

# UNIVERSITY SPORT STRATEGIC PLAN 2013-2018



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## FROM DICK WHITE, CIS PRESIDENT AND PIERRE LAFONTAINE, CIS CHIEF EXECUTIVE OFFICER

On behalf of Dick White, President, and myself, Pierre Lafontaine, it is with great pleasure that we present to you this new strategic plan. It is possibly the most audacious and exciting direction for university sport in Canada over the last 50 years.

Much of the work has been done by Benoit Girardin of LBB Strategies, supported by the Strategic Planning Committee, composed of: Beth Ali – Toronto, Kevin Dickie – Acadia, Gilles Lépine – Laval, Leo MacPherson – St. Francis Xavier and Dick White – Regina, supported by Tom Huisman from the CIS office. Over one thousand people answered our surveys, more than 25 different groups were targeted interviewed, met face-to-face, had discussions via conference call and many more reviewed the attached document to create the CIS of tomorrow.

This strategic plan serves to capture the imagination of our prospective student-athletes, parents, fans and alumni, as well as anyone impassioned by the power of sport in the building of world leaders. It is about bringing ourselves back to why we fell in love with sport 10, 20, 30 or 40 years ago.

In building our future we need to create a daily high-level training environment, which results in consistently excellent competitive performance. We need to innovate in how we create our in-season game experience by finding new ways to bring the game to our fans in a manner they've never experienced. We need to engage the local sport community and assist with regional development. We need to build positive rivalries, which will not only increase the student-athlete experience, but will also help foster our relationships and make our sports more appealing for television. Our championship experience must be magical for everyone involved. Ultimately, our student-athletes will remember their time representing their university as some of the best and most memorable moments of their lives.

Through planning and hard work, we will become a leading force in sport governance, which will provide a foundation to inspire and advance university sport each and every day. We will enhance the student-athlete experience in every aspect including developing our role as regional ambassadors for sport and fitness, and we will become a catalyst in applied sport science. Our work together will help us lead in ways like never before.

We are also building a shared vision, unity of purpose and envisioned future. We need to bring the university sport family back together by reengaging our retired players and coaches. They are critical to the sales effort and to building our fan base. We need to have more teams competing legitimately at a high level, and we need a broader depth of competitiveness. Ultimately, we need to focus on our people and on our great product.

Join us in an exciting future with university sport in Canada.



Pierre Lafontaine  
CEO



Dick White  
President



# WE ARE UNIVERSITY SPORT



## ABOUT CANADIAN INTERUNIVERSITY SPORT

Canadian Interuniversity Sport is the governing body of university sport in Canada. The CIS is comprised of 55 member universities, which are a part of four regional associations. The CIS offers 21 national championships in 12 sports:

Men's and Women's Basketball	Women's Rugby
Men's and Women's Cross Country	Men's and Women's Soccer
Men's and Women's Curling	Men's and Women's Swimming
Women's Field Hockey	Men's and Women's Track and Field
Men's Football	Men's and Women's Volleyball
Men's and Women's Ice Hockey	Men's and Women's Wrestling

Representing the 55 universities are over 11,000 student-athletes who embody a broad and diverse group from coast to coast. By having such a large student-athlete population, there is opportunity to compete and participate anywhere from domestic to world-class levels. There are over a dozen additional sports offered at the regional level, allowing students of even more sports a place to participate and pursue competitive and active living opportunities through sport. As a whole, university sport in Canada is accessible to an enormous number of university students with a wide array of goals.

The CIS infrastructure can be, at the highest level of many sports, used as an intermediate step between high school and club levels to an Olympic or professional level. The facilities provided and used by CIS universities are among the best in the world, with many doubling as national training centres or hosts for international competition. In line with these international calibre training and competition sites is the access to world class coaching. Many of Canada's Olympic coaches are in our system developing CIS student-athletes into our next national team members. These two factors – great facilities and talented coaching staffs – foster highly competitive national championships for all twelve CIS sports.

