

CANADIAN COLLEGIATE ATHLETIC ASSOCIATION

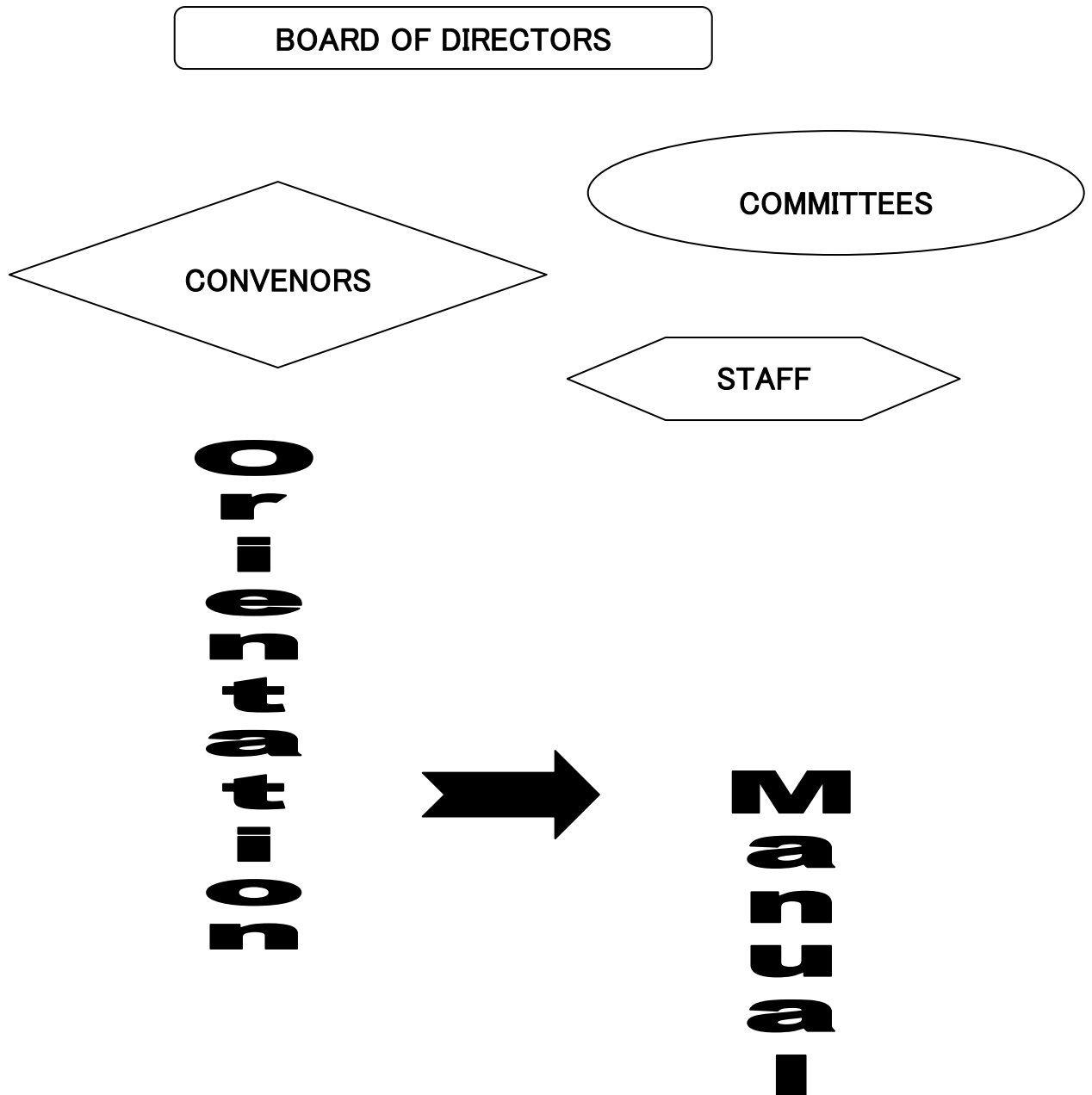


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Introduction

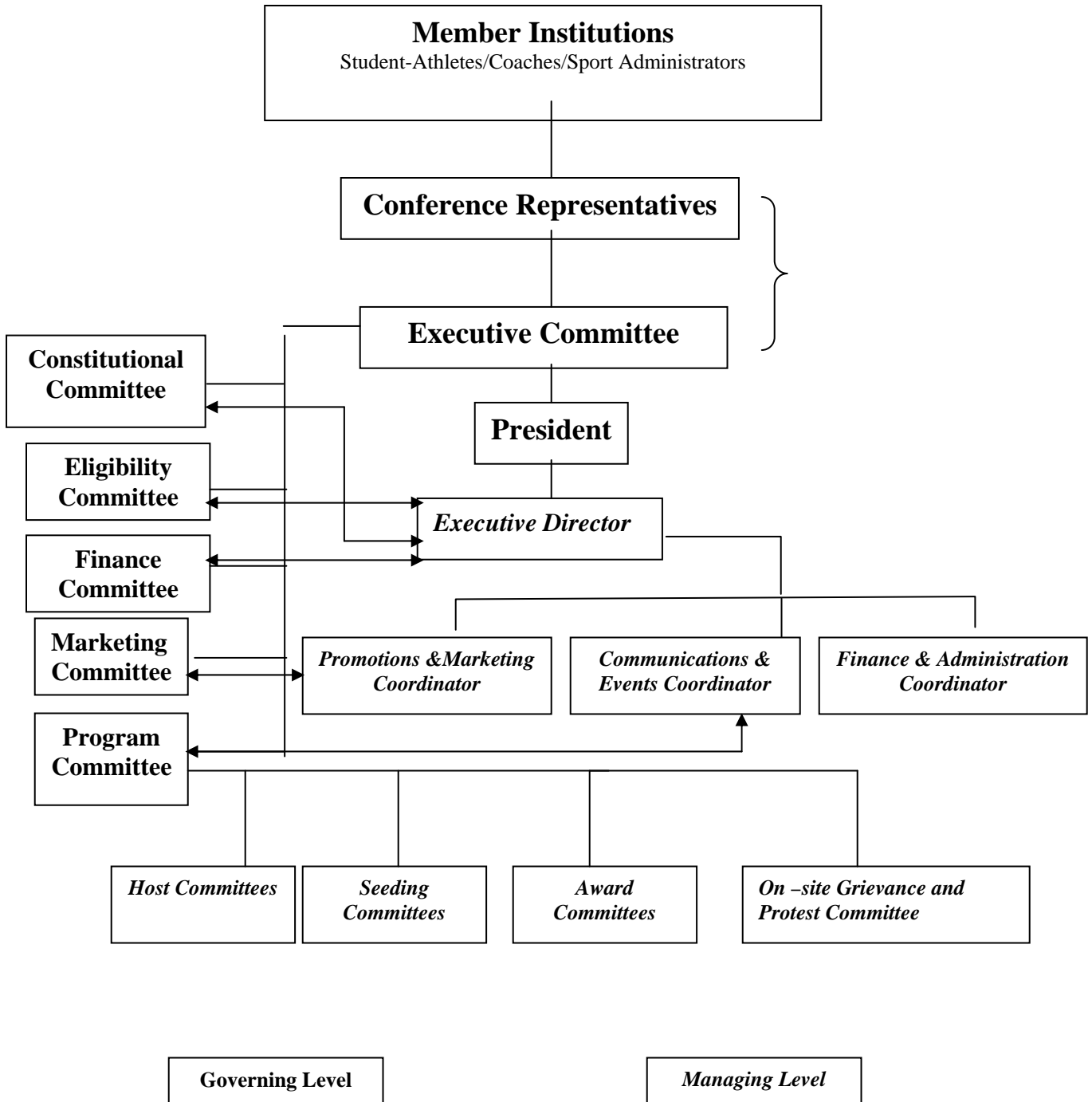
This Orientation manual is designed to assist Directors of the Board, Committee members, National Convenors and Staff in understanding the structure and operation of the Canadian Collegiate Athletic Association.

This manual has several objectives:

- To be a tool which is used as part of the standard orientation process for new Board of Directors, Committee members, National Sport Convenors and staff.
- To enhance member' understanding of how the Association's structure works at both the policy and operations levels.
- To clearly identify the expectations members should have of directors, committee members and staff.
- To be a reference manual with readily available answers which can be used in an ongoing basis by members of the association.

This manual will be updated on an annual basis. If you have comments, suggestions or questions, please direct these to the national office where they will be incorporated in the next revision.

ORGANIZATIONAL CHART



An Explanation of the Organizational Chart

An organizational chart tries to explain visually the relationships that exist among different parts of the organization. This organizational chart needs accompanying text to explain the relationship of the Members Institution, Conference Representatives, the Executive, the Committees and the Executive Director

Member Institutions

The members of the association are shown at the top of the organizational structure because ultimately they are the association. The CCAA encompasses over 90 member institutions. While it is possible for members to be directly involved in directing and managing the activities, it becomes impractical as an association grows. This is particularly true in the case of a national organization where members are spread over a large geographical area. Most organizations resolve this problem by electing a group of members to do this work on their behalf, a Board of Directors.

Conference Representatives

In the CCAA, Member Conferences (MCs) represent and act on behalf of the members of the national association. The CCAA is comprised of five (5) MCs. They are: British Columbia Colleges Athletic Association (BCCAA), Alberta Colleges Athletic Conference (ACAC), Ontario Colleges Athletic Association (OCAA), Réseau du sport étudiant du Québec (RSEQ) and Atlantic Collegiate Athletic Association (ACAA). MC's elect or appoint a Conference Representative who is the ongoing liaison between the CCAA office and Executive Committee