

Approved June 2009

# **CANADIAN COLLEGES ATHLETIC ASSOCIATION**



**OPERATING PLAN  
2009-2010**

## **MISSION STATEMENT**

The Canadian Colleges Athletic Association is a national sport organization that enriches the lives of student-athletes through intercollegiate competition.

## **VALUES**

We believe that intercollegiate sport enhances the total student educational experience.

We foster the pursuit of academic success and athletic excellence

We believe in collaboration and being an integral partner in the development of sport in Canada

We are committed to the principles of integrity, fair play, equity and diversity.

## **GUIDING PRINCIPLES**

We are **Student Athlete Centred**

We promote **Respectful Relationships**

We act with **Integrity and Strong Leadership**

We **Enhance our Brand**

We are **Fiscally Responsible**

## STRATEGIC DIRECTION & CORE STRATEGIES

**Strategic Direction:**      **ENHANCED CAPACITY**

**Core Strategy**                **Governance**

**GOAL STATEMENT:**            Effective, democratic and ethical development, delivery and operation of the Association.

<b>STRATEGIC ACTION ITEMS</b>	<b>TASKS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
Develop a strategically driven board and staff	<ul style="list-style-type: none"> <li>▪ Approve 2009-12 strategic plan</li> <li>▪ Develop board directives based on strategic plan</li> <li>▪ Develop staff work plans/critical paths based on strategic plan</li> <li>▪ Develop a vision for the Association</li> </ul>	<p>June</p> <p>June/January</p> <p>June</p> <p>January</p>	<p>Board</p> <p>Executive/ED</p> <p>Staff</p> <p>Executive</p>
Develop a recruiting policy for Executive and convenors	<ul style="list-style-type: none"> <li>▪ Review current nomination procedures</li> <li>▪ Review current recruiting policies of like organizations</li> <li>▪ Develop a draft CCAA policy</li> <li>▪ Review draft policy</li> </ul>	<p>August</p> <p>September</p> <p>November</p> <p>January</p>	<p>VP Governance/ED</p> <p>VP Governance/ED</p> <p>VP Governance/ED</p> <p>Executive</p>
Review Executive portfolio's and job descriptions	<ul style="list-style-type: none"> <li>▪ Appoint Executive Members at Large to Open Executive positions.</li> <li>▪ Review current job descriptions to be consistent with current responsibilities.</li> </ul>	<p>October</p> <p>October</p>	<p>President</p> <p>President/VP Governance</p>
Ensure all Program and services are offered to members in both official languages	<ul style="list-style-type: none"> <li>▪ Increase CCAA budget line for translation</li> <li>▪ Review Operating Code and Hosting manual to ensure consistency between translations of governing documents</li> <li>▪ Ensure the CCAA office has a French-</li> </ul>	<p>June</p> <p>May</p> <p>September</p>	<p>VP Finance</p> <p>Executive Director/ Contracted translator</p> <p>Executive</p>

	<ul style="list-style-type: none"> <li>speaking staff member.</li> <li>▪ Provide simultaneous translation at AGM when requested.</li> <li>▪ Evaluate National Championships bids and final reports based on Official languages hosting standards.</li> </ul>	<p>January</p> <p>December/May</p>	<p>VP Finance/National Office</p> <p>VP Programs/Executive Director</p>
Ensure gender equity for women as participants, competitors, coaches, officials and leaders in intercollegiate sport	<ul style="list-style-type: none"> <li>▪ Research gender statistical information</li> <li>▪ Provide Coaching incentives for underrepresented female coaches of Women's sport Programs</li> <li>▪ Confirm sport specific minimum standards for female officials at each championship.</li> <li>▪ Provide programs that promote equal access to both genders.</li> <li>▪ Actively recruit female executive and convenors.</li> </ul>	<p>September</p> <p>July</p> <p>October</p> <p>Ongoing</p> <p>January</p>	<p>Executive Director</p> <p>Executive Member at Large</p> <p>Executive Director/Convenors</p> <p>Board</p> <p>VP Governance</p>
Ensure procedures are in place to provide a positive and safe environment	<ul style="list-style-type: none"> <li>▪ Implement revisions to Canadian Doping Policy</li> <li>▪ Provide mandatory drug education program to members</li> <li>▪ Lobby for increased drug testing</li> <li>▪ Develop a pandemic plan for the Association.</li> <li>▪ Implement the hearing process for determining grounds for an appeal.</li> <li>▪ Summarize eligibility rulings and circulate to members</li> <li>▪ Implement disclosure of CCAA sanctions as per amended policies</li> <li>▪ Develop a template of responsibilities in relation to code of ethics and decorum policies.</li> <li>▪ Award fair play honours at each Championship.</li> </ul>	<p>May</p> <p>July</p> <p>July</p> <p>October</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>September</p> <p>Sport Specific</p>	<p>Executive Director</p> <p>Executive Director</p> <p>President/Executive Director</p> <p>VP Governance/VP Finance/Executive Director</p> <p>VP Governance/Executive Director</p> <p>VP Governance/Executive Director</p> <p>VP Executive/Executive Director</p> <p>VP Executive/Executive Director</p> <p>Executive/Convenors</p>