In addition to domestic competition, Canadian Interuniversity Sport also provides high performance international opportunities for Canadian student-athletes at both winter and summer Universiades, as well as single-sport world university championships. These FISU competitions provide student-athletes an opportunity to represent their country and experience the next level of competition.

Canadian Interuniversity Sport gives student-athletes five years of eligibility to compete for their university, giving them access to a high quality education that they will rely on for the rest of their lives. Canadian universities are among the best places in the world to study and compete. We are fortunate to have many of the brightest young men and women in Canada on our sports teams. This is highlighted by over 2,600 student-athletes who compete for our varsity teams and hold an 80 percent or above academic average.

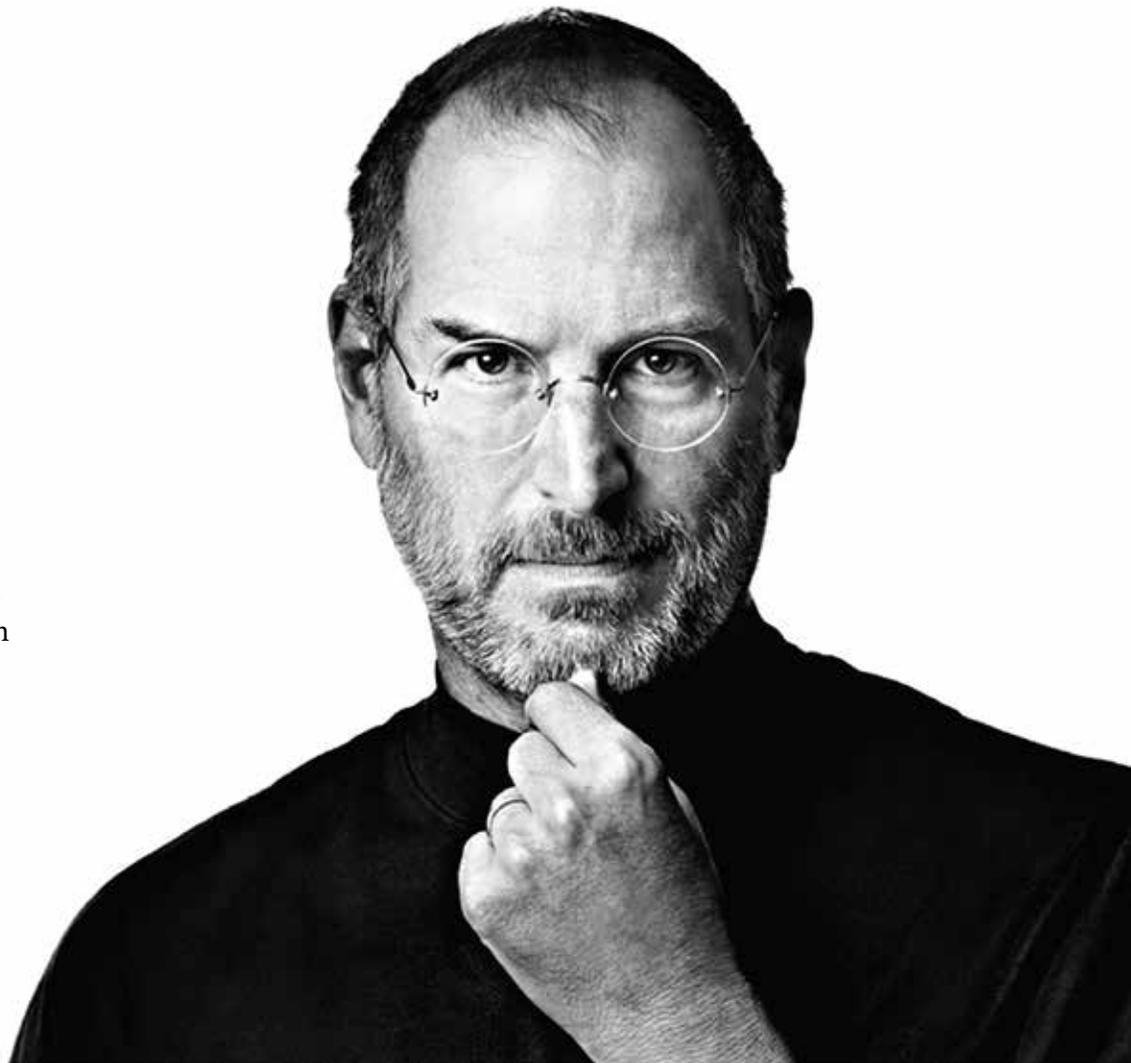
Our student-athletes will become Canada's next doctors, lawyers, teachers, CEOs, and social workers. Canadian Interuniversity Sport is an exciting and vibrant experience, attracting the best minds and bodies in the country.



