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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
- Men’s and Women’s Cross Country
- Men’s and Women’s Curling
- Women’s Field Hockey
- Men’s Football
- Men’s and Women’s Ice Hockey
- Women’s Rugby
- Men’s and Women’s Soccer
- Men’s and Women’s Swimming
- Men’s and Women’s Track and Field
- Men’s and Women’s Volleyball
- 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
CANADA’S UNIVERSITY SPORT
STRATEGIC PLAN
A NEW ERA BEGINS

OUR ULTIMATE GOAL

OUR VISION

OUR PURPOSE

OUR VALUES

OUR FOUR COMMITMENTS TO SUCCEED

OUR STRATEGIES AND KEY SUCCESS INDICATORS
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**

<table>
<thead>
<tr>
<th>OUR STRATEGIES</th>
<th>WE ARE EFFECTIVE IN GOVERNANCE AND OPERATIONS</th>
<th>WE OPTIMIZE AND EXPAND OUR RESOURCES</th>
<th>WE ACHIEVE OUR VISION TOGETHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>KEY SUCCESS INDICATORS</td>
<td>Between 2013 and 2018: Organizational effectiveness review We have performed a governance and organizational and HR effectiveness review to strengthen our system and organization.</td>
<td>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.</td>
<td>Between 2013 and 2018: Clear roles and responsibilities We have defined our respective roles and responsibilities in achieving the national strategic plan.</td>
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<td></td>
<td>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.</td>
<td>Expand our resources We have expanded our resources through meaningful partnerships and the implementation of a revenue generation strategy.</td>
<td>Accountability We have created and adopted an accountability framework to better achieve our expected strategic outcomes.</td>
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<td></td>
<td>Optimal alignment We have all optimally aligned our governance and operations.</td>
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<td></td>
<td>National risk management strategy We have developed and adopted a nationwide harmonized risk management plan and policy.</td>
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<tr>
<td></td>
<td>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.</td>
<td></td>
<td>Collaboration We have increased the number of collaborative projects and initiatives we are engaged in.</td>
</tr>
</tbody>
</table>
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

<table>
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<tr>
<th>OUR STRATEGIES</th>
<th>WE ELEVATE THE QUALITY OF OUR COMPETITIONS</th>
<th>WE ENHANCE SUPPORT TO OUR STUDENT-ATHLETES</th>
<th>WE IMPLEMENT A NATIONAL UNIVERSITY SPORT STRATEGY</th>
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<td>KEY SUCCESS INDICATORS</td>
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<td>KSI will have to be adjusted once the baseline metrics are identified. KSI have to be measured and monitored over the next 5 years.</td>
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</table>

| Between 2013 and 2018: |
| **Attendance and social media** |
| We have significantly increased attendance at our events, as well as 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

<table>
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<tr>
<th>OUR STRATEGIES</th>
<th>WE IMPLEMENT A NATIONAL MARKETING STRATEGY</th>
<th>WE IMPLEMENT A NATIONAL COMMUNICATION STRATEGY</th>
<th>WE PROMOTE UNIVERSITIES AND BUILD CAMPUS PRIDE</th>
</tr>
</thead>
</table>

### 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.

**Marketing plan**
We have executed a strong national marketing strategy that elevates our brand equity and generates more revenue.

**Media and sponsorships revenues**
The selling of our media and sponsorship rights have dramatically augmented by 2018 as determined by the marketing plan and reviewed yearly.

**Viewership**
Our TV/Web viewership has dramatically improved, both in total number of events and total number of viewers for those events.

Between 2013 and 2018:

**Communication plan**
We have developed and executed a strong national communication plan.

**Visibility in media**
We have significantly increased our media presence and are visible on a more consistent basis in national and local media.

**Internal communications**
By 2018, we have seen significant improvement in our internal and inter-organizational communications.

Between 2013 and 2018:

**Promotion of universities**
Every year, we use sport as a promotional tool for universities.

**University sport awareness**
We have significantly increased university students’ and prospective students’ awareness about university sports and activities.
# 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

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<tr>
<th>OUR STRATEGIES</th>
<th>WE INTEGRATE UNIVERSITY SPORT WITHIN THE SPORT SYSTEM</th>
<th>WE LEAD AND ENGAGE COMMUNITIES IN SPORT AND ACTIVE LIVING</th>
<th>WE SUPPORT SPORT RELATED RESEARCH AND APPLIED SCIENCE</th>
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## 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.

- **Partnerships in sport**
  - We have identified and developed strategic relationships with Canadian sport organizations, including professional and national sport organizations.
  - **Between 2013 and 2018:**
  - **Active living in our communities**
    - We contribute to the promotion of active living and sport in our respective communities.
    - **Between 2013 and 2018:**
  - **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.
    - **Between 2013 and 2018:**

- **Sport program review**
  - We have reviewed and improved our sport program.
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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