**Core Strategy**

**Administrative Effectiveness**

GOAL STATEMENT:

Optimize administrative efficiency

STRATEGIC ACTION ITEMS	TASKS	TIMELINE	RESPONSIBILITY
Increase staff to 4 (four) full-time personnel	<ul style="list-style-type: none"> <li>▪ Fill all four staff position in CCAA office</li> <li>▪ Review expectations with all staff</li> <li>▪ Conduct a 6 month performance evaluation with all new employees</li> </ul>	September September/January  August/February	ED/Executive Executive/ED ED
Review Job descriptions to be in line with duty expectations	<ul style="list-style-type: none"> <li>▪ Review current job descriptions</li> <li>▪ Revise and update job descriptions</li> <li>▪ Review expectations through staff performance evaluations</li> <li>▪ Write employee review letter</li> </ul>	July August August/February/April  April	ED ED ED/President  ED/President
Review and update current salary grids	<ul style="list-style-type: none"> <li>▪ Review current salary grids for each position</li> <li>▪ Propose grid changes</li> </ul>	August  October	VP Finance & Administration/ED VP Finance & Administration/ED
Update Human Resource policy and procedures	<ul style="list-style-type: none"> <li>▪ Review current Human resources policies</li> <li>▪ Review current policies of like organizations</li> <li>▪ Update policy to fall in line with current Ontario and Federal law and like organizations</li> <li>▪ Present changes to policy</li> </ul>	May  May  May  June	ED/President/VP Finance and & Administration ED  ED  ED
Provide professional development opportunities to staff	Source professional development opportunities.	Ongoing	Staff

Provide the most current and efficient administrative technologies and space	<ul style="list-style-type: none"> <li>▪ Replace oldest computer tower</li> <li>▪ Increase internet speed connection</li> <li>▪ Update web site maintenance program</li> </ul>	August May August	Executive Assistant Executive Assistant Promotions & Marketing Coordinator
--	--	-------------------------	---

## Core Strategy

## Financial Security

GOAL STATEMENT: Enhance existing and explore new funding sources

STRATEGIC ACTION ITEMS	TASKS	TIMELINE	RESPONSIBILITY
Developing a new membership fee structure	<ul style="list-style-type: none"> <li>▪ Develop a new sport fees structure for 2009-10, 2010-11</li> <li>▪ Present Sport fees for approval</li> <li>▪ Draft new membership fee structure</li> <li>▪ Present membership fee draft for review</li> </ul>	June June/January  June	Board Executive/ED  Staff
Explore new sources of funding (i.e. Health, Education, Federal and Community Grants, project funding).	<ul style="list-style-type: none"> <li>▪ Review current grant programs within federal and provincial jurisdictions</li> <li>▪ Review current strategic actions and apply for project funding.</li> </ul>	October  December	ED  ED
Meet Sport Funding and Accountability Funding requirements for multi-year Sport Canada Contributions.	<ul style="list-style-type: none"> <li>▪ Complete the MSO accountability standards self-assessment</li> <li>▪ Provide signed audited statements for 2008-09 and a final activity report.</li> <li>▪ Provide a current financial statement for 2009-10 funding.</li> <li>▪ Project stream-funding submissions.</li> </ul>	June  June  June  January	ED  ED  ED  ED
Ensure accessibility by reducing financial barriers to participate in intercollegiate sport	<ul style="list-style-type: none"> <li>▪ Determine 2009-10 travel equalization figure.</li> <li>▪ Present for travel equalization for review</li> <li>▪ Propose increase spending of Open</li> </ul>	April  June  June	ED/VP Finance & Administration  VP Finance & Administration

