new/additional expenditures to universities exceeding \$500 will be forwarded to the Sport Committee for consideration and recommendation to the Board of Directors.

80.40.9.2.4 Input and Feedback

Sport Technical Sub-Committees/Coaches Associations may also provide input, feedback and recommendations to the Sport Committee on the following topics:

- a) team composition
- b) team travel funding
- c) participating teams at National Championships
- d) composition of the National Championships Bid Book
- e) feedback on the National Championship Bids
- f) officiating selection process and fees
- g) Championship Management Committee composition
- h) Jury of Appeal
- i) dates of championships and time of games/events
- j) eligibility
- k) financial awards

80.40.9.3 Procedures

80.40.9.3.1 Organization

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- 80.40.9.3.1.1 Coaches from across the country will elect the position of President of the Coaches Executive. This can be done through an annual face-to-face coaches meeting or via an email vote.
- 80.40.9.3.1.2 In year one of the launch of a specific sport's Sport Technical Sub-Committee, coaches may meet as a group at the U SPORTS Championship. In year two, meetings at the U SPORTS Championship will no longer be held with the intent that by year three of the phase in a sport congress will be held to include professional development for all U SPORTS coaches.
- 80.40.9.3.1.3 Until such time as the launch of the Sport Technical Sub-Committee, coaches may continue to meet at the U SPORTS Championship.
- 80.40.9.3.2 Vote Sheets
- 80.40.9.3.2.1 Until such time as the launch of the Sport Technical Sub-Committee, if coaches meet at the U SPORTS Championship, it will be a requirement to forward minutes from the meeting to the U SPORTS Office with motions captured and circulated on a vote sheet.
- 80.40.9.3.2.2 Only those motions passed, by a clear majority, at the coaches association meeting shall be outlined on the vote sheet for circulation to the membership. EXCEPTION: If the motion was defeated/carried by a close vote (1 or 2 vote difference) that motion shall be outlined on the vote sheet.
- 80.40.9.3.2.3 Each motion shall be written out in full and must include detailed rationale.
- 80.40.9.3.2.4 Vote sheets and minutes shall be circulated to coaches and Directors of Athletics of participating institutions (no later than one month after the U SPORTS Championship).
- 80.40.9.3.2.5 The U SPORTS Office tabulates the votes for circulation to the U SPORTS Sport Committee. Tabulations to be circulated to the participating member institutions by the President of the Coaches Executive (or designate)
- 80.40.9.3.2.6 Each motion must receive a 66% response from the membership participating in that particular sport in order to be considered by the Sport Committee.
- 80.40.9.3.2.7 All Coaches Association minutes must be accompanied by a vote sheet tally in order to be considered by the U SPORTS Sport Committee.
- 80.40.9.3.2.8 All "Final Tally" vote sheets prepared by the U SPORTS Office shall indicate the Athletic Directors' votes separate from the Coaches' votes. The tally sheet will also indicate those institutions eligible to vote in that sport and the names of those institutions who did not vote.
- 80.40.9.3.2.9 Deadlines – Fall Sports
- 80.40.9.3.2.9.1 One week following the Coaches Association Meeting, Coaches Association minutes, financial statements and motions are due at the U SPORTS Office.

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80.40.9.3.2.8.2 Three weeks following the receipt of Coaches Association Meeting minutes and motions, vote sheets from U SPORTS Members (with Coach and Director of Athletics votes listed separately), are due at the U SPORTS Office.

80.40.9.3.2.10 Deadlines – Winter Sports

80.40.9.3.2.10.1 One week following the Coaches Association Meeting and no less than 30 days prior to the start of the scheduled Sport Committee meeting (whichever comes sooner), Coaches Association minutes, financial statements and motions are due at the U SPORTS Office.

80.40.9.3.2.10.2 Three weeks following the receipt of Coaches Association Meeting minutes and motions, vote sheets from U SPORTS Members (with Coach and Director of Athletics votes listed separately), are due at the U SPORTS Office.

80.40.9.3.3 Coaching Excellence Fees

80.40.9.3.3.1 Each coaches group may charge fees not exceeding \$100.00 per member institution. Any proposed fee increase shall be submitted with rationale to the U SPORTS Sport Committee.

80.40.9.3.3.2 A Member who has declared participation in a sport must pay the coaching fee for that sport. The U SPORTS office shall collect these fees with other membership fees and hold them in trust. U SPORTS will pay expenses from the appropriate funds provided the expense is authorized by two members of the Coaches Executive. The expenditures will be periodically reviewed by the U SPORTS Sport Committee. Note: With the launch of Sport Technical Sub-Committees, these responsibilities will fall to each Sport Technical Sub-Committee.