**WE ARE ALL PART OF  
THE SAME TEAM**

“ *Because the people who are  
crazy enough to think they can  
change the world are the ones  
who do.* ”

R.I.P Steve Jobs  
[AppleGuide.com](http://AppleGuide.com)



# CANADA'S UNIVERSITY SPORT STRATEGIC PLAN

## A NEW ERA BEGINS



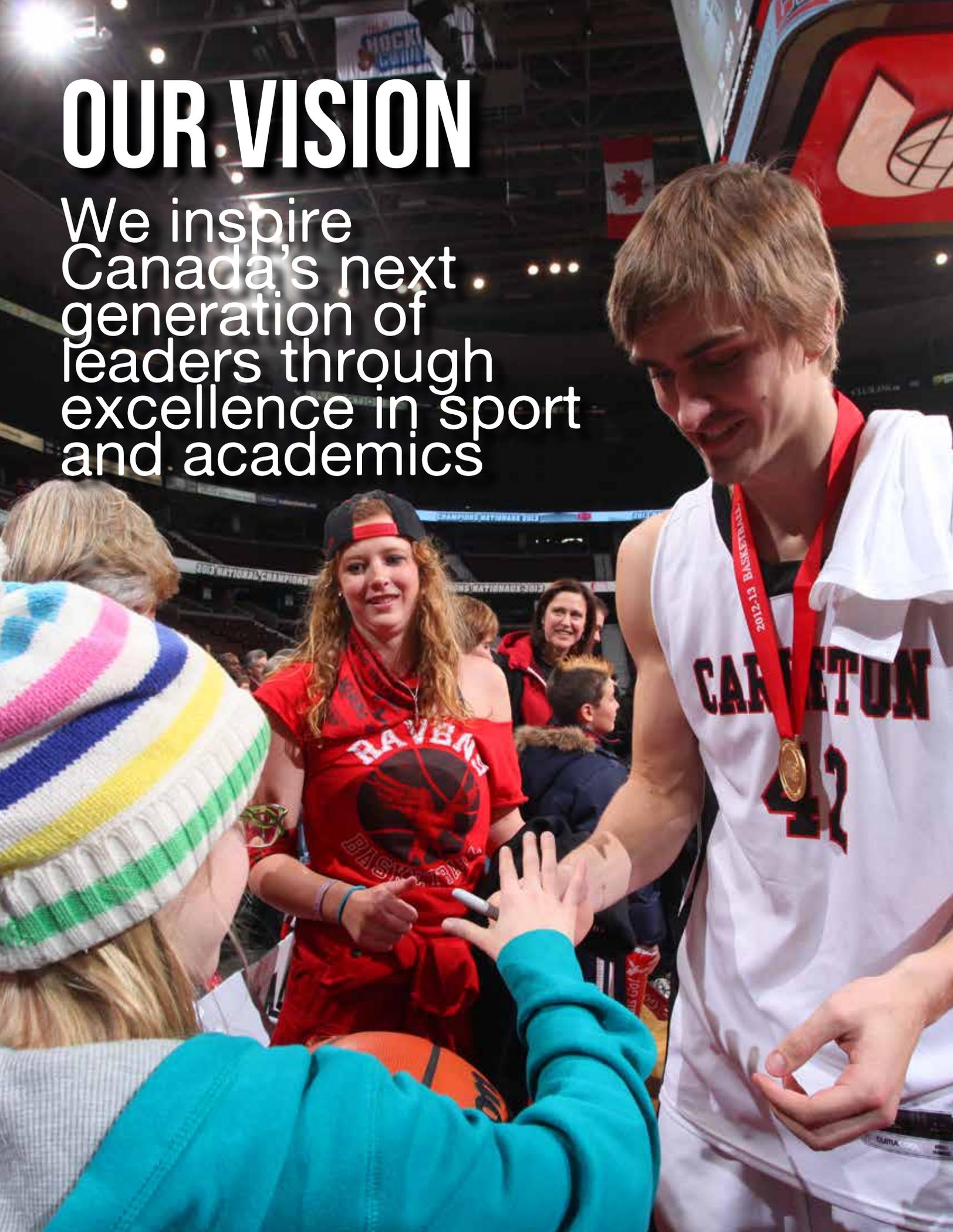


**OUR ULTIMATE GOAL**

**CANADA IS THE WORLD  
LEADER IN UNIVERSITY  
SPORT**

# OUR VISION

We inspire  
Canada's next  
generation of  
leaders through  
excellence in sport  
and academics



# OUR PURPOSE

We lead, promote  
and celebrate  
excellence in sport  
and academics



# OUR VALUES



**STUDENT-ATHLETE  
CENTERED**

**EXCELLENCE**

**TEAM WORK**

**ETHICALLY DRIVEN**

# OUR 4 COMMITMENTS TO SUCCEED

**WE STRENGTHEN  
OUR ORGANIZATION**

**WE ELEVATE THE  
STUDENT-ATHLETE  
EXPERIENCE**

**WE ENHANCE OUR  
VISIBILITY AND  
RELEVANCY**

**WE CONTRIBUTE  
TO IMPROVING  
CANADA'S SPORT  
SYSTEM**

## OUR EXPECTED OUTCOMES



**BY 2018, WE ARE  
AN EFFECTIVE,  
EXPERT-DRIVEN  
AND PERFORMING  