	Championship budget <ul style="list-style-type: none"> <li>Propose redistribution of open Championship travel subsidy</li> </ul>	June	VP Finance & Administration VP Finance & Administration
--	--	------	--

## Core Strategy

## Corporate Partners

GOAL STATEMENT: To develop innovative partnerships to generate value for our members.

STRATEGIC ACTION ITEMS	TASKS	TIMELINE	RESPONSIBILITY
Leverage our buying power and increase revenue from Marketing Incentive Program (MIP).	<ul style="list-style-type: none"> <li>Solicit additional MIP partners from areas that colleges purchases</li> <li>Increase product offerings from current sponsors.</li> </ul>	Ongoing	ED/Promo & Mkting Coord
		September	ED/Promo & Mkting Coord
Increase education of CCAA members to the benefits of the MIP	<ul style="list-style-type: none"> <li>Promote the MIP program to new members</li> <li>Work with corporate partners and all members' educating them to the value of the program.</li> <li>Highlight success stories with the program &amp; award MIP Elite and Gold awards to greatest participating members</li> <li>Follow up directly with members to fax invoices at year-end.</li> </ul>	June	Promo & Mkting Coord.
		June/September/January/April	Promo & Mkting Coord
		June/ January	Promo & Mkting Coord
		April	Promo & Mkting Coord
Obtain sponsors for all CCAA properties (awards, website, ranking etc.)	<ul style="list-style-type: none"> <li>Request a list of potential businesses and/or organizations to approach from each CCAA Marketing Committee Member, including primary contact information.</li> <li>Identify and investigate prospective sponsors;</li> </ul>	August	Promo & Mkting Coord
		September	ED/Promo & Mkting Coord

	<ul style="list-style-type: none"> <li>▪ Tailor Corporate Partnership Package and solicit sponsorship</li> </ul>	October	ED/Promo & Mkting Coord
--	--	---------	-------------------------

## Core Strategy

## Image and Profile of the CCAA

GOAL STATEMENT: Enhance the profile and image of the CCAA to our various publics.

STRATEGIC ACTION ITEMS	TASKS	TIMELINE	RESPONSIBILITY
Develop and maintain an annual marketing plan for the CCAA	<ul style="list-style-type: none"> <li>▪ Approve 2009-12 strategic plan</li> <li>▪ Conduct bi annual marketing meetings</li> </ul>	June October/March	Board VP Marketing
Develop a comprehensive communication plan.	<ul style="list-style-type: none"> <li>▪ Review current communication procedures</li> <li>▪ Develop a draft CCAA policy</li> <li>▪ Review draft policy</li> </ul>	August  September October	ED/VP Marketing  ED/VP Marketing Marketing Committee
Update the logo of the CCAA.	<ul style="list-style-type: none"> <li>▪ Commission development of 5 logo concepts</li> <li>▪ Select 3 concepts and provide feedback</li> <li>▪ Present 3 revised concepts at AGM</li> <li>▪ Select one concept based on compiled feedback</li> <li>▪ Final revisions to logo completed and logo circulated in Fall workbook</li> <li>▪ Logo presented for approval at Winter Board meeting</li> </ul>	March  April June September  November  January	Promo & Mkting Coord  Marketing Committee VP Marketing VP Marketing/ Promo & Mkting Coord Promo & Mkting Coord  Board
Redesign the CCAA website.	<ul style="list-style-type: none"> <li>▪ Update website design and information</li> <li>▪ Develop a National Championship website template to be used for future hosts</li> <li>▪ Update web site maintenance program</li> </ul>	August October  August	Promo & Mkting Coord Promo & Mkting Coord  Promo & Mkting Coord

**Strategic Direction: ENHANCED EXCELLENCE**

**Core Strategy National Championships**

**GOAL STATEMENT:** Provide competitive programming that will enhance the performance, foster excellence and enrich the educational experience of Canadian student-athletes.

