

MEETING INFORMATION

Fiscal Year :	2016	Objective :	Meeting of the Board of Directors
Program :	00 - Head Office		
Assembly :	Board of Directors		
Date and Time:	2015-08-15 15:00	Location(s) :	Ted Rogers School of Management, Toronto, ON
Chair :	Kiran Singh		
Secretary :	Shanghavy Karunakaran (Temporary)	Called By :	Calvin Parker

ATTENDEES

Attendees :	Rudy Ambrosio (Brock University), Calvin Parker (CABS) Adam Webb (Carleton University), Melissa Payette (Concordia University), Margot Thomas (Dalhousie University), Jennifer Manna (McMaster University), Kiran Singh (Ryerson University), Allison Randall (Saint Francis Xavier University), Trevor Green (Trent University), Bianca Barry (University of Alberta), Douglas Canning (University of British Columbia Okanagan), Zeid Ayoub (University of Calgary), Ashwin Lal (University of Guelph), Brendan Warren (University of Lethbridge), Noah Yagi (University of Manitoba), Sebastian Newall (University of Northern British Columbia), Stephanie Lorentz (University of Ottawa), Cari-Lynn Schoettler (University of Regina), Callan Kimber (University of Saskatchewan), Ryan Price (University of Victoria), Felix Mintu (University of Winnipeg), Vanessa Buttinger (Wilfrid Laurier University), Lynn Wu (University of Waterloo), Carol Tao (University of Toronto Scarborough), Chanelle Muir (Western University), Adnan Ahamed Hifzur Rahuman (Kwantlen Polytechnic University), Rose-Lyne Boghos (CABS), Jeanna Kozan (CABS), Zac Hogg (CABS), Simon Bullock (CABS), Lovenpreet Pannu (Kwantlen Polytechnic University), Cody MacKay (CABS), Jessica Gutierrez (CABS)
Absentees :	Jessica Gahtan (York University), Kathleen Byrne (Vancouver Island University), Julia Hayes (Bishop's University), Elie Lubendo (McGill University), Daniel Love (Simon Fraser University), Romain Pourchon (Universite de Montreal), Vanessa Lau (University of British Columbia)

AGENDA

1. Call to order
2. Review and adoption of the agenda
3. Approval of temporary secretary
4. Presentation of Quarterly Update from CABS Management Team
5. New Business: Governance
 - a. Presentation and approval of the CABS Management Team's Strategic Planning Policy and in-year Action Plan
 - b. Presentation and approval of the CABS Management Team's proposed revisions to the Conference and Competitions Policy
 - c. Presentation and approval of the CABS Management Team's JDC Central Policy - *including Modification of the JDCC Policy about the Participation component*
6. New Business: Conferences and Competitions
 - a. Presentation of Wilfrid Laurier University's bid to host ECLR 2016 and Q&A Period
 - b. Presentation of University of British Columbia Okanagan's bid to host WCLR 2016 and Q&A Period
 - c. Update on CBSC 2016 by University of Ottawa
7. New Business: Members
 - a. Presentation and approval of the CABS Accreditation Program
 - b. Presentation and approval of the CABS Management Team's proposed revisions to the CABS membership fee structure
 - c. Presentation of Western University's membership application and Q&A Period
 - d. Presentation of University of Toronto Scarborough's membership application and Q&A Period
8. Other business and varia
9. Adjournment

MINUTES1. Call to order

The meeting was called to order at 3:23 pm (EST).

C. Parker makes it clear that the Management Team has worked very hard to bring the supplied deliverables to this meeting, and that all BOD members had one full week to review documents, so everyone should be engaged and up to date on the required materials.

2. Review and adoption of the agenda

Be it resolved that the Agenda be accepted as presented.

Motion to add the modification of the JDCC policy regarding participation by R. Boghos (CABS).

Moved by N. Yagi (Manitoba). Seconded by T. Green (Trent)

Approved by unanimous consent.

3. Approval of temporary secretary

Be it resolved that Shanghavy Karunakaran be accepted as Secretary.

Motion to approve the temporary secretary by V. Buttinger (Wilfrid Laurier). Seconded by B. Warren (Lethbridge).

