



The Lyle Makosky Values and Ethics in Sport Fund

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Terms of Reference
November 2016

Lyle Makosky Values and Ethics in Sport Fund

INTRODUCTION

This fund was established in 2014 by Lyle Makosky to support the work of the True Sport Foundation and the Canadian Centre for Ethics in Sport. The fund's capital is held and invested by the Community Foundation of Ottawa and a portion of the annual earnings are provided to the True Sport Foundation to support financial awards in the area of values and ethics in sport.

Why a fund focused on values and ethics in Canadian sport?

Sport is a valuable part of our culture and a critical aspect of our growth as humans. The way we experience sport profoundly affects our perception of our place and our relationships in the world and hence deeply contributes to our life experience and our own character. How sport is shaped and conducted in our country and how we experience it tells a lot about our society, what we value, where and when we hold to our principles and where and when we expect principled behaviour. The quality and integrity of sport is reflected in the values and ethics that underpin its conduct – that are foundational to its nature. Those who participate and engage in and with sport, who guide and lead sport, and even those who consciously and conscientiously observe sport, share in a kind of trusteeship of sport in our society.

As trustees of this invaluable aspect of our society, we have a responsibility to protect what is most valued, to scrutinize and monitor its conduct for failings and fractures, to assess the degree to which sport is providing and achieving what we expect and in ways that we believe are true to its values and ethics.

Most, if not all, of the aspirations for and major challenges facing sport in Canada are derived from or reflect values and ethical considerations, such as: play that is fair and just; violence in sport both physical and psychological; drugs in sport; cheating in all its forms; access and discrimination; fair and balanced officiating; abusive behaviour; sport that is age and stage appropriate for children and youth; pursuit of excellence without personal or collateral damage; success and achievement measures; and respect for others in all roles in sport.

Therefore we believe that sport deserves to be thoughtfully examined and studied at a values and ethics level, as an ongoing audit of performance against intentions and in support of the pursuit of the enhanced quality and integrity of the very nature and character of sport as projected and as conducted.

The willful examination and study of the values and ethics in and of sport will not easily occur or likely happen on its own without organized intention and a structure and process to enable and support it. Hence, the reason for a national sport studies scholarship, established and managed in the not-for-profit domain, and managed by a credible and relevant charitable organization whose aims are correlated to and empathetic to the thoughtful examination of values and ethics in sport.

Through this fund, it is hoped that over time:

- The very nature and integrity of Canadian sport and its conduct will be held up for thoughtful examination and study to ensure that this invaluable part of our culture and life experience is sustained, nurtured and protected both for those who are living the experience now and for those who will experience it in the future.
- The quality of the sport experience in Canada can be studied and assessed at a values and ethics level in ways that will lead to promising reformulations, problem solving solutions, and supportive and enabling policies for sport and its context.
- The findings and implications arising through the use of the Fund can:
 - guide the consideration of ‘So What’ and ‘What Next’;
 - inform thoughtful public dialogue;
 - catalyze constructive collaboration among the stakeholders impacted; and,
 - ultimately lead to a stronger sport system and better experience for all Canadians.
- What we stand for and stand by in sport will be clear, commonly agreed and universally supported.

Lyle Makosky’s passion for sport...

Lyle Makosky has been involved in sport through most of his life at various levels and in a variety of roles. He believes that sport is a powerful aspect in the healthy and complete development of people and communities.

As an athlete, he was first a competitive swimmer before developing a love of water polo. He competed at all levels including for the Canadian National Team. Lyle’s passion for water polo would see him go on to coach the sport all the way to the national championships and also to serve the sport as a referee.

Following his formal education in Physics, Nuclear Physics, and Geophysics, he found a calling in the not-for-profit world of sport. Lyle became the first National Executive Director for three national sport organizations: Canadian Amateur Diving Association, Canadian Amateur Synchronized Swimming Association and the Canadian Water Polo Association. He went on to serve as the Executive Director of the Coaching Association of Canada before he became involved in the field of executive leadership and issue facilitation as the Executive Vice President of The Niagara Institute (for senior leadership development and national issue management).

Lyle returned to serve sport for seven years as the Assistant Deputy Minister of Fitness and Amateur Sport and guided the reformulation of federal policy and programs during a period of intense scrutiny (including the Dubin Inquiry – The Commission of Inquiry Into the Use of Drugs and Banned Practices Intended to Increase Athletic Performance, and the Task Force report ‘Sport – The Way Ahead’ and others). A more detailed summary of Lyle’s background and relationship to sport is included in the Appendix.