80.40.9.3.3.3 Each Coaches Association/Sport Technical Sub-Committee, which charges a fee, must submit the following to Sport Committee for their approval at the February meeting:

- a) a financial statement summarizing the account activities from the previous year.
- b) a budget outlining anticipated expenditures and revenues for the upcoming season.

80.40.9.3.3.4 Established annual expenses for use of coaching funds may include:

- president or designate attending NSO meetings;
- president or designate attending U SPORTS annual general meeting (once every 2 years); U SPORTS bid selection meeting (once every 2 years); U SPORTS Championships, if not on a participating team (to sit on Championship Management Committee and handle the selection of Tournament All-Stars, etc. as outlined in the playing regulations);
- awards (purchase of plaques for additional awards, e.g. Defensive Player of the Year) in the initial two years of the award, after which these costs will become incorporated in annual sport fees;
- Coaches meeting expenses (meeting room, food, audio visual, minute takers);

All claims for reimbursement must conform with U SPORTS Policy 80.10 (summarized and re-capped below):

Air Travel: Air travel shall be reimbursed at a discount or seat sale rate. Additional costs incurred for seat selection or stopovers will not be reimbursed.

Automobiles: may be claimed at the rate of 45¢ per kilometer (72¢ per mile).

Meals: may be claimed to a maximum of **\$55.00** per day. Where meals are provided free of charge, claimant shall deduct an equivalent amount, **i.e. breakfast: \$10.00; lunch: \$20.00, dinner: \$25.00.**

- 80.40.9.3.3.5 Special projects and/or initiative for use of funds may include:
- contribution to FISU (e.g. U SPORTS coaches travel, selection camps, training camps, officials travel, etc.);
 - contribution towards the hosting of a Sport Congress;
 - other sport enhancements such as webcasting, video/streaming, IT, etc.
- Note: From time to time unique and time sensitive initiatives may arise. Coaches Associations/Sport Technical Sub-Committees can submit special requests to Sport Committee for approval as required.
- 80.40.9.3.3.6 Coaches Associations that do not submit annual financial statements and budgets (see 80.40.10.3.3.3) will not be permitted to charge annual fees.
- 80.40.9.3.3.7 A maximum threshold retained in an account will be established using an average of annual expenses based on the previous 3 years.
- 80.40.9.3.3.8 Coaches Associations that do not demonstrate a plan for the use of funds and who have achieved a maximum threshold will not be permitted to charge annual fees until such a time as a budget and plan is presented and approved by Sport Committee.

80.40.10 INTERNATIONAL COMMITTEE

The Committee's role is to assist management in fulfilling its responsibilities related to U SPORTS' international activities.

The Committee is an advisor to management on all international matters. The Committee may establish sub-committees or task forces to deal with specific issues in relation to the mandate of the Committee.

80.40.10.1 Membership

The Committee will be composed of between 11 and 14 individuals appointed by the CEO in consultation with Regional Associations. Regional Associations may put forward any person of their choosing for acceptance by the CEO (Athletic Director, University President, staff person or other representative). Committee members will include:

- a) A U SPORTS staff person responsible for International Programs (non-voting)
- b) The Canadian FISU Executive Committee member, or next highest ranking FISU representative
- c) Up to two (2) student-athlete representatives
- d) Two NSO Representatives, one representing summer sports and one representing winter sports, with a balance of individual sports and team sports also being maintained
- e) A representative of the Canadian Colleges Athletic Association (CCAA)
- f) The Canadian FISU America (Pan-American University Sports Organization) Executive Committee member, or next highest ranking FISU America representative
- g) Four Representatives from Members (one from each Regional Association)
- h) Up to two (2) *ex officio* non-voting members

The CEO will appoint a Chair for the Committee from among the Committee's members.

Non-staff members of the Committee will serve terms of two years, which terms may be renewed without limit at the discretion of the CEO. As far as is practical, the membership of the Committee will respect language, gender and geographic location diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

80.40.10.2 Responsibilities

The Committee has the following duties and responsibilities:

- a) Provide recommendations to management for Canada's participation in FISU-sanctioned events
- b) Receive and forward recommendations and reports from Games mission staff and relevant NSOs
- c) Assist in the development of procedures and criteria to select technical personnel (coaches, administrators, medical staff) to represent Canada at international events
- d) Assist in the development of selection procedures and criteria to select student-athletes to represent Canada at international events
- e) Assist in the development of procedures for the evaluation of bids from Members interested in hosting international events
- f) Assist in the evaluation of bids from Members for hosting international events
- g) Help to maintain effective communication among all NSOs concerned with participation in international events
- h) Such additional duties as may from time to time be delegated to the Committee by management

80.40.10.3 Procedures:

Meetings

Other invited individuals may attend meetings of the Committee to provide and receive information but are not permitted to vote. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair. The Committee will meet as required and not fewer than three times per year.