Approved by unanimous consent.

4. Presentation of Quarterly Update from CABS Management Team

Be it resolved that the CAB Quarterly Updates be accepted as presented.

Moved by N. Yagi (Manitoba). Seconded by R. Ambrosio (Brock)

Approved by unanimous consent.

4.1 President

C. Parker explains that the summer has been spent on finding internal systems to improve CABS administration, develop workflows, and write policies. JDCC accounts have been cleaned up and member meetings have been conducted by request for administrative help with Google apps. The website has also been worked on (more details to follow in the Marketing and Members update) - front facing pages are 89% done with help from Adam Normand and we appreciate the Board's patience. A preliminary roll out of the website should be ready by September. Governance work has been done (apologies made to the Governance Committee for less meetings than anticipated) to revise the conference policy, develop the strategic plan, overall policy, and yearly action plan. Next steps include making a governance development plan of what we need to work on with the committee.

4.2 Vice President of Finance

S. Bullock explains that back end cleanup for accounting software has been done as well as formatting and restructuring membership tiers with remodeling of the proposed accreditation program. A set timeline will be created with all your reimbursements, lots of time has been spent on invoicing now that three conferences have passed.

4.3 Vice President of Corporate and External

Z. Hogg explains that there have been great directors on all events and initiatives we've overseen this year. CPPs have been built and there is more of a focus on providing professional development opportunities of our members in addition to creating an exiting/ outgoing curriculum specific for Roundtable.

4.4 Vice President of Marketing

C. MacKay explains that work has been done to build standardized brands for all CABS events. In the past, CABS branding was distinctly marked by the school that was hosting, but now CABS branding will be more consistent with only one thing needing to be changed to reflect the uniqueness of the host school. The marketing portfolio is centrally managing marketing across flagship events whereas before there were event-specific marketing directors. Website work is close to being done. The "Meet the Team" campaign with the CABS Management Team was successful, and we are rolling out the "Meet the BOD" campaign (so far 15-20 people submitted feedback). Next steps include focusing on internal marketing pieces and standardizing other material, in addition to creating external marketing for stronger corporate partnerships.

4.5 Vice President of Members and Alumni Relations

J. Gutierrez explains that lots of work has been put into creating the Accreditation Standards Program - prior to CBSC, a three week communication plan was carried out to ensure that the BOD had multiple notices regarding the program and ample time to ask questions and give feedback before the meeting. Onboarding of presidents who began their terms after Roundtable and WCLR/ECLR has also been done. Work on the resource centre within the website will continue so that we can transfer all material on the Google Drive to a centralized location on the finished website. Support to non-member and potential member schools has also been provided (Mount Royal University, University of Toronto Rotman, St. Mary's University, and the two prospective schools, Western University and University of Toronto Scarborough) who will be presenting their application later on. Next steps include planning Fall check-ins with members and continuing to support website work.

4.6 Vice President of Conferences

J. Kozan explains that the end of CBSC marks the ¾ completion of her mandate. Feedback provided after conferences has been very important to continue improving on our flagship events. Working closely with the organizing committees has allowed for development and formalization of internal communication processes. Next steps include planning Roundtable 2016 and all feedback from CBSC is encouraged and requested.

4.7 Vice President of Competitions

R. Boghos explains that CABS signed two large contracts for JDCC (Hilton for the weekend of the competition and Captains November meeting). The JDCC Committee Terms of Reference have been written and the committee has met once already. The official documents have been restructured and finalized - JDCC By-laws have become the JDCC Policy. Next steps include a focus on the Competitions calendar and documents for JDCC (including a promotional package that you may wish to send to your faculties to provide them with more information).

5. New Business: Governance

A. *Presentation and approval of the CABS Management Team's Strategic Planning Policy and in-year Action Plan*

Whereas the Corporation's Management Team requires long-term vision and continuity for the organization to move forward
Be it resolved that the Corporation's Board of Directors adopts the Strategic Planning Policy and In-Year Action Plan as presented.
Moved by F. Mintu (Winnipeg). Seconded by A. Webb (Carleton).
Approved by unanimous consent.