to the membership at large. The role of the Conference Representative is to represent their conference's interests to the President and Executive Committee. They also have a responsibility to help communicate CCAA decisions, activities and issues to their board and members. The relationship between Members and Conference Representatives and the Executive is shown by a solid line, indicating direct accountability.

Board of Directors

The Board of Directors is ultimately accountable to the members for competent stewardship and long-term development of the Association, however the accountability is monitored through a direct relationship between the Conference Representatives and the Executive. The Executive and the five (5) Conference Representatives constitute the CCAA Board of Director's.

Executive Committee

The Executive Committee is responsible for the policy level of the organization supported in this work by the Executive Director. The Executive Director is responsible for ensuring that the strategic plan, priorities, values, organizational policies and budget approved by the Board of Directors are operationalized in the program, financial, marketing and administrative activities of the association.

Standing Committees

Standing Committees (Constitutional, Finance, Eligibility, Marketing & Program) are part of the governing level of the association. They are accountable to specific Executive members and assist the Executive in carrying out its responsibilities. They can provide advice or

recommendations, suggest alternative actions or provide background information. The Constitutional, Finance, Eligibility and Marketing committees are made up of one representative from each of the MC's. MC's nominate these representatives at their annual meetings. The Program Committee is composed of National Sport Convenors who are nominated by MC's and elected at the CCAA's AGM

National Sport Convenors

Within the Program Committee each respective National Convenor is responsible for committees associated with their respective sport and in conjunction with their respective National Championship such as the Seeding committee, Host committee, Awards committee and On-site grievance and protest committee. These committees are part of the management level of the association. They are accountable to the respective Convenor who is accountable to the Vice President Programs on the Executive Committee. They are responsible for fulfilling their mandate consistent with the mission, values, strategic plan and budget of the association and within these limitations; they have the authority to make decisions related to their area of responsibility.