TERMS OF REFERENCE

PURPOSE

The purpose of the Lyle Makosky Values and Ethics in Sport Fund is to support and/or stimulate:

1. The development of a new initiative based on personal experience as a high performance athlete to elevate the importance of values and ethics in sport, or
2. An early stage research with a focus on a values-based and principle-driven sport experience, or
3. The thoughtful examination of values and ethics in sport through scholastic study or applied research, or
4. Independent review or examination of issues and policy challenges affecting values and ethics in sport, or
5. Practical activities demonstrating the benefit of the integration and application of values and principles in sport.

The fund is intended to enable a deeper and richer understanding of values-based and ethical sport through its thoughtful examination, conceptual representation of how to share its benefit (e.g. better delivery, better sport solutions, better campaign approaches) and/or production of a process or system to be of use in sport, for the benefit of sport, by sport practitioners.

The fund shall be used to further the examination and application of the resulting learning of the values in, and values of, sport in Canada through:

- *Personal-experience-based research* – e.g. What ethical issue in sport did you face as an athlete and what recommendations could be proposed?, or
- *Exploratory research* – e.g. What new approaches can be explored related to ethical behavior in sport?, or
- *Foundational study* – e.g. What is fair play and what are the values that underpin ethical sport and how are they manifested?, or
- *Applied examination* – e.g. How can ethical sport be achieved in an intentional fashion, what are the best practices regarding its implementation and what is its impact?, or
- *Evaluative approach* – e.g. What is the short and long term benefit of ethical sport and how can the benefits be optimized?

Some examples of the *Personal-experience-based research*, *Exploratory research*, *Foundational study*, *Applied examination* or *Evaluative approach* of values and ethics in sport questions

(the range of modalities that applicants could utilize to engage a thoughtful examination or critical study could include any combination of the following (among others):

- Background review of existing literature on a key values and ethics (V & E) question, with a summary of findings and results and implications for further study.
- Survey of athletes, coaches, officials, etc. on key V & E questions and; recommendations to modify rules and regulations of an organization.
- Creation of a new project in the sport system that will increase awareness around V & E questions.
- Review of approaches other sporting nations have taken for a particular V & E question and what patterns and commonalities emerge and what are the implications of any significant differences.

- Survey of leading experts in related fields on their views of a key V & E question, shared points and differences and implications for further study.
- Focus group examination of a key V & E question, what factors and demographics shape individual views and behaviours related to the question (e.g. focus groups could profile many stakeholders including high performance athletes, parents, coaches, officials, etc.).
- A facilitated workshop (or series of facilitated workshops) where a group of stakeholders examine a key V & E question to surface the underlying factors and dynamics, brainstorm improvements and propose potential ways forward.
- Design and set up a situational event to test the values/ethics choices made by participants, then discuss the participant choices and reasons why afterwards, and debate what factors would influence the right choices for the right reasons, then possibly retest the event under those different factors.
- Conduct an assessment and evaluation of a variety of True Sport Tools such as:
 - A. The True Sport Agreement – group values consensus;
 - B. The True Sport Long-Term Athlete Development Matrix – age and stage appropriate physical literacy guidelines with age and stage appropriate ethical literacy guidelines;
 - C. The True Sport Scorecard – ethical literacy evaluation tool to identify strengths and gaps in relation to all seven True Sport Principles; or
 - D. The True Sport Coach and Player Selection tools – coach and player selection guidelines and criteria based on the True Sport Principles and Values.
- Measure the impacts, attitudes, behaviours and perceptions of a sport organization that has fully adopted True Sport and are using certain True Sport tools compared to data collected from a control group of similar demographic, age, size, region etc.
- Other modalities created by the applicant.

FUND DETAILS

Potential candidates will submit their project/study proposals to the True Sport Foundation for consideration through the online application. <http://truesportpur.ca/lyle-makosky-values-and-ethics-sport-fund-applicationform>

Candidate Eligibility

- Must be a Canadian citizen or permanent resident;
- Must be active in Canadian sport; as an athlete, practitioner (coach, official, administrator) or educator (teacher, university or college faculty, etc.); and,
- If an athlete, must be engaged in post-secondary education.