C. Parker explains that the BOD must understand how we are governed; By-laws are our former constitution, while policies and directives provide our system with frameworks. By-laws are guiding principles of CABS and must be modified. Two thirds of the board must vote on By-laws at an AGM, not a regular board meeting. Policies exist that go into further detailed aspects of CABS, which also need to be mandated by the BOD to be changed. Directives are governing material that can be put into effect by the CABS Management Team on behalf of the BOD, but the BOD has the right to review these and make motions for amendments if necessary. JDCC has its own organization and has its own By-laws and it's easier on your part for you to review.

The Strategic Planning Policy contains high level goals, vision and mission, out of which an Action Plan (directive) can be created. The Action Plan can be amended and modified each year, and objectives can be broken down and divided by tasks. This linear organization allows for the BOD to better understand how decisions are made and connected.

Chair opens the floor for discussion. Call the question.
Moved by M. Payette (Concordia). Seconded by A. Lal (Guelph).
Approved by unanimous consent.

B. Presentation and approval of the CABS Management Team's proposed revisions to the Conference and Competitions Policy

Whereas the Corporation requires sufficient policy to allow for future growth and expansion for conference & competitions; and
Whereas the conference and competition governing documents require alignment with the Corporation's adopted practices
Be it resolved that the Corporation's Board of Directors adopts the Conference and Competition Policy as presented.
Moved by C. Schoettler (Regina). Seconded by S. Newall (University of Northern British Columbia).
Approved by unanimous consent.

C. Parker explains that this policy goes over what CABS flagship events are, how to bid for them, and what the process is to have an OC. The policy was very outdated (with small technical issues and wording issues that have since been changed) and did not contain the main building blocks for members to understand how to bid. OC structure has been outlined for flagship events, which schools can modify by combining roles. Another change made is with regards to the bidding timeline; the deadline for bidding for flagship events can be extended by a decision of the CABS Management Team and the CABS Management Team can appoint an OC if a bid has not been made by the deadline. This change has been made to avoid delaying CABS operations. To assist schools that are interested in bidding, a more modular bidding process will be implemented, with templates provided for how to bid in a standardized way.

Chair opens the floor for discussion.

V. Buttinger suggests that there should be a re-evaluation of programming to ensure that sessions are provided at optimal times, given that a strategy session offered at CBSC would have been more useful at Roundtable.

K. Singh suggests that this item should go to the Strategic Oversight Committee and amended by the next time the BOD meets in order to review and come up with points.

Call the question. Approved by unanimous consent.

C. Presentation and approval of the CABS Management Team's JDC Central Policy - including Modification of the JDCC Policy about the Participation component

Whereas the JDC Central governing documents require alignment with the Corporation's governance infrastructure.
Whereas the JDC Central competition requires the alignment of key stakeholders for appropriate oversight.
Whereas the JDC Central competition requires consistent standards in order to uphold the long-term integrity of the event.
Be it resolved that the Corporation's Board of Directors adopts the JDCC Policy as presented.
Moved by R. Ambrosio (Brock). Seconded by A. Lal (Guelph).
Approved by unanimous consent.

R. Boghos explains that JDCC has its own set of By-laws that have changed into the JDCC Policy. The former documents in the JDCC Rulebook have been changed to be put into policy so the BOD can have a say and vote on it. The reasoning behind this is that there was some inconsistency within the documents and now they can be sustainable and consistent for future years.

Three parts were removed in the By-laws: 1) Removal of the clause specifically for 2-15 regulations because these regulations are no longer relevant. 2) Removal of all sections related to combined delegations were removed. In the past, smaller schools that didn't have manpower to send a full delegation would combine themselves to make full delegations. Since the competition has grown so popular and can accommodate the number of schools applying, this has become irrelevant and been removed. 3) Removal of the team composition, overall point allocation, number of awards to be given, meetings the captains should have with the OC, and the appeals process from the JDCC By-laws (what the JDCC OC had control over in the past) to transfer to the new JDCC Policy.