Executive Director

The Executive Director is the link between the governing (policy) and managing levels of the association. The Executive Director is the senior staff person and in this role supports the Executive in its leadership role, and directs staff and volunteers in their management roles. The Executive Director ensures implementation of the approved strategic and annual plans and organizational policies. The Executive Director communicates and interprets strategic direction and corporate policies to staff and committees and brings to the Executive, policy issues and concerns identified by staff and other stakeholders. The solid line from the President of the Association and Chair of the Executive Committee to the Executive Director indicates his/her accountability to the President and the delegation of authority by the President to the Executive Director for the management of the operations of the association.

Support Staff

Support Staff is accountable to the Executive Director for planning and implementing programs, projects and services related to their area of responsibility that are consistent with Strategic Directions and annual and budget plans. Staff will work in collaboration with Committee Chairs to support the work of the committee but do not report to Committee Chairs. The Executive Director is responsible to work with staff to set work priorities for the work required to support committees in developing and administering programs.

Accountability

There is an inherent assumption that individuals who present themselves as candidates for the Board of Directors or who accept to be named to a committee or accept an offer of employment understand their accountability to members, to Sport Canada as funding source, to the national governing bodies in the sport and to sponsors. Accountability implies a *willingness* to be held responsible for results, actions and decisions.

Accountability and the Board of Directors

The Board of Directors in its role as “owners in trust” of the association is responsible for the long-term survival and development of the organization and has 3 major areas of accountability:

Accountability for Results: The ultimate test of accountability in any organization is achieving results. The Board of Directors is accountable to the members for planning strategically for the future, defining goals in key areas and specifying deadlines. It is also accountable to accomplish the association’s mission in an ethical and principled manner.

Accountability for Actions: As a federally incorporated nonprofit organization, the Association is required by law to be governed by a Board of Directors whose individual members hold a ‘public trust’. Public trust is an obligation to maintain, preserve, further develop and expand resources and to ensure that the CCAA’s activities remain in the public domain to the benefit of this and future generations. Directors have an obligation to provide governance and management of the Association and to implement programs and services for the benefit of the public. The elected Board of Directors is accountable to the federal government for providing this governance and to its members for acting in a manner that upholds the public trust. Each Director also has the following legal responsibilities:

- **Fiduciary.** A Director holds a position of trust and must act honestly, in good faith and in the best interests of the CCAA. A Director has an obligation of loyalty and a duty to uphold the integrity of the Association.
- **Skill and Diligence.** A Director must exercise that degree of skill and diligence that can reasonably be expected from someone of his or her knowledge and expertise.
- **Duty of Care.** A Director has a duty to be informed about the state of business and affairs of the CCAA. This duty includes ensuring that the Association is properly managed and its assets suitably cared for.
- **Personal Interest Must Not Conflict.** A Director must not let personal interests or the interests of a third party conflict with those of the CCAA. If a conflict arises, the conflict must be declared, and a Director is forbidden from exploiting his or her position.
- **Confidentiality.** Directors are not permitted, either during or after their term of office, to use information deemed confidential to the CCAA.
- **Conduct Must Not be Self-Serving.** A Director must not allow the conduct of directorship duties to serve personal ends.

Accountability for actions requires that Directors assume a willingness to observe the legal and moral responsibilities inherent in the position of trust that they hold. Being accountable for actions also requires accountability for mistakes which has six elements:

- **Accept** CCAA’s responsibility for its actions (regardless of which committee or staff person is involved).
- **Admit** when a mistake occurs. Acknowledging publicly damages credibility less than attempting to hide or excuse mistakes. Admitting an error should not be confused with laying the blame at the feet of other volunteers, staff or a committee.
- **Apologize.** This is an important step in maintaining credibility and it signals the Board of Directors’ concern with the impact or problem their actions may have created.
- **Act** to deal with the immediate consequences. Get others involved; share the problem. Asking for suggestions is a sign that the Board of Directors trusts the judgment of others and trusts their talents.
- **Amend.** It’s not necessary to resign because of an error but any hardship caused should be shared. If the association is unable to secure resources it requires or its actions have caused some crisis, then the Board of Directors also needs to share in any hardship created.
- **Attend** to the reactions of the members. Ask for feedback and listen to constructive criticism.

Accountability for Decisions: This requires that there is clear and widely shared understanding of where authority of each committee and staff person begins and ends. This is most appropriately exercised through the establishment of comprehensive policies that guide action of committees and staff. It also means the Board of Directors uses its’ authority to mobilize commitment, build consensus and help the membership own decisions. This suggests that in making policy the Board of Directors consults broadly with the membership.

Accountability of Committees & Staff

Accountability does not imply direct control. Responsibility can be delegated. The Board of Directors delegates responsibility for operational decision-making to committees (including Convenors) and staff. And to the degree that responsibility has been delegated within the framework of a thoughtful strategic plan, clearly expressed goals and values and limits of authority, these committees and staff are accountable for their results, actions and decisions. There is a two-way accountability relationship: to the Board of Directors for acting consistently with established plans (including budgetary) and policies; and to the membership for competent management of its area of responsibility.

Accountability relationships function as constructive pressures for the association’s decision-makers to remain relevant to its members and mission, and exerts an ongoing pressure to perform. It acts as a check to a go-it-alone leadership approach.