SPORT SYSTEM**

**BY 2018, OUR  
STUDENT-ATHLETES  
HAVE EXPERIENCED  
AN ENHANCED  
COMPETITIVE SPORT  
SYSTEM**

**BY 2018,  
UNIVERSITY SPORT  
IS A VIBRANT AND  
VISIBLE SPORT  
SYSTEM**

**BY 2018, MEMBERS  
OF THE CANADIAN  
SPORT SYSTEM  
SEE UNIVERSITY  
SPORT, ITS  
INSTITUTIONS  
AND LEADERS  
AS SIGNIFICANT  
CONTRIBUTORS  
IN THE CANADIAN  
SPORT SYSTEM**

# OUR COMMITMENT TO SUCCEED WE STRENGTHEN OUR ORGANIZATION

## OUR EXPECTED OUTCOME BY 2018, WE ARE AN EFFECTIVE, EXPERT-DRIVEN AND PERFORMING SPORT SYSTEM

### OUR STRATEGIES

### WE ARE EFFECTIVE IN GOVERNANCE AND OPERATIONS

### WE OPTIMIZE AND EXPAND OUR RESOURCES

### WE ACHIEVE OUR VISION TOGETHER

### KEY SUCCESS INDICATORS

KSI will have to be adjusted once the baseline metrics are identified.  
KSI have to be measured and monitored over the next 5 years.

Between 2013 and 2018:

#### **Organizational effectiveness review**

We have performed a governance and organizational and HR effectiveness review to strengthen our system and organization.