<b>STRATEGIC ACTION ITEMS</b>	<b>TASKS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
Implement Hosting & Exceptional Practises Manual.	<ul style="list-style-type: none"> <li>▪ Consult previous hosts and receive final hosting report.</li> <li>▪ Incorporate updates and 2008-09 best practises into the manual.</li> <li>▪ Circulate manual to 2009-10 hosts</li> </ul>	<p>April</p> <p>August</p> <p>August</p>	<p>Comm &amp; Events Coord.</p> <p>Comm &amp; Events Coord.</p> <p>Comm &amp; Events Coord.</p>
Continue to secure the strongest host for each CCAA event.	<ul style="list-style-type: none"> <li>▪ Review current bid criteria and expectations</li> <li>▪ Developed details CCAA/Host Agreement</li> <li>▪ Solicit quarterly update reports from hosts</li> <li>▪ Final details of hosting reviewed with host two weeks prior to event and immediately at the beginning of the event.</li> </ul>	<p>August</p> <p>July/February</p> <p>May/Sept/Dec/Feb</p> <p>Sport specific</p>	<p>VP Programs/ Comm &amp; Events Coord.</p> <p>ED/ Comm &amp; Events Coord.</p> <p>Convenor/Comm &amp; Events Coord. / VP Programs</p> <p>Convenor/ Comm &amp; Events Coord.</p>
Maintain appropriate competitive formats and sport rules.	<ul style="list-style-type: none"> <li>▪ Review current formats</li> <li>▪ Approve Championship formats.</li> <li>▪ Liase with NSOs identifying International and National rule changes to sport.</li> <li>▪ Circulate rule changes for adoption via spring workbook.</li> </ul>	<p>November/April</p> <p>June</p> <p>March</p> <p>April</p>	<p>VP Programs/Convenors</p> <p>Board</p> <p>Convenor</p> <p>Convenor</p>
Ensure national representation of officials at National Championships	<ul style="list-style-type: none"> <li>▪ Review all current officials agreements.</li> <li>▪ Develop a consistent relationship with Canadian Soccer Association to initiate increased national official participation at CCAA events.</li> </ul>	<p>April</p> <p>August</p>	<p>VP Programs/Comm &amp; Events Coord. /Convenor</p> <p>Comm &amp; Events Coord.</p>

**Strategic Direction: ENHANCED INTERACTION**

**Core Strategy Partner in the Canadian Sport System**

**GOAL STATEMENT:** To be recognized as a significant multi-sport partner in the Canadian sport System

<b>STRATEGIC ACTION ITEMS</b>	<b>TASKS</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
Strengthen linkages to NSO's whose sports the CCAA offers and other MSOs.	<ul style="list-style-type: none"> <li>▪ Meet with NSO representatives to increase NSO's involvement at CCAA Events.</li> </ul>	Ongoing	ED
	<ul style="list-style-type: none"> <li>▪ Work with NSOs to develop potential national team calibre identification opportunities.</li> </ul>	Ongoing	ED
	<ul style="list-style-type: none"> <li>▪ Invite respective NSO representatives/ National team Coaches to National Championship and Award Ceremonies.</li> </ul>	October/January	ED/Comm. & Events Coord.
	<ul style="list-style-type: none"> <li>▪ Involve CCAA All-Canadians in NSO identification forums</li> </ul>	Sport specific	ED
Clearly defined position of CCAA sport in LTAD model of each NSO.	<ul style="list-style-type: none"> <li>▪ Contact NSO for AGM dates location and agenda.</li> </ul>	Sport specific	Convenors
	<ul style="list-style-type: none"> <li>▪ Coordinate CCAA representation at NSO AGM.</li> </ul>	Sport specific	Convenor/ ED
	<ul style="list-style-type: none"> <li>▪ Provide a report to the NSO meeting.</li> </ul>	Sport specific	Convenor/ ED
	<ul style="list-style-type: none"> <li>▪ Attend LTAD and CS4L workshop</li> <li>▪ Develop position paper on CCAA's Role within the LTAD and CS4L movement.</li> </ul>	January March	Convenor/ ED ED/Convenors/ VP Programs
Encourage and record college sport reach in local communities through education, coaching and competition.	<ul style="list-style-type: none"> <li>▪ Include Community involvement as a factor in Bid Criteria and tournament evaluation forms and in Hosting manual</li> </ul>	May/December	VP Programs
	<ul style="list-style-type: none"> <li>▪ Honour community support through the Community Service Award.</li> </ul>	April	Marketing Committee