The Committee makes decisions by majority vote, where the Chair carries a vote. A tie vote fails. Quorum for the Committee will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will maintain written notes of its meetings and will make such notes available within two weeks of the meeting date. The Committee will report through its Chair to the CEO prior to every meeting of the Board.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make

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recommendations to the CEO and the Board on any revisions, if warranted.

80.40.11 EQUITY COMMITTEE

The Committee's role is to assist management in developing policies, strategies, and implementation plans to identify and address systemic and structural barriers to participation in U SPORTS based on ethno-racial background, religion, sexual diversity, gender and/or disability.

The Committee is an advisor to management on all equity matters. The Committee may establish sub-committees or task forces to deal with specific issues in relation to the mandate of the Committee.

80.40.11.1 Membership

The Committee will be composed of five individuals appointed by the CEO in consultation with Regional Associations. Regional Associations may put forward any person of their choosing for acceptance by the CEO (Athletic Director, University President, staff person or other representative). Committee members will include:

- a) A U SPORTS staff person responsible for Finance and Administration (non-voting)
- b) Four Representatives from Members (one from each Regional Association)

The CEO will appoint a Chair for the Committee from among the Committee's members.

At least two of the representatives from Members should have experience in gender issues and/or geographic/regional concerns.

Non-staff members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committee will respect language, gender, Member institution size and regional association diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

80.40.11.2 Responsibilities

The Committee has the following duties and responsibilities:

- a) Serve as a resource to U SPORTS in its efforts to be an inclusive organization and to promote equity in all aspects of interuniversity sport
- b) Recommend to management initiatives to enhance equity within U SPORTS and to ensure U SPORTS complies with Sport Canada's equity and access requirements
- c) Such additional duties as may from time to time be delegated to the Committee by the Board or the CEO

80.40.11.3 Procedures:

Meetings

Other invited individuals may attend meetings of the Committee to provide and receive information but are not permitted to vote. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair. The Committee will meet

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as required and not fewer than three times per year.

The Committee makes decisions by majority vote, where the Chair carries a vote. A tie vote fails. Quorum for the Committee will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will maintain written notes of its meetings and will make such notes available within two weeks of the meeting date. The Committee will report through its Chair to the CEO prior to every meeting of the Board.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the CEO and the Board on any revisions, if warranted.

80.40.12 ATHLETIC FINANCIAL AWARDS COMMITTEE

The Committee's role is to assist management in fulfilling its responsibilities related to the Athletic Financial Awards that are provided to U SPORTS student-athletes.

The Committee is an advisor to management, the Board and the Members on all matters related to Athletic Financial Awards. The Committee may establish sub-committees or task forces to deal with specific issues in relation to the mandate of the Committee.

80.40.12.1 Membership

The Committee will be composed of five individuals appointed by the CEO in consultation with Regional Associations. Regional Associations may put forward any person of their choosing for acceptance by the CEO (Athletic Director, University President, staff person or other representative). Committee members will include:

- a) A U SPORTS staff person responsible for Operations (non-voting)
- b) Four Representatives from Members (one from each Regional Associations)

The CEO will appoint a Chair for the Committee from among the Committee's members.

Non-staff members of the Committee will serve terms of two years, and such terms may be renewed to a maximum of three consecutive terms. As far as is practical, the membership of the Committee will respect language, gender, Member institution size and regional association diversity of the U SPORTS membership. Terms will be staggered to promote continuity on the Committee.

80.40.12.2 Responsibilities

The Committee has the following duties and responsibilities:

- a) Assist management in the administration, interpretation and monitoring for compliance of Athletic Financial Awards (AFA) Policies and Procedures.

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- b) Recommend changes to Athletic Financial Awards (AFA) Policies and Procedures for consideration of management, the Membership, and ultimate review and approval by the Board.
- c) Such additional duties as may from time to time be delegated to the Committee by management

80.40.12.3 Procedures:

Meetings

Other invited individuals may attend meetings of the Committee to provide and receive information but are not permitted to vote. The Committee will meet by telephone or in person, as required. Meetings will be at the call of the Chair. The Committee will meet as required and not fewer than three times per year.