#### **Performing organizational structure**

We have developed and adopted a performance based governance structure that is complemented by an operational and HR structure that allows us to achieve our expected outcomes.

#### **Optimal alignment**

We have all optimally aligned our governance and operations.

#### **National risk management strategy**

We have developed and adopted a nationwide harmonized risk management plan and policy.

Between 2013 and 2018:

#### **Sharing our resources**

We have optimally aligned and shared our organizational resources to generate enhanced value to our student-athletes and institutions, as well as to create economies of scale.

#### **Expand our resources**

We have expanded our resources through meaningful partnerships and the implementation of a revenue generation strategy.

Between 2013 and 2018:

#### **Clear roles and responsibilities**

We have defined our respective roles and responsibilities in achieving the national strategic plan.

#### **Accountability**

We have created and adopted an accountability framework to better achieve our expected strategic outcomes.

#### **Collaboration**

We have increased the number of collaborative projects and initiatives we are engaged in.

# OUR COMMITMENT TO SUCCEED

## WE ELEVATE THE STUDENT-ATHLETE EXPERIENCE

### OUR EXPECTED OUTCOME

BY 2018, OUR STUDENT-ATHLETES HAVE EXPERIENCED AN ENHANCED COMPETITIVE SPORT SYSTEM

#### OUR STRATEGIES

#### WE ELEVATE THE QUALITY OF OUR COMPETITIONS

#### WE ENHANCE SUPPORT TO OUR STUDENT-ATHLETES

#### WE IMPLEMENT A NATIONAL UNIVERSITY SPORT STRATEGY

#### KEY SUCCESS INDICATORS

KSI will have to be adjusted once the baseline metrics are identified.  
KSI have to be measured and monitored over the next 5 years.

Between 2013 and 2018:

##### **Attendance and social media**

We have significantly increased attendance at our events, as well our visibility in both traditional and social media platforms.

##### **Event hosting quality standards**

We have raised the quality of our events by elevating and harmonizing our organizational standards for hosting events.

##### **Innovation**

We have developed innovative event properties that enhance the popularity of university sport.

Between 2013 and 2018:

##### **Enhanced experience**

Each year, we have raised the student-athlete experience and their level of satisfaction.

##### **Coaching professional development**

We provide enhanced professional development opportunities for university coaches.

##### **High performance environment**

We provide improved high-performance services and support to student-athletes.

##### **Financial support**

We have developed innovative strategies that enhance direct and indirect financial support for student-athletes.

Between 2013 and 2018:

##### **Improved competitions structure**

We have reviewed and improved our competition model and structure for each sport in order to offer a better level of development and competitiveness to our student-athletes.

# OUR COMMITMENT TO SUCCEED

## WE ENHANCE OUR VISIBILITY AND RELEVANCY

### OUR EXPECTED OUTCOME

BY 2018, UNIVERSITY SPORT IS A VIBRANT AND VISIBLE SPORT SYSTEM

<b><u>OUR STRATEGIES</u></b>	<b>WE IMPLEMENT A NATIONAL MARKETING STRATEGY</b>	<b>WE IMPLEMENT A NATIONAL COMMUNICATION STRATEGY</b>	<b>WE PROMOTE UNIVERSITIES AND BUILD CAMPUS PRIDE</b>
<p><b><u>KEY SUCCESS INDICATORS</u></b></p> <p>KSI will have to be adjusted once the baseline metrics are identified. KSI have to be measured and monitored over the next 5 years.</p>	<p>Between 2013 and 2018:</p> <p><b>Marketing plan</b> We have executed a strong national marketing strategy that elevates our brand equity and generates more revenue.</p> <p><b>Media and sponsorships revenues</b> The selling of our media and sponsorship rights have dramatically augmented by 2018 as determined by the marketing plan and reviewed yearly.</p> <p><b>Viewership</b> Our TV/Web viewership has dramatically improved, both in total number of events and total number of viewers for those events.</p>	<p>Between 2013 and 2018:</p> <p><b>Communication plan</b> We have developed and executed a strong national communication plan.</p> <p><b>Visibility in media</b> We have significantly increased our media presence and are visible on a more consistent basis in national and local media.</p> <p><b>Internal communications</b> By 2018, we have seen significant improvement in our internal and inter-organizational communications.</p>	<p>Between 2013 and 2018:</p> <p><b>Promotion of universities</b> Every year, we use sport as a promotional tool for universities.</p> <p><b>University sport awareness</b> We have significantly increased university students' and prospective students' awareness about university sports and activities.</p>