	<ul style="list-style-type: none"> <li>Conduct research on the number of ways College Sport reaches local communities via education, coaching and competition.</li> </ul>	February	ED
Actively pursue discussions with the CIS for a blended Canadian Post-secondary sport system.	<ul style="list-style-type: none"> <li>Maintain reciprocal representation at each other's meetings.</li> <li>Pursue project funding to contact a third party consultant to undertake a comparative study of synergies and disparities.</li> <li>Strike a Joint Project Committee</li> <li>Contract a Consultant</li> <li>Develop a timeframe</li> </ul>	June Ongoing  August August September	ED ED  ED/President Project Committee Project Committee

**Strategic Direction: ENHANCED PARTICIPATION**

**Core Strategy Sport Development for our Members**

**GOAL STATEMENT:** To anticipate and respond to the interests of student athletes and member post-secondary institutions to enrich the sport experience.

STRATEGIC ACTION ITEMS	TASKS	TIMELINE	RESPONSIBILITY
Develop methods to share best practices at the post-secondary and provincial conference level.	<ul style="list-style-type: none"> <li>Conduct a best practises sharing forum at the CCAA winter Board meeting</li> <li>Circulate best practices through CCAA web site and via the CCAA Newsletter.</li> <li>Develop a resource kit of best practises and contact information.</li> </ul>	June June/January  June	President/ED ED ED
Increase coach mentoring opportunities	<ul style="list-style-type: none"> <li>Secure project funding for female apprentice Coach program</li> <li>Provide grants through the Female apprentice Coach Program to</li> </ul>	June  July	Project Committee  Project Committee

	<p>institutions to hire an Apprentice Coach.</p> <ul style="list-style-type: none"> <li>▪ Offer Female Student-Athletes in their final year of school incentives to become certified.</li> <li>▪ Provide CCAA grants to CCAA head or assistance Coaches who already have attained level 2 certification – to further their coaching development through training and certification.</li> </ul>	<p>September</p> <p>Ongoing</p>	<p>Project Committee</p> <p>Coach Development Committee</p>
Recognize excellence in academics and athletics through a national awards program	<ul style="list-style-type: none"> <li>▪ Administer All-Canadians, Athletes of the Month and Player's of the Year for each sport.</li> <li>▪ Administer Athlete of the Year Across all CCAA Sports.</li> <li>▪ Award MVP and all-star honours at each National Championship.</li> <li>▪ Administer Academic All-Canadians and National Scholar honours to deserving student-athletes</li> </ul>	<p>Sport Specific</p> <p>March</p> <p>Sport specific</p> <p>March/June</p>	<p>Executive Assistant/Program Committee</p> <p>Executive Assistant/Program Committee</p> <p>All-Tournament team Selection Committee</p> <p>Executive Assistant</p>
Contribute to the development of officials as partners in sport.	<ul style="list-style-type: none"> <li>▪ Update officials' agreements with NSOs and Officials' Associations.</li> <li>▪ Develop a Final Officials report evaluation Form</li> <li>▪ Develop an Evaluation of Officials template for CCAA Representatives to complete at each event.</li> </ul>	<p>April</p> <p>October</p> <p>October</p>	<p>VP Programs/Comm &amp; Events Coord. /Convenor</p> <p>Comm &amp; Events Coord.</p> <p>Comm &amp; Events Coord.</p>