Candidate Prioritization

Based on the criteria above, candidates who have submitted proposals and are deemed eligible to apply for the Lyle Makosky Values and Ethics in Sport Fund will be prioritized for consideration according to the following order (highest first):

- 1) High-performance athletes enrolled at a Canadian university, community college or other post-secondary educational institution. High-performance athlete refers to athletes who are any of the following: international team members, national team members, carded athletes, university varsity team members and/or competitive club athletes reaching national championships level. Student-athlete candidates require a minimum 70 per cent academic average at the time of application.
- 2) Post-secondary students active in sport at a non-high-performance level.
- 3) Sport practitioners active/working in sport as an official or administrator or a high-performance coach.
- 4) Educators working in a sport, sports sciences, or sport management/administration or other applicable discipline.

Evaluation of Candidate's Proposed Project/Study on Values and Ethics in Sport

After eligible candidates are prioritized according to the above ordering, each candidate's proposal will be reviewed and assessed using the following evaluative framework, i.e. proposal will be critiqued against:

- 1) The subject focus and scope of the project/study and its importance to Canadian Sport.
- 2) The quality of the project/study design, e.g. evaluate the 3 phases: i) formative/preparation; ii) study conduct/approach and iii) analysis, summary and application.
- 3) The potential impact and usefulness to Canadian sport.

Use of the Fund

Awards from the Fund may be used as follows:

- i. to help defray the costs of the post-secondary program of study; and/or,
- ii. to underwrite the time and costs associated with conducting the project and sharing any findings.

Value of the Award:

Variable.

The size of the Award(s) will be at the discretion of the selection committee and will be dependent on several factors including but not limited to:

- the current principal of the fund,
- the rate of growth,
- the number of Awards in a given year.

It is expected that in the early years of the Fund, the annual Award(s) will be modest (e.g. two thousand dollars). After the start-up phase, it is anticipated that that amount will grow to annual gifts of larger sums.

Number of Awards:	Variable
Frequency of the Award:	Annual.
Application contact:	Executive Director, True Sport Foundation.
Application deadline:	April 30 (annually).

Award announcement and Timing:

Awards will be announced by July 1 and will apply to the subsequent academic period of Sept – April (Award value will be given 50% at the beginning (Sept. 1) and 50% at the half way point of the academic period (Jan. 1)).

APPLICATION PROCEDURE

Applications must be submitted on the form in the following link <http://truesportpur.ca/lyle-makosky-values-and-ethics-sport-fund-applicationform> and shall only be accepted on-line (i.e. electronically).

Applications must:

- 1) Outline the design and structure and methodology of the project/study approach to be undertaken, the focus of the project/study and in what form the results will be presented to the True Sport Foundation, in particular:
 - a) include a clear indication of whether the expected focus and outcome will be primarily:
 - i) Personal-experience-based research – e.g. What can be changed?, and/or
 - ii) Exploratory research – e.g. Find a new approach to examine ethical behavior, and/or
 - iii) A foundational study – e.g. What is fair play? and/or
 - iv) An Applied Examination – e.g. How can fair play be implemented and what is its impact?, and/or
 - v) An evaluative Approach – e.g. What is the short and long term benefit?
 - b) Clearly outline the particular benefit/value of the work you will do in the area of values and ethics in sport, and
 - c) Outline how you plan to share your results to create the greatest impact.
- 2) Include up to three (3) reasons why you feel you deserve support from the Lyle Makosky Values and Ethics in Sport Fund.
- 3) Include two (2) letters of reference.
- 4) Explain how the Award will be used.
- 5) Include a PDF copy of your academic transcript.

ADMINISTRATION

The Lyle Makosky Fund Awards Committee, in accordance with the policies and procedures of the True Sport Foundation, will administer The Lyle Makosky Values and Ethics in Sport Fund and recommend Award allocations and disbursements. The committee will be comprised of 3 to 5 individuals identified by the True Sport Foundation and will be chaired by the CEO of the Canadian Centre for Ethics in Sport or their designate.

AWARDING PROCEDURES

The Lyle Makosky Fund Awards Committee or person(s) designated by the Committee will:

1. verify that the Applicant is in good standing by communicating with the educational institution or educational guide where the applicant is studying;
2. confirm the granting of the Award in writing to the recipient and to their Department of study (if applicable); and
3. provide the Award to the recipient by cheques or by direct deposits.