ROLES AND RESPONSIBILITIES

The following section describes the roles and responsibilities of the elected Executive Committee, Conference Representatives, National Sport Convenors, and Executive Director.

Executive Committee

The Executive Committee functions as a policy committee and the roles and responsibilities of the committee include those described below, but does not exclude any role or responsibility that is consistent with its role as a policy committee. Executive shall be properly qualified athletic department personnel, employed by a member institution and attending MC meetings. It is expected that the Executive will carry out its responsibilities in a consultative fashion. The Executive Director is an ex-office member of the Executive Committee without voting rights.

Composition of the Executive

The Officers of the Association, otherwise known as the Executive Committee are: the President Past-President, Vice-President Governance, Vice-President Marketing, Vice-President Finance and Administration, Vice-President Programs and Member(s)-at-Large.

Terms of Office of the Executive

The President, Vice President Governance, Vice President Finance and Administration, Vice President Programs and Vice President Marketing are elected at the AGM and hold office for a term of two years. Incumbents may stand for re-election in successive terms. The Past President has a two-year term immediately following Presidency. Member(s)-at-Large are appointed by their conference when their conference is not represented at the Executive table once the executive positions have been filled. The President, Vice President Finance and Administration and Vice President Governance are elected in even years and the Vice President Programs and Vice President Marketing in odd years. Members at Large are appointed by their conferences annually as required.

Specific Roles and Responsibilities of the Executive

President

The President has three primary roles. The first is to provide leadership within the Executive by ensuring the Executive is organized properly, functions effectively and meets its obligations and responsibilities. The second role is to communicate with the Executive and the membership about the direction, priorities and achievements of the CCAA. Finally, the President is the primary spokesperson for the CCAA at the national level with persons of equivalent organizational stature. He/She works closely with the Executive Director to ensure the general management of the affairs of the association are being carried out.

The duties and responsibilities of the President are described below.

- Preside at all meetings of the Association, of the Board of Directors and of the Executive Committee;
- Be responsible, with the other Officers, for the general management of the affairs of the Association;
- Be an ex-officio member of all committees appointed by the Executive;

- Submit or cause to be submitted a report to the membership at each meeting covering the affairs of the Association;
- Act as official spokesperson of the Association;
- Vote only when a tie-breaking vote is required on resolutions brought forward at all meetings of the Association except where otherwise provided;
- Appoint, remove, and approve the remuneration of expenses for such "ad hoc" committees as may from time to time be required;
- Exercise such powers and performs such duties and functions as may be delegated to the position by the Executive Committee.

Vice-President Marketing

Is primarily responsible for the development of policy, procedures and guidelines in the area of Marketing and Media Relations. He/She works closely with the Promotions and Marketing Coordinator in relation to marketing and branding, as well as the Communications and Events Coordinator in relation to media aspects of the Association to ensure the Strategic Plan for Marketing and Communications is being fulfilled.

The duties and responsibilities of the Vice President Marketing are described below.

- Serve as a member of the Executive Committee;
- Chair the Marketing Standing committee;
- Perform such other duties and functions as may be delegated to the position by the President or the Executive Committee.

Vice-President Programs

Is primarily responsible for the development of policy, procedures and guidelines in the area of National Championships and related to the technical sport programs of the association. He/She works closely with the National Sport Convenors, Host Convenors and the Communications and Events Coordinator to ensure the Strategic Plan within the area of Programs is being fulfilled.

The duties and responsibilities of the Vice President Programs are described below.

- Serve as a member of the Executive Committee;
- Chair the Program Standing committee;
- Perform such other duties and functions as may be delegated to the position by the President or the Executive Committee.

Past President

Provides a link for the current Executive into the historical development of policy and carries out many of the duties associated with governance in the Presidents first term of office. He/She works closely with the new President to ensure the general management of the affairs of the association are being carried out.

The duties and responsibilities of the Past President are described below.

- Serve as a member of the Executive Committee;
- Chair the Eligibility standing committee;
- Chair the Constitution standing committee;
- Serve as the Associations Electoral Officer;
- Have the authority to delegate such of the above duties to the Executive Director as the Executive Committee deems in the best interests of the Association, provided however that the Past President shall be ultimately responsible for such duties;

- Perform such other duties and functions as may be delegated to the position by the President or the Executive Committee.

Vice-President Finance and Administration

Is primarily responsible for the development of policy, procedures and guidelines in the area of Finance and administration. He/She ensures that the financial affairs of the Association are in order and that the Administrative functions of the National office are effectively and efficiently carried out. He/She works closely with the Executive Director and Finance and Administration Coordinator to ensure financial and administrative matters are being fulfilled responsibly. The duties and responsibilities of the Vice President Finance and Administration are described below.

- Serve as a member of the Executive Committee;
- Be responsible for the security of the Association funds which shall be kept in a Chartered Bank or Trust Company of Canada;
- At each Annual General Meeting of the Association, submit or cause to be submitted an audited financial statement of the Association's financial affairs, prepared by a qualified auditor;
- Chair the Finance Standing Committee and hence prepare or cause to be prepared appropriate financial submissions and reports as required and approved by the Executive Committee, and a projected budget for the ensuing fiscal year to be presented at the Annual General Meeting;
- Be responsible for the maintenance, control and security of all financial records of the Association;
- Perform such other duties and functions as may be delegated to the position by the President or the Executive Committee.

Vice-President Governance

Is primarily responsible it to provide strategic and emerging trend perspectives to the Executive Committee. He/She takes on the duties of the Past President when the President resides for a second term in office and works closely with the Executive Director to ensure the general management of the affairs of the association are being carried out.