The Committee makes decisions by majority vote, where the Chair carries a vote. A tie vote fails. Quorum for the Committee will be a majority of the Committee's voting members.

The Committee will receive the necessary resources from U SPORTS to fulfill its mandate. The Committee may, from time to time, receive administrative support from U SPORTS staff.

Reporting

The Committee will maintain written notes of its meetings and will make such notes available within two weeks of the meeting date. The Committee will report through its Chair to the CEO prior to every meeting of the Board.

Review and Approval

The Committee will review these terms of reference on an annual basis and will make recommendations to the CEO and the Board on any revisions, if warranted.

80.40.13 MANAGEMENT ADVISORY COUNCIL

The CEO is given authority to manage operations within the parameters of Board- and Member-approved policies and the strategic plan. In exercising his/her executive authority, the CEO is informed and assisted by U SPORTS staff (who work closely with all operating and sport committees) as well as by a management group composed of representatives from the Regional Associations.

The primary role of the MAC is to support effective decision-making by the CEO through ensuring effective and ongoing communication between and among U SPORTS and its Regional Associations.

The MAC does not have decision-making authority but acts in an advisory role to the CEO, who ultimately has authority to decide certain operational matters consistent with the bylaws and policies of U SPORTS. The MAC operates in a professional and neutral capacity and at all times acts in the best interest of the membership of U SPORTS.

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80.40.13.1 Membership

The MAC is composed of nine persons, namely the CEO of U SPORTS, the Executive Director/CEO of each Regional Association, and the President of each Regional Association or its designate. Any member of the MAC may invite any other person to attend a meeting or meetings of the MAC where appropriate, provided that a majority of the members of the MAC consent. The MAC will receive administrative support from a U SPORTS staff member.

80.40.13.2 Responsibilities

- a) Maintain ongoing communication on operational matters affecting U SPORTS Members, Regional Associations and the U SPORTS office
- b) Review recommendations from U SPORTS operational committees prior to these recommendations moving forward for decision at the membership, Board, or CEO level
- c) Provide advice to the CEO on matters that are within his/her jurisdiction to decide and which may potentially impact Members and Regional Associations
- d) Provide advice to the CEO on suitable candidates to be appointed to committees
- e) Represent the views of the Members and Regional Associations to the CEO on operational matters having impact throughout U SPORTS
- f) Exchange information on any emerging issues that require communication or collaboration among Regional Associations
- g) Collaborate with the CEO on alignment and implementation of the U SPORTS strategic plan
- h) Participate with the CEO in the ongoing scanning of the environment for risks
- i) Exchange information on any emerging issues that should be brought to the attention of the membership, Regional Associations, standing committees or the Board
- j) Serve as a 'sounding board' for the CEO in the exercise of his/her executive authority
- k) Provide a vehicle to convey the concerns of the Members to the CEO
- l) Exchange relevant information as required to fulfill these duties

80.40.13.3 Procedures

The MAC will normally meet monthly and may meet more frequently as required to deal with emerging or urgent situations. Unscheduled meetings of the MAC will be at the call of the CEO or at the call of any two members. Meetings will normally be held by telephone conference call, but may be held in person where the circumstances warrant this or make it financially feasible. Where the MAC is considering a matter related to the mandate of an Operating Committee, the Chair of that Committee will be invited to participate in the meeting.

80.40.13.4 The MAC will maintain notes of its meetings which will be distributed to all members of the MAC and will be available to the Board of Directors and the Members upon request.

80.40.16 DISCIPLINE COMMITTEE

U SPORTS has comprehensive policies and procedures to manage disputes, including a discipline policy and an appeals policy (which includes avenues for alternate dispute resolution). These are currently identified as Policy 90.30 (Complaints, Discipline) and Policy 90.40 (Appeals, Alternate Dispute Resolution). There are no "committees" for each of these processes, although there is a standing pool of individuals who can be called upon to serve as a tribunal depending on the specific circumstances of each

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discipline or appeal situation. These policies are administered internally, using expert and independent advisors when appropriate. No change is recommended to these policies at this time, although in the future they will be reviewed.

80.40.17 DOPING CONTROL REVIEW COMMITTEE

U SPORTS has comprehensive policies and procedures to manage anti-doping. These are currently identified as Policy 90.10. There are no “committees” for these processes, although there is a standing pool of individuals. No change is recommended to these policies at this time, although in the future they will be reviewed.