Two operational changes brought up related to charity and full participation: 1) We had a meeting earlier today with the OC who brought up a valid argument. Right now, JDCC is judged on three criteria: 30% creativity, 30% spirit, and 40% full attendance. Creativity includes the events, costumes, and games and includes a lot of work, and full attendance is difficult to keep track of because of measurements such as how long delegates stay at hospitality suites etc. Given that it is not a perfect tracking system, attendance should not be worth more than another component that requires more work. The recommended change is 50% creativity, 30% spirit, and 20% full attendance. It should not be worth more than another component that requires so much more work. So for this they recommended that creativity is worth 50%, spirit is worth 30%, and full attendance is worth 20%. 2) Charity in the past awards 5 points for the overall school of the year, which hasn't changed, but the breakdown of the 5 points changed. One point is allocated specifically towards the charity mentoring event. Two points are allocated for actual dollars raised for all fundraisers, and another two points for the school that completes the most volunteering hours. The reasoning is that not all schools are the same size or in the same cities, or have the same amount of resources around. With this change, each JDCC delegation can focus where they want to spend their efforts on to get the most points. These are main changes for the year.

Chair opens the floor for discussion. Western members are reminded to abstain from discussion and voting.

S. Lorentz (Ottawa) asks what schools need to obtain the point for charity. R. Boghos (CABS) responds that a guideline outlines this and details of all charity events.

A.Lal (Guelph) asks how money raised will be tracked and how dollar amounts will be compared despite different school size. R. Boghos (CABS) explains that receipts will be submitted to prove fundraising dollars and waivers with signatures of the person in charge will prove volunteer hours

Call the question. Approved by unanimous consent.

6. New Business: Conferences and Competitions

A. Presentation of Wilfrid Laurier University's bid to host ECLR 2016 and Q&A Period

Be it resolved that the Corporation's Board of Directors accepts the bid from Wilfrid Laurier University to host ECLR 2016.
Moved by A. Lal (Guelph). Seconded by L. Wu (Waterloo)
Approved by unanimous consent.

V. Buttinger presents. Chair opens the floor for discussion.

A. Lal (Guelph) asked if topics have already been selected for sessions. V. Buttinger (Laurier) responds that CABS decides on programming and speakers.

L. Wu (Waterloo) asks about transportation between venues. V. Buttinger (Laurier) responds that everything planned is walking distance or busses will be rented if need be.

B. Warren (Lethbridge) asks if there is a back up plan in case the new building is not complete. V. Buttinger (Laurier) responds that another commerce building can be used.

Call the question. Approved by unanimous consent.

B. Presentation of University of British Columbia Okanagan's bid to host WCLR 2016 and Q&A Period

Be it resolved that the Corporation's Board of Directors accepts the bid from UBC Okanagan to host WCLR 2016.

Moved by Z. Ayoub (Calgary). Seconded by T. Green (Trent)

Approved by unanimous consent.

D. Canning presents. Chair opens the floor for discussion.

L. Pannu (Kwantlen) asks what the deadlines are for UBCO to disclose who will be on the OC. D. Canning (UBCO) responds that the latest possible cut off is December.

R. Price (Victoria) asks how far accommodations are from the school. D. Canning (UNCO) responds that it is a 15 minute drive.

A. Randall (St. FX) asks how far Kelowna is from Vancouver for those who would be flying in from YVR. D. Canning (UBCO) responds that driving is 4.5 hours and flying is about an hour (it is an international airport).

Call the question. Approved by unanimous consent.

C. Update on CBSC 2016 by University of Ottawa

S. Lorentz (Ottawa) expressed that they have the full intention to bid on CBSC and a bid will be finalized and presented at NBSC. An OC exists and sponsors have expressed interest in sponsoring CBSC. Residence will be used for accommodations and transportation will be taken care of. The business building is a three minute walk away from residence and will be used for sessions. Currently just waiting for numbers to get quotes and present a finalized bid soon.

7. New Business: Members

A. Presentation and approval of the CABS Accreditation Program

Be it resolved that the Corporation's Board of Directors adopts the CABS Accreditation Standards Program as presented.

Be it resolved that the Corporation's Board of Directors strike a special projects committee that is tasked with the administration of the CABS Accreditation Standards Program.

Be it resolved that the Corporation's Management Team update all relevant and associated documents by the National Business School Conference in 2015.