The duties and responsibilities of the Vice President Governance are described below.

- Serve as a member of the Executive Committee;
- Be responsible for the maintenance, control and security of all constitutional and operating procedure records of the Association;
- Be responsible for the accurate recording and historical compiling of Minutes and Proceedings of all meetings of the Association, the Board of Directors and the Executive Committee.
- Serve as a member of the Constitution Standing Committee and Chair when President remains in office more than one term;
- Serve as a member of the Eligibility Standing Committee and Chair when President remains in office more than one term;
- Serve as the Associations Electoral Officer when President remains in office more than one term;
- Perform the duties and exercise the powers of the President when the latter is absent or unable to carry out the duties of the President;

- Perform such other duties and functions as may be delegated to the position by the President or the Executive Committee.

Member(s) at Large

Are responsible for filling the gaps in the Executive Committee assuming those roles that the President assigns i.e. new projects or assisting other Executives with their portfolios.

The duties and responsibilities of the Member(s) at Large are described below.

- Serve as a member of the Executive Committee;
- Perform duties and functions as may be delegated to the position by the President or the Executive Committee.

Conference Representatives

As the Member Conference representative to the Canadian Collegiate Athletic Association they represent their Association's interests to the President and Executive Committee. They also have a responsibility to help communicate CCAA decisions, activities and issues to their board and members. Conference Representatives shall be athletic department personnel employed by a member institution of the Association or employed directly by the MC.

Composition of the Conference Representatives

The CCAA is comprised of five (5) Member Conferences (MCs). They are: British Columbia Colleges Athletic Association (BCCAA), Alberta Colleges Athletic Conference (ACAC), Ontario Colleges Athletic Association (OCAA), Réseau du sport étudiant du Québec (RSEQ) and Atlantic Collegiate Athletic Association (ACAA). MC's elect or appoint a Conference Representative who is the ongoing liaison between the CCAA office and Executive Committee to the membership at large.

Terms of Office of Conference Representatives

MC's nominate or appoint candidates for the respective Conference Representative. The MCs are responsible for selecting the delegate who will represent their conference and exercise their power as voting delegate at the CCAA AGM and Winter Board Meeting. Members of the Executive and National Sports Convenors shall not be named at Conference Representatives. Executive and National Convenors do not have the right to vote.

The duties and responsibilities of the Conference Representative are described below:

- Serve as voting delegate and spokesperson at CCAA AGM and Board of Directors meetings;
- Present MC status reports at AGM and Board meetings;
- Present MC National Championship bids and hosting reports;
- Present new applications for membership by CCAA members;
- Submit MC workbook results to national Office prior to AGM;
- Ensure the continuity of contact between MC National Championship host committee, National Office and Convenors;
- Represent their MC members in any concerns regarding interconference play;
- Assist MC members with interpretation of CCAA regulations;
- Ensure payment of MC fees to National Office;
- Ensure distribution of information received from National Office.

- Verifying with the travel agent the number of confirmed reservations and to ensure that any changes in itinerary, which may occur prior to departure, are relayed.

National Sport Convenors

Serve a very important function for the CCAA. They are the key resource person and technical advisor in regards to all matters affecting their specific sport. Each convenor is a member of the Programs Committee and is accountable to the Vice President Programs of the Executive Committee. National Convenors shall be athletic department personnel employed by a member institution of the Association or employed directly by the MC.

Composition of the National Sport Convenors

There are seven (9) National Sport Convenors one for each of the CCAA Level I and Open National Championships: women's soccer, men's soccer, women's volleyball men's volleyball, badminton, women's basketball and men's basketball, golf and cross country running. The position of Convenors for CCAA Women's sports when possible is to be filled by women.

Terms of Office of National Sport Convenors

MC nominate candidates for the respective convenor positions and the voting members at the CCAA AGM elect the convenors. Convenors positions constitute terms of two years duration. Incumbents may stand for re-election in successive terms. Vacancies occurring in any one or more offices as a result of retirement, death, illness or otherwise, will be filled either by the passing of a resolution by a majority of the votes cast at the Annual General Meeting or by appointment by the Board of Directors. Men's soccer, women's basketball, women's volleyball and golf candidates are elected in even years and women's soccer, men's basketball, men's volleyball, badminton and cross country running in odd years.

The duties and responsibilities of the National Sport Convenors are described below:

- Shall be members of the Program Committee;
- Shall exercise general supervision over the development of the affairs of their specific sport;
- Shall preside at all sport committee meetings concerning their specific sport;
- Shall submit or cause to be submitted a detailed written report to the Annual General Meeting concerning their specific sport;
- Shall perform such duties concerning their specific sport as may be delegated by the President or the Executive Committee;
- Shall act as a resource to the Association providing expert input and be allowed to present and second motions.

Executive Director

The Executive Director is charged with the day-to-day management of the Association in all areas. The Executive is a hired staff person and the most senior manager of the Association. The term of the Executive Director is from the date of appointment to the date of retirement or dismissal, or as otherwise determined by the Executive Committee.

The duties and responsibilities of the Conference Representative are described below:

General

- The Executive Director will manage CCAA within the parameters established by the

Board including, but not limited to, the strategic plan, organizational policies and annual budgets.

Planning

- Participates with the Board of Directors in developing a Strategic Plan.
- Develops, in conjunction with staff and Program Committees, an annual workplan.
- Reviews and reports regularly to the Board on the overall progress and results against program and financial objectives and initiates courses of action for improvement.
- Keeps abreast of trends and developments in the external environment that could influence the achievement of the objectives of the Strategic Plan.