# OUR COMMITMENT TO SUCCEED

## WE CONTRIBUTE TO IMPROVING CANADA'S SPORT SYSTEM

### OUR EXPECTED OUTCOME

BY 2018, MEMBERS OF THE CANADIAN SPORT SYSTEM SEE UNIVERSITY SPORT, ITS INSTITUTIONS AND LEADERS AS SIGNIFICANT CONTRIBUTORS IN THE CANADIAN SPORT SYSTEM

#### OUR STRATEGIES

**WE INTEGRATE UNIVERSITY SPORT WITHIN THE SPORT SYSTEM**

**WE LEAD AND ENGAGE COMMUNITIES IN SPORT AND ACTIVE LIVING**

**WE SUPPORT SPORT RELATED RESEARCH AND APPLIED SCIENCE**

#### KEY SUCCESS INDICATORS

KSI will have to be adjusted once the baseline metrics are identified.  
KSI have to be measured and monitored over the 5 years

Between 2013 and 2018:  
**Partnerships in sport**  
We have identified and developed strategic relationships with Canadian sport organizations, including professional and national sport organizations.  
**Sport program review**  
We have reviewed and improved our sport program.

Between 2013 and 2018:  
**Active living in our communities**  
We contribute to the promotion of active living and sport in our respective communities.  
**Partnerships in active living**  
We have meaningful partnerships with the most important active living organizations in Canada.

Between 2013 and 2018:  
**Partner in sport science**  
We have developed meaningful partnerships with organizations involved in sport and applied science.



## AN INCLUSIVE AND COMPREHENSIVE STRATEGIC PLANNING PROCESS

The university sport strategic plan is the result of a comprehensive process that involved many stakeholders, members and partners. Members of the university sport system contributed to this plan through online surveys, focus groups and during the strategic planning retreat. Steered by the Strategic Planning Committee composed of Beth Ali, Dick White, Leo MacPherson, Gilles Lépine, Kevin Dickie, Pierre Lafontaine and Tom Huisman and assisted by a strategic planning consultant, Benoit Girardin from LBB Strategies, the process lasted almost 10 months of hard work and brainstorming about university sport's best future. This plan reflects the opinions and ideas of the collective voice of university sport.

### Targeted Groups

Presidents and Athletic Directors

CIS Alumni

Coaches

University Athletic Departments

CIS Regional Associations

Students-Athletes, Students at Large, Parents

CIS Staff and Board

NSOs, MSOs, CSCs, Sport Canada, Pro sports

AUCC, CCUPEKA

Corporate Partners

## THE KEY MILESTONES

### PHASE 1

SWOT ANALYSIS AND NATIONAL CONSULTATION

### PHASE 2

DEVELOPMENT OF STRATEGIC PLAN FRAMEWORK

Strategic planning retreat June 2013

### PHASE 3

DEVELOPMENT OF DETAILED STRATEGIES AND KEY SUCCESS INDICATORS

AD and President consultations

Summer and Fall 2013

### PHASE 4

APPROVAL OF STRATEGIC PLAN AND DEVELOPMENT OF AN IMPLEMENTATION PLAN

October 2013



**On our way to becoming the world  
leader in university sport**



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