

Approved June 2009

CANADIAN COLLEGES ATHLETIC ASSOCIATION



**STRATEGIC PLAN
2009-2012**

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.

	2009-10	2010-11	2011-12
STRATEGIC ACTION ITEMS:			
Develop a strategically driven board and staff	❖	❖	❖
Develop work plans with timelines and performance measures for the board and staff		❖	❖
Develop consistency of rules across all conferences		❖	
Develop a recruiting policy for Executive and convenors	❖	❖	❖
Review Executive portfolio's and job descriptions	❖	❖	❖
Provide professional development opportunities for Athletic Directors		❖	❖
Ensure all Program and services are offered to members in both official languages	❖	❖	❖
Ensure gender equity for women as participants, competitors, coaches, officials and leaders in intercollegiate sport	❖	❖	❖
Ensure procedures are in place to provide a positive and safe environment	❖	❖	❖

Core Strategy **Administrative Effectiveness**

GOAL STATEMENT: Optimize administrative efficiency

	2009-10	2010-11	2011-12
STRATEGIC ACTION ITEMS:			
Increase staff to 4 (four) full-time personnel	❖		
Review Job descriptions to be in line with duty expectations	❖		
Review and update current salary grids	❖		
Update Human Resource policy and procedures	❖	❖	❖
Provide professional development opportunities to staff	❖	❖	❖
Provide the most current and efficient administrative technologies and space	❖	❖	❖

Core Strategy**Financial Security**

GOAL STATEMENT: Enhance existing and explore new funding sources

	2009-10	2010-11	2011-12
STRATEGIC ACTION ITEMS:			
Developing a new membership fee structure	❖	❖	❖
Review licensing fees for all CCAA championships		❖	❖
Evaluate National Championship revenue-sharing policy between host and CCAA.		❖	
Explore new sources of funding (i.e. Health, Education, Federal and Community Grants, project funding).	❖	❖	❖
Meet Sport Funding and Accountability Funding requirements for multi-year Sport Canada Contributions.	❖	❖	❖
Ensure accessibility by reducing financial barriers to participate in intercollegiate sport	❖	❖	❖

Core Strategy**Corporate Partners**

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

	2009-10	2010-11	2011-12
STRATEGIC ACTION ITEMS:			
Leverage our buying power and increase revenue from Marketing Incentive Program (MIP).	❖	❖	❖
Increase education of CCAA members to the benefits of the MIP	❖	❖	❖
Secure a title sponsor for each CCAA National Championship			❖
Obtain sponsors for all CCAA properties (awards, website ranking etc.)	❖	❖	❖
Implement the Product of the Month program			❖
Create value-added joint partnerships with current member and PCAA corporate contacts.			❖
Secure WebTV for all Championships to increase Corporate sponsor exposure			❖

Core Strategy**Image and Profile of the CCAA**

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

	2009-10	2010-11	2011-12
STRATEGIC ACTION ITEMS:			
Develop and maintain an annual marketing plan for the CCAA	❖	❖	❖
Develop a comprehensive communication plan.	❖	❖	❖
Update the logo of the CCAA.	❖	❖	
Redesign the CCAA website.	❖		
Offer all CCAA championships live with video and audio over the Internet.		❖	❖
Increase and track media coverage of CCAA activities and championships.		❖	❖
Develop an annual or semi-annual theme to promote the activities of the CCAA.		❖	❖

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.

	2009-10	2010-11	2011-12
STRATEGIC ACTION ITEMS:			
Grow the number of annual National Championships			❖
Implement Hosting & Exceptional Practises Manual.	❖	❖	❖
Continue to secure the strongest host for each CCAA event.	❖	❖	❖
Maintain appropriate competitive formats and sport rules.	❖	❖	❖
Ensure national representation of officials at National Championships	❖	❖	❖

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

	2009-10	2010-11	2011-12
STRATEGIC ACTION ITEMS:			
Strengthen linkages to NSO's whose sports the CCAA offers and other MSOs.	❖	❖	❖
Clearly defined position of CCAA sport in LTAD model of each NSO.	❖	❖	❖
Ensure access to FISU competitive opportunities for CCAA athletes across all sports offered.		❖	❖
Encourage and record college sport reach in local communities through education, coaching and competition.	❖	❖	❖
Actively pursue discussions with the CIS for a blended Canadian Post-secondary sport system.	❖	❖	❖

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.

	2009-10	2010-11	2011-12
STRATEGIC ACTION ITEMS:			
Develop methods to share best practices at the post-secondary and provincial conference level.	❖	❖	❖
Support and develop the profession of coaching at the post-secondary level.		❖	❖
Develop plans to introduce new sport championships.		❖	
Increase coach mentoring opportunities	❖	❖	❖
Recognize excellence in academics and athletics through a national awards program	❖	❖	❖
Contribute to the development of officials as partners in sport.	❖	❖	❖
Encourage growth of new member conferences to the CCAA.		❖	❖