Financial Management

- Acts as the chief spokesperson for CCAA with funding agencies such as Sport Canada
- Ensures effective financial and administrative systems are in place that ensures financial resources are used in accordance with the association's policy and budgets.
- Monitors status of the budget and cash flow, and initiates corrective measures.

Administration

- Oversees the set-up and ongoing operation of the National Office.
- Ensures that all program and management activities of CCAA are conducted in accordance with laws, regulations, the CCAA Code of Conduct, sound business practice and in accordance with policies and practices approved by the Board.

Human Resource Management

- Provides leadership to CCAA employees, Program Committee volunteers and the wide range of stakeholders who are engaged in, and supportive of achieving the Association's mission.
- Communicates CCAA's Mission, Vision, Strategic Directions and Organizational Policies to all involved for the purpose of creating understanding of the role each play in accomplishing the association's goals.
- Ensures there is a clear definition of the responsibility and authority of each employee and an effective performance measurement system that ensures all personnel are focused on the accomplishment of the Association's strategic and operational objectives and is consistent with the human resource policies established by the board.
- Ensures there are appropriate contracts, compensation and benefits plans and personnel policies in place for each employee, consistent with the human resource policies established by the board.

Communications

- Ensures there is an effective plan for liaison with, and communication to Sport Canada, the CAC, CCES, VC, CB, CSA, Badminton Canada and other member groups and stakeholders.

Board Support

- Ensures the Board is kept abreast of all relevant information regarding CCAA's activities
- Provides appropriate and timely advice, background information and briefing materials to the Board in carrying out its responsibilities.
- Supports the Board in determination of policy and strategy and in monitoring the Association's performance.

Time Commitments

When elected or appointed a position the first question regularly asked is what is the time commitment of the position. On a weekly basis it is difficult to be specific. Some weeks as a volunteer you may not have any dealings with the Association, while during other times of the season your involvement could be daily. The following highlights the scheduled time commitments only. For details see Summary of Annual Deadlines – a list of important dates to make on your calendar on an annual basis found on the CCAA website <http://www.ccaa.ca/>

Executive Committee

The Executive is in attendance for both the Winter Board Meeting and the Annual General Meeting and conducts Executive Meetings during the first day of the AGM and Winter Board Meeting. In addition, the Executive has a conference call in mid September for two hours and a face-to-face Executive Meeting normally during the first or second week of April. This meeting is three-day affair. The Executive Meeting prior to the Board and Annual meeting is normally two to three hours in length. Its purpose is to review the information and format of the Board meeting to follow. The April Executive meeting is a hands on meeting where the Executive are reviewing the first draft of the Spring workbook making revisions and additions as reviewed and directed by the membership. The October Meeting is to review the many directives that come out of the AGM and to report on the progress of these directives. Executive Committee members also attend National Championships. Normally one Executive member is assigned a championship as the designated CCAA Executive Representative and will carry out such duties as assisting the Convenor during the National Championship Coaches meeting and speaking on behalf of the CCAA at this meeting and at the respective Ceremonies. Executive Representatives present awards during these ceremonies as requested by the host. Executive representatives will at times be members of the on site grievance and protest committee and all-star selection committee.

The Vice President Finance and Administration chairs the Finance committee that normally meets two times a year but will at times need to communicate via email and strike additional meetings which are conducted via conference call. The Past President or Vice President Governance is the chair of the Constitutional and Eligibility committees. The committee normally meets three times a year but will at times need to communicate via email and strike additional meetings which are conducted via conference call. The Vice President Marketing chairs the Marketing committee. The committee normally meets three times a year but will at times need to communicate via email and strike additional meetings which are conducted via conference call. The Vice President Marketing sits on bid selection calls with respective convenors and other Executive members and staff. The Vice President Programs Chairs the Program Committee who meets via conference call the last week of March and face-to-face during the AGM. The Vice President Programs sits on bid selection calls with respective convenors and other Executive members and staff. The Vice President Programs liaises regularly via email to convenors and hosts and sits on two pre-championship calls and one post championship call with host. The Vice President Programs also sits as a resource person on each of the volleyball and basketball seeding calls for a total of three calls. Calls range from 30 minutes to one hour and take place a scheduled Monday in January, February and March. Executive members also sit on Award selection committees such as Coach and Players of the

Year where they will be asked to review nominations and rank their selections. These selections are normally done by conference call in a very short turn around time just prior to each of the Level I National Championships.

In addition to these time commitments is the regular communications by phone, fax and email from CCAA office and from other CCAA members. Executive representatives also play a key role at their MC meetings during the CCAA workbook sessions, often acting as resource persons during the discussions.

Conference Representatives

Attend the Winter Board Meeting a two and a half day meeting in mid January at a centralized location, normally Ottawa. Representatives are also in attendance at the CCAA AGM, which moves annually on a grid rotation. The AGM is taken place over five days and held the final week of May or first week of June. Conference Representatives will also be contacted regularly via the CCAA Office or Executive to provide information or disseminate information to members. Conference Representatives also play a key role at their MC meetings during CCAA work book sessions, often acting as resource persons during the discussions.

National Sport Convenors

Program Committee comprised of CCAA' national convenors meets via conference call in late March and face to face at the AGM. The Convenors prepare weekly rankings, chair seeding committee calls, chair the coaches meeting on site at the National Championships and normally Chair the Awards and On-Site Grievance and Protest committees at National Championships. In addition they are members of the selection Committee for the Player and Coach of the Year in their respective sport. Attend and prepare reports for Annual General Meeting, which is normally 5 days in length. National Sport Convenors will also represent the CCAA at respective National Sport Organization (NSO) meetings when appropriate. National Convenors sits on bid selection calls in their respective sport with specific Executive members and staff. National Convenors liaises regularly via email to hosts and chairs two pre-championship calls and one post championship call with host.