Moved by A. Lal (Guelph). Seconded by T. Green (Trent)

Approved by unanimous consent.

J. Gutierrez presents that the accreditation program has been developed to answer BOD concerns, questions, and challenges that CABS has heard over the years. The BOD has asked for a more equitable membership fee structure, a better way to target our conference curriculum, a better way to work with different business partners and community, and also measure your own BSA development, and the accreditation program will help CABS understand BSA needs and provide customized offerings. This program has been built based on what members already do and what best practices exist in the CABS network.

There will be a Special Projects Committee led by VP Members to discuss and score the documents that are submitted as part of the program. Each BSA will be required to submit documents according to the scoring rubric. If a document is not submitted for a particular category, then no score will be assigned. Your scoring placement in the accreditation program will affect your discounted membership fee. The BSA Accreditation Membership Fee Structure will be presented later on. The Special Projects Committee will be assigned at NBSC and will review documents submitted between NBSC to mid January. The first assessment and scoring of the documents would be complete by Roundtable and that way the next batch of board will have their discounted membership rate. The scoring rubric has been provided already; some documents you might already have and you can submit that during the document collection, while others you can work towards and develop before the end of your term in order to decrease your BSA's membership fee next fiscal year.

CABS next steps include editing our governance documents to ensure that our By-laws, existing policies, and accreditation documents are tied together. There will be many opportunities to ask questions between now, NBSC, and Roundtable so that there is a more developed understanding of how the committee will rate the documents. There will be two readers assigned to each school, and a third reader if need be. There will also be a chance to have a lot of input into how each category is weighted. The categories we currently have can be influenced by the BOD to put importance on what future BSAs should be doing.

Chair opens the floor for discussion.

T. Green (Trent) asks if smaller schools and larger schools will have a different percentage discount. J. Gutierrez (CABS) responds that the fee structure will be discussed later, but includes a discount from a foundation amount.

A. Randall (St. FX) asks if current members need to complete the process by May. J. Gutierrez (CABS) responds by saying this fiscal year will be a pilot year for collecting documents, but schools who do not submit any documents will not get a rating for discounts.

M. Payette (Concordia) asks why this program is being implemented and how it affects new members. J. Gutierrez (CABS) responds by saying that this is in response to the diversity of our members and CABS interest in making sure all members are positively impacted through conferences and other offerings. By understanding the impact better and tying this to fee structure, CABS will be able to track curriculum and growth and development of members.

Z. Hogg added that this program and criteria provides the opportunity for more objective awarding of CABS awards that will be voted on by the BOD as well.

A. Webb (Carleton) asks how scoring is formatted and how varying level of detail in documents will be accounted for and scored during the review process. J. Gutierrez (CABS) responded by saying two Board members will review scores and give an average score. The rubric contains enough flexibility to fall into the various criteria and this is all outlined in the scoring rubric provided.

A Lal (Guelph) asks for clarification on who the evaluating members will be (for example : whether UBC and UBCO will judge Guelph documents). J. Gutierrez (CABS) responds that two members of the Special Projects Committee will evaluate and the committee will balance east and west members.

S. Lorentz (Ottawa) asks whether scoring is awarded for the existence of documents or the quality. J. Gutierrez (CABS) says both of these are part of the scoring. S. Lorentz (Ottawa) asks what the mitigation is when members do not want to submit documents to not other schools what is being done (for example a CPP). J. Gutierrez (CABS) responds that due to the open sharing platform of the Resource Centre Drive, this has not been emphasized. A solution can be to analyze this on a case by case basis to make sure that competitor schools (for example schools located in the same city) are not judging each other's work. J. Manna (McMaster) expressed the same concern.

V. Buttiger (Laurier) says that there are certain things included in the scoring rubric that her BSA will never offer because it is something that clubs do, and asks if subsidiary documents can also be submitted. J Gutierrez (CABS) says that CABS recognizes this and all subsidiary documents can be submitted for certain categories if this is the case.

N. Yagi (Manitoba) comments that it seems like members will be penalized if documents are submitted. J. Gutierrez (CABS) responded that not submitting for a certain category is not a penalization, but the category will not be accounted for.