RECOGNITION

Every year, the Lyle Makosky Fund Awards Committee will:

1. send a letter to the donor's family and executor(s) with the names of the recipients and the level of the award;
2. recommend that the recipients acknowledge the Award in a letter to the donor's family and executors, the delivery of which will be coordinated by the True Sport Foundation.

FINANCIAL ARRANGEMENTS

1. All donors wishing to contribute to the short term scholarships granted through the Lyle Makosky Values and Ethics in Sport Fund should donate through the [True Sport Foundation](#). The True Sport Foundation will issue a letter of acknowledgement and a tax receipt.
2. All donors wishing to contribute to the long term growth of the Lyle Makosky Values and Ethics in Sport Fund should donate to the endowment fund through the [Community Foundation of Ottawa](#).

GENERAL

If future circumstances make it impossible or impractical for the True Sport Foundation to continue using the fund for the stated purposes, the True Sport Foundation will endeavour to contact the donor's family and/or executors to explore other purposes for the fund. If the True Sport Foundation is unable to locate the donor's family or executors, the True Sport Foundation may use the fund in the way it deems most beneficial for the organization, but must adhere as closely as possible to the spirit of the fund and to the donors' original intent.

CONTACTS

Donor:

Lyle Makosky Trustee
c/o

True Sport Foundation:

Karri Dawson, Executive Director
True Sport Foundation
955 Green Valley Cr., Suite 350
Ottawa, ON K2C 3V4

Community Foundation of Ottawa:

Mr. Dan Brunette
Manager, Development and Donor Services
Community Foundation of Ottawa
75 Albert St., Suite 301 Ottawa, ON K1P 5E7

APPENDIX

Lyle Makosky – involvement with sport



Lyle Makosky has engaged sport through most of his life at various levels and roles.

As an athlete, he was first a competitive swimmer, on the varsity teams in High School (three times all Ontario high school swimming team champions) and University (captain and MVP in final year). From there he moved to Water Polo at the club and national levels, and was named to the Canadian National Team Roster for three successive years, competing for Canada in various international events. He subsequently coached water polo at the local level to national championships and

officialled as a qualified national referee for several years.

Following his formal education (BSc in Honours Physics, MSc in Nuclear Physics, Doctoral studies (ABD) in Geophysics), he moved to the not-for-profit world where he became the first:

- National Executive Director for the Canadian Amateur Diving Association
- National Executive Director for the Canadian Amateur Synchronized Swimming Association
- National Executive Director for the Canadian Water Polo Association

during their formative years (1972-1975) while establishing national offices at the National Sport and Recreation Centre in Ottawa.

He then was employed as the Executive Director of the Coaching Association of Canada during the period (1975-1980) when most of the foundational programs of CAC were formed.

For the next period (1980- 1986) he became involved in the field of leadership and conflict/issue facilitation as the Executive Vice President of The Niagara Institute where he was instrumental in positioning the Institute as a national centre for senior leadership development and a non-partisan issues resolution forum for business, government and labour executives across Canada.

During this period, he extended his voluntary involvement with the sport system in Canada, serving as Chairman of the Board of the Coaching Association of Canada, Vice President of the Canadian Olympic Association, and founding designer and Co Director of the Olympic Academy of Canada.

He then returned full time to his life-long engagement of sport by taking up the position of federal Assistant Deputy Minister of Fitness and Amateur Sport (1986 – 1993). As ADM, Lyle guided the reformulation of federal policy and programs during a period of intense scrutiny (Dubin Inquiry – The Commission of Inquiry Into the Use of Drugs and Banned Practices Intended to Increase Athletic Performance, etc.). He was Co Chair/Director of the First World Conference on Drugs in Sport, co authored the first International Charter On Drugs in Sport and Co-chair of the International Working Group on Drugs in Sport. He also co-led and co-wrote the major review of sport in Canada following the Dubin Inquiry, and published in 1992 as ‘Sport – The Way Ahead’, and culminating in a new federal-provincial framework and landmark federal policy.

He is currently the President of InterQuest, a national consulting company which he founded and which specializes in strategic and process consulting to the private, public and non-governmental sectors. InterQuest draws upon interdisciplinary methods and models, and where appropriate, also utilizes real-time group technology to assist in the dialogue and decision process.

While he had left organized sport in employment terms, his heart and avocation are still deeply attached to Canadian sport to which he has a life-long commitment. In recent years he has continued to work with selected organizations in the not for profit field including the human service sectors, arts and as always sport, generally on a pro bono basis reflecting his own values for and commitment to sport.