Committee Members

Standing Committee representatives shall be athletic department personnel employed by a member institution of the Association or employed directly by the MC. Eligibility, Constitutional, Finance and Marketing Standing Committees normally meet by conference call two to three times a season, but will meet more if the need arises. When feedback or input is required it is first carried out in email form.

Program committees like the seeding committee meet via conference call three times per the sport of men's and women's basketball and volleyball, in early January, February and March. The Awards and On-site Grievance and protest committees are committees on site at each National Championships. The awards committee is responsible for selection tournament all stars, players of the game and the Fair Play recipient. The Grievance and protest committee meets on necessity for example if a protest is lodged or if the Code of Ethics is breached. National Convenors sits on bid selection calls in their respective sport with specific Executive members and staff. National Convenors liaises regularly via email to hosts and chairs two pre-

championship calls and one post championship call with host. Host Committees are formed almost two years prior to a National Championship and meet monthly the year prior to the event and more regularly as the event draws closer. The hosting committee is responsible for all aspects of the Championship in collaboration with the CCAA respective convenors (Technical, media, marketing, promotions, travel, lodging, ceremonies etc).

Common Questions & Answers

When and Where is the CCAA Annual General Meeting?

The Annual General Meeting is traditionally held the first or second week of June each year. Each conference hosts based on a grid, which alternates east and west as follows: ACAA, OCAA, BCCAA, RSEQ, ACAC. The specific location within each conference is determined by the Conference Host committee in consultation with the Board of Directors.

Who Goes to the AGM?

All CCAA members are welcome to attend the Annual General Meeting, in addition, from time to time guests from outside the CCAA are also invited to attend to make a presentation or to participate in a session. Executive, National Convenors, Conference delegates and senior staff from the CCAA office attend the meeting.

Who has the right to vote at the AGM?

The only people that can vote at the AGM are Conference delegates and the President in the case of a tie. Members elect their Conference board of directors. In turn, the MC board will name delegate(s) for the national association's Annual General Meeting, where they elect, on behalf of the MC the National Association's Executive and the Association's National Sport Convenors. The number of MC delegates named for the national association's Annual General Meeting is based on a voting structure. Each MC receives one (1) vote then it is based on the number of teams a conference is comprised of.

0-40 teams - 1 additional vote

41-80 teams - 2 additional votes

81-120 teams - 3 additional votes

121+ teams – 4 additional votes.

The term "number of teams" implies CCAA National Championship Level I teams from full member institutions (not Associate Members). The MC's are responsible for selecting the delegates who will represent their conferences and exercise their power as voting delegates at the CCAA Annual General Meeting. Members of the Executive and Sports Convenors shall not be named as MC delegates. Executive and Convenors do not have the right to vote, but shall be allowed to present and second motions, and act as a resource to the Association. The President may not present or second motions, but shall vote only in case of a tie.

What happens at the AGM?

An incorporated nonprofit organization is required by Part II of the Corporations Act to hold an Annual General Meeting of its members. Although it is possible for an association to extend the period between annual meetings to 15 months that is the only flexibility permitted. The agenda

of the Annual General Meeting is fairly standard. The CCAA agenda includes the following:

- Call to order
- President's welcome
- Roll call of the voting delegates

The President ensures that each MC names its voting delegates. Votes at the Annual General Meeting, with the exception of elections are conducted by show of hands.

- Approval of the agenda
- Approval of the minutes of the previous year's Annual General Meeting
- Reports

Written reports are included in the AGM Package. The manner in which reports are presented may change from meeting to meeting. Generally, the author highlights significant points or adds new information and then members are given the opportunity to ask questions. Reports are provided by each MC, Executive members, Staff, Sport Canada Representative.

The Agenda then is divided into categories in line with the CCAA Spring workbook. A document, which contains all CCAA, notices of Motion for the AGM. It is circulated to all members in April for review for and approval at MC AGMs.

- Finance Agenda

Includes all the motions related to finance in spring workbook in addition to:

- Approval of the audited statement of the previous fiscal year
- Appointment of the auditors for the upcoming fiscal year
- Presentation of the budget for the upcoming fiscal year

The Board of Directors has the authority to approve the Budget. Because the Annual General Meeting takes place in June, the Association will be two-thirds of the way through the first quarter when the budget is presented. The Vice President Finance highlights important elements in the budget and invites questions from the members. The members may direct the Executive, through a motion passed by the annual meeting to consider some action related to the budget.

- Marketing Agenda

Includes all the motions related to finance in spring workbook in addition to:

Marketing Update Presentation

- Governance Agenda

Includes all the motions related to Governance in spring workbook in addition to:

Update on work with other Associations

New trends or evolutions in Policy

Announcement of Open Election Positions

- Program Agenda

Includes all the motions related to programs and sport specific motions in spring workbook in addition to:

Convenor Reports

Final Host Reports Update Host Reports

Bid reports

- Eligibility Agenda

Includes all the motions related to Eligibility in spring workbook in addition to:

Drug Testing and Education Program motions and information

- Elections

The Electoral officer ensures that the nominations and elections for each position is carried out

in the proper sequence and using the proper voting procedures.

- Administration

Includes all the motions related to Administration in spring workbook in addition to: Staff Reviews and the confirmation of the following AGM dates and site.