A. Lal (Guelph) suggests that the accreditation program not be used for awards, as discounts may be incentive enough. J. Gutierrez (CABS) responds that CABS will consider this.

Z. Ayoub (Calgary) agreed that removing the competitive aspect of this program is necessary and asks how the accreditation program states standards for incoming schools, asks if there is a limit on members in CABS, and if current existing members will be removed based on poor performance. J. Gutierrez (CABS) states that no members will be removed based on their accreditation status. This program will influence how prospective members are evaluated before they are allowed to submit applications.

Chair reiterates the motion:

Whereas the Corporation's Management Team requires a greater understanding of our members' unique needs in order to deliver on our organizational mandate.

Whereas the Corporation is situated to provide programs that enable our members to leverage our national network.

Whereas customized programming is needed to assist our members in achieving organizational growth and success.

Be it resolved that the Corporation's Board of Directors adopts the CABS Accreditation Standards Program as presented.

Be it resolved that the Corporation's Board of Directors strike a special projects committee that is tasked with the administration of the CABS Accreditation Standards Program.

Be it resolved that the Corporation's Management Team update all relevant and associated documents by the National Business School Conference in 2015.

Moved by Z. Ayoub (Calgary). Seconded by R. Price (Victoria)

Call the question.

In favour: 17

Against: 0

Abstentions: 5

Motion carries.

B. Presentation and approval of the CABS Management Team's proposed revisions to the CABS membership fee structure

Be it resolved that the Corporation's Board of Directors approves the proposed membership fee structure as presented.

Be it resolved that the proposed Corporation's Membership Fee structure be effective for the CABS Fiscal 2017 year.

Moved by Z. Ayoub (Calgary). Seconded by T. Green (Trent)

Approved by unanimous consent.

S. Bullock presents that membership tiers have been created in order to address previous inefficiencies and questions from the BOD about the membership fee. These tiers and criteria are based on the membership budget size, ability to pay, and value that members are getting out of CABS. The membership fee has been set similar to the fees that currently exist, but members are eligible for a discount based on the accreditation scoring. Fees will be similar, and have been modeled in a way that the CABS operational budget is unaffected. If you are a medium school in the middle tier then you are actually paying less than the current fee, which is relevant to a lot of schools. CABS budget is at \$24,000-\$26,000 and will be unaffected; members will not be paying more to increase the operational budget, and any additions will be balanced with the value CABS funnels back into our operations for you.

M. Payette (Concordia) asks for a hypothetical example to better understand how the membership fee would be figured out. S. Bullock (CABS) suggests a school that is mid-sized with a \$40,000 budget (\$2, a \$1000 base membership fee) and Tier 2 accreditation (15% discount). This school would pay \$850 since the foundation is set based on budget and size, and a discount rate from the accreditation.

M. Payette (Concordia) asks if there is any scenario in which a school would be charged more than their base/ foundation fee or if every member would get a discount. S. Bullock (CABS) states that a large school is currently defined by any member with more than \$40,000 budget (\$1000 base fee), and any school with higher than a million dollar budget will be a \$1500 fee. The top accreditation rating is a 25% discount, so really the base fee has only

increased by \$125 from \$1000 for these schools.

B. Warren (Lethbridge) asks how schools will fall under tiers. S. Bullock (CABS) explains that schools will be assigned to tiers based on budget size with 4-5 schools on each small and large end. Majority of members currently will fall into a middle tier.

A. Lal (Guelph) asked how tiers should be monitored if they are based on the accreditation score. S. Bullock (CABS) says that the rubric adds up to 1000, with each category assigned a different weight that will be determined by the BOD based on what they think is important for development. Based on those weightings, tiers will be set where lines will be drawn for the tiers, which determines the discount rate.

V. Buttinger (Laurier) asks for clarification on when the lines will be drawn to determine what budget size and accreditation score makes up a certain tier. S. Bullock (CABS) responds that the Special Projects Committee will draw these lines.

L. Pannu (Kwantlen) asks where these metrics and model are from. S. Bullock (CABS) says that this is an original idea but likely exists in some form. For our case, it is meant for CABS and members to better distinguish what value there is to be gained from the circuit.