- Other Business

The President usually calls for items of 'Other Business' at the beginning of the Annual General Meeting. Appropriate agenda items would be anything that is of concern or interest to the general membership. Adjournment

Outside of the formal agenda of the Annual meeting, the CCAA at times organizes a series of workshops that are intended as educational opportunities for members. The Host organizers provide one social evening, which includes the annual award banquet and a hospitality room each evening. In addition the Host Committee organizes an activity afternoon for delegates with a number of activity options to choose traditionally held mid way in the AGM.

What are the Rules of the Meeting?

Except where otherwise prescribed by the By-Laws of the Association, proceedings shall conform to Herb Perry's Call to Order: Meeting Rules and Procedures for Non-Profit Organizations. All new Executive Committee members receive a copy of the book from the CCAA office.

What is the CCAA Workbook?

The CCAA workbook is where all motions for the upcoming Annual General Meeting or Winter Board Meeting are compiled. The Workbook is circulated to all members for their vote. Votes are collected by Conference Representatives and recorded in the Workbook Response sheet, which is circulated back to the National Office prior to the Board of Directors meeting and AGM for completion. The Results of each conference are tabulated and redistributed to meeting delegates for discussion at the Annual General meeting and Winter Board of Directors meeting.

How to I make change in the CCAA?

Bylaws

Any member institution may propose, through their Recognized Member Conference, legislation to amend an existing By-Law or enact a new By-Law. Any proposal sent to the National Office, must be copied to the Conference president and Conference representative. By-Laws shall only be deleted, amended or enacted by Extraordinary Resolution at the Annual General Meeting. Notice of Extraordinary Resolutions to delete, amend or enact By-Laws must be received by the Association National Office not later than thirty (30) days prior to the Annual General Meeting. A two-thirds (2/3) majority vote by ballot shall be necessary for the adoption of an Extraordinary Resolution. Adopted resolution shall take effect at the conclusion of the meeting at which they are adopted unless the resolution states a specific date. Resolutions amending the bylaws shall take effect only after approval by the Ministry of Consumer and Corporate Affairs.

Operating Procedures

Any member institution may propose, through their Recognized Member Conference a motion to amend, delete or enact a procedure. Executive and National Sport Convenors may also move and second motions. All motions for approval must be received by April 1st to be included in the CCAA Spring workbook. Some motions may be brought to the table at the Annual General meeting at the discretion of the President. Operating procedure motions are approved by a simple majority vote.

I am a Conference Representative. How can I put an item on the agenda of the next Board of Directors meeting?

Write, fax, E-mail or call the President and Executive Director. If you have supporting information you'll want to send it to the Executive Director about two weeks ahead of the meeting so that it can be included in the meeting package.

Who Do I contact? If I need an expense form.

Please contact the CCAA office. Volunteer expense claim forms can also be found in the appendices of the CCAA Operating Code found on the CCAA website. The Board of Directors shall fix a reasonable remuneration for expenses incurred by all officers, employees and committee members by resolution. Such resolution shall have force and effect only until the next Annual General Meeting of members when such resolution shall be confirmed by resolution of the members. All officers, employees and committee members directed to attend CCAA functions will; receive a daily per diem, accommodations, be compensated for air travel and the least expensive mode of transportation between a car rental and mileage, when within reasonable driving distance.

What is the CCAA Fiscal year?

The financial year of the Association is the period commencing May 1 and ending April 30.

How often are financial statements issued and who gets them? Can I request them?

Financial statements are issued quarterly in advance of meetings to the Board of Directors, and Committees. Financial statements are also issued to members semiannually at the AGM and Winter Board Meeting. A copy of the most recent statement can be requested from the National office.

What is the difference between the Winter Board Meeting and the AGM?

The Winter Board meeting takes place in a central location in mid **January** and only Executive, Conference Representatives and senior staff attend. The Conference Representative has the ability to proxy vote based on the number votes allotted at the previous AGM. The Winter Board Meeting is more of a planning, project oriented meeting. The Annual General Meeting is rotated annually between conferences and there is no proxy voting one vote per Conference Delegate. National Convenors are in attendance along with Executive and senior staff people. The Annual General Meeting are where the majority of all motions are carried, defeated or tabled.

Are Board of Directors and Committee meetings open?

Generally, meetings are open, however, this does not mean that a member can attend and expect to participate in decision-making. Likely, the President or Committee Chair would ask an individual member to sit as an observer and might ask the observer to leave the meeting, if the subject dealt with confidential or personnel issues. A member might want to observe only the discussion of a particular item. In any case, the best practice if you're interested in observing a Board or Committee meeting, is to contact the President or Executive Director.

If I'm a new Executive, Conference Representative, National Convenor or Staff person, what reference material is available that will help me educate myself about

the association?

Let's assume you're already reading this orientation manual. In addition to this, you should have a copy of the CCAA Operating Code and Directory, which are updated annually in August. In addition, you will likely want to receive the minutes of the past one or two Annual General Meetings, Board of Directors meetings and Committee meetings. Finally, you'll also want the current year's budget and the most recent financial statement.

Glossary of Acronyms

ACAA	Atlantic Collegiate Athletic Association
ACAC	Alberta Colleges Athletic Association
AGM	Annual General Meeting
BCCAA	British Columbia Colleges Athletic Association
CAC	Coaching Association of Canada
CB	Canada Basketball
CCAA	Canadian Collegiate Athletic Association
CCES	Canadian Centre for Ethics in Sport
CSA	Canadian Soccer Association
OCAA	Ontario Colleges Athletic Association
MC	Member Conferences
RSEQ	Réseau du sport étudiant du Québec
VC	Volleyball Canada
WBM	Winter Board Meeting