S. Lorentz (Ottawa) asks if the lines drawn for tiers will be re-evaluated and changed year after year. S. Bullock (CABS) explains that a member's accreditation rating is good for two years so evaluations would happen after two years (unless a BSA re-submits documents between to move tiers).

S. Lorentz (Ottawa) asks about if there is a process to submit an appeal about tiers. Z. Hogg (CABS) states it is written in policy. S. Bullock (CABS) adds that if there is more than 10% discrepancy between your two tiers then a third of reader is brought in and the average score is taken into consideration to give members the highest scores.

L. Wu (Waterloo) asks for clarification on how the discounts and changes to the base fees do not affect the CABS operational budget. S. Bullock (CABS) explains that currently, there are 30 member schools, 24 large and 6 small. We have accounted for this in how parameters will be decided to create tiers as mentioned above.

M. Payette (Concordia) asks if the model assumes that small schools cannot afford the membership fee so large schools compensate, and asks if larger schools benefit or pay more. S. Bullock (CABS) explains that there is no compensation between schools since small schools currently pay \$250 but the base fee will increase to \$500. It was not envisioned that the large schools would pay more to cover the expenses of smaller schools. The increase in payment will give larger schools accreditation, value, and leverage, equaling more confidence to meet sponsors.

M. Payette (Concordia) asks what added tangible value will be gained from paying extra through the program. S. Bullock (CABS) states that being nationally accredited by CABS will increase esteem within the business community.

A. Lal (Guelph) points out that the \$1000 in membership fees will only remain at \$1000 if future presidents maintain the submission of documents to get the discount (otherwise the BSA would have to pay \$1500). S. Bullock (CABS) says that the incentive is for presidents to submit documents to get a discount, keeping in mind that accreditation scores, and therefore discounts, will last for 2 years so the president in between does not need to be as assertive in submitting documents.

N. Yagi (Manitoba) says that given sponsorship being lessened across Canada, large schools (by budget size) may become medium sized schools. If this is the case, then CABS can lose money if all schools become medium sized. S. Bullock (CABS) states that if all schools were medium sized and had perfect performance with the highest discount rate, CABS would still be making money, The only way to lose is to shrink in size and quality, which is a poor reflection on CABS and would cause CABS to lose value and money.

N. Yagi (Manitoba) states that accreditation may be used to gain more sponsorship, but no local companies recognize CABS so there is doubt that this adds value to my school/increase sponsorship budget.

F. Mintu (Winnipeg) states that there's always going to be smaller schools and asks how big the gap is between top and bottom tiers. S. Bullock (CABS) states that having smaller schools as members can put pressure on us to bring in larger schools. The middle gap and tier gaps have not yet been decided as the Special Projects Committee will decide this.

M. Payette (Concordia) states that the lack of documents from CABS to use in sponsorship is a concern, so going forward it may be useful to implement a new system with certifications for schools to include about CABS in their outreach. S. Bullock states that digital badges have been created. J. Gutierrez (CABS) adds that through the Members portfolio support is available to add CABS into CPPs for corporate relations. Z. Hogg (CABS) also adds that CABS partnerships are reached out to by May so in early March members will have CABS partnership documents to send to sponsors as well.

S. Lorentz (Ottawa) says that increases to the membership fee suggest that CABS needs money and providing the BOD with a budget would be beneficial. S. Bullock (CABS) says that CABS does need money given that there was a \$100 surplus last fiscal year, but models for the fee structure took this into consideration. A BOD budget is not ready for sharing at the moment.

B. Warren (Lethbridge) asks for clarification on whether the tiers will move each year. S. Bullock (CABS) says that the Special Projects Committee will make sure that people are not being bumped up or down. Tiers will never move to keep schools in certain brackets.

V. Buttinger (Laurier) asks when the last time membership was voted on or changed. C. Parker (CABS) says it has been more than three years since the membership fees have changed.

V. Buttinger (Laurier) states that with the accreditation program, human flaw that can change the rates and overall, as member budgets increase so should CABS. S. Bullock (CABS) responds that human error is difficult to avoid but there is emphasis on providing third party readers to make sure all members get the maximum benefits. Z. Hogg (CABS) adds that schools in the same city will not be scoring for one another for fairness. C. Parker (CABS) also adds that this process is legitimate because members are taking value back, holding each other accountable, and tracking growth to increase the quality of CABS. The more we work together, the more exposure we can get for our members.

A. Lal (Guelph) asks for a hypothetical list of budgets. S. Bullock (CABS) says there will be 20 medium sized schools and 5 large and 5 small.

A. Lal (Guelph) notes that as a middle school this is great, but as a large school the membership fee has increased. To put members who don't have a levy fee but a large budget can be problematic. Even if my school is considered large, if I vote against it, the majority who are medium sized schools will

vote for it. S. Bullock (CABS) states that this was taken into consideration but the larger schools still have more to gain than lose.

L. Pannu (Kwantlen) asks for clarification on how much a small school currently pays. S. Bullock (CABS) says \$250. L. Pannu (Kwantlen) says that paying \$150-250 per year for CABS could help us work together more so would recommend approving this change.

Chair reiterates the motion:

Whereas the Corporation's membership fee needs to be inclusive of our members' diverse needs and composition; and Whereas there is the need for an equitable appraisal of members standing with respect to annual fees.

Be it resolved that the Corporation's Board of Directors approves the proposed membership fee structure as presented.

Be it resolved that the proposed Corporation's Membership Fee structure be effective for the CABS Fiscal 2017 year.

Call the question.

In favour: 17

Against: 2

Abstentions: 3

Motion carries.

C. Presentation of Western University's membership application and Q&A Period

Be it resolved that the Corporation's Board of Directors approves Western University's application for Class A membership.

Moved by N. Yagi (Manitoba). Seconded by A. Lal (Guelph).

Approved by unanimous consent.

C. Muir (Western University) presents. Chair opens the floor for discussion.

A. Webb (Carleton) asks if Western is part of MSA. C. Muir (Western) responds that at Western's main campuses, there are multiple organizations that collaborate with their own governing bodies so MSA is an umbrella under DMSA.

T. Green (Trent) asks if members need to apply as CABS Class B members first. C. Parker and J. Gutierrez (CABS) say members are free to apply for Class A or B right away.

Z. Ayoub (Calgary) asks about the relationship between Western and Ivey. C. Muir (Western) explains that their management program starts day 1, year 1. At Ivey, students start in year 3 and graduate with a Bachelor of Arts where Western graduates have a Management and Organization degree. Ivey is more structured where Western has a more campus feel.

M. Payette (Concordia) asks what value will be taken back to students from attending CBSC. C. Muir (Western) says that connecting with all these different schools helps you realize the potential for development. Organizational behavior and strategies have been key takeaways, and Western can contribute to discussions on the political strategies, annual conferences, etc.

Call the question. Approved by unanimous consent.

D. Presentation of University of Toronto Scarborough's membership application and Q&A Period

Be it resolved that the Corporation's Board of Directors approves the University of Toronto Scarborough's application for Class B membership.

Moved by V. Buttinger (Laurier). Seconded by M. Thomas (Dalhousie).

Approved by unanimous consent.

C. Tao (UTSC) presents. Chair opens the floor for discussion.

V. Buttinger (Laurier) asks for clarification on UTSC's club structure. C. Tao (UTSC) explains that MESA currently looks over 10 clubs that have agreed that an umbrella structure would work and funding can, and will, be provided.

L. Pannu (Kwantlen) asks where funding will be provided from. C. Tao (UTSC) says funding will be granted from the department and national sponsor accounts like CPA.

Call the question. Approved by unanimous consent.

8. Other business and varia

L. Pannu (Kwantlen) thanks the BOD for their support and information gained over the past few days. The resignation of their president has left them working together to build the KBSA. J. Gutierrez (CABS) says that all President updates and resources will be made available to them.

9. Adjournment

Motion to adjourn by K. Singh (Ryerson). Seconded by A. Lal (Guelph).

Approved by unanimous consent.

Meeting adjourned at 5:50 PM (EST)

ATTACHMENTS

See Google Drive folder: **CABS Head Office – Board of Directors > F2016 > Board of Directors Meeting (2015.08.15)