

# Management Team January 2016 Update

## Fiscal 2016

Delivered to the Board of Directors of  
The Canadian Association of Business Students  
On February 19<sup>th</sup>, 2016

## President

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### Portfolio Update

Since the beginning of the New Year, my focus has been weighed heavily onto the Conferences portfolio, an additional responsibility I had to take on due to the departure of an executive. As such, involvement in CAB Roundtable 2016 and JDC Central 2016 was my highest priority. Unfortunately, both events have been marred with issues that revolve around Program Team performance and a lack of accountability.

With our flagship competition, I became aware of a budgeting oversight early on that required increased attention and oversight on behalf of various members of the management team. Through decisive action, we were able to reduce expenses on the competition to maintain its financial viability, including cutting a significant portion of IT-related costs and having our own management team members execute that portfolio ourselves. However, we then discovered yet another budget error at the event itself - the Program Team failed to include the contracted gratuity and administration fee added to the food and beverage minimum, resulting in an unforeseen \$26,000 expense. This has resulted in a significant loss that puts the corporation into a difficult, but not irreversible, situation. The Management Team, along with the Chairs, has devised a plan to mitigate these damages moving forward, which include setting up a payment plan with the relative hotel.

Regarding CABS Roundtable 2016, it became obvious, once I began my involvement in the Conferences role, that my predecessor did very little to manage or direct the Program Team, and did not provide any deadlines for key deliverables. Further, our newly developed structures and processes were not being enforced. This has resulted in increased efforts on my part to move progress along at an expedited rate; while we were able to execute successfully on programming and logistics, partnerships suffered, perhaps becoming irreparable. Nonetheless, the Management team is excited about how the event is unfolding in terms of our member's mandate for improved programming and opportunities for discussion with other members, believing it to be a significant improvement from past events.

A strong theme has developed around growing issues with Program Team accountability, which was something we did not foresee for these flagship events due to the relative ease at which the summer events were executed, though perhaps in hindsight this was because of the fact that any issues with the summer events were much smaller in scope, considering their respective scale. It has directed me to concentrate my efforts within the President portfolio to governance, including further mechanisms for accountability and reporting. Especially considering the JDC Central 2016 loss and resulting adverse effect it has had on CABS' finances, it is my belief that CABS will only remain viable if it can continually improve upon its systems of oversight and controls.

Other developments through my deliverables includes the consistent growth and maintenance of the Member Profiles Initiative, updates to the CABS Executive Curriculum Program for the F2017 year, member research and data analysis for CABS Roundtable 2016 sessions, management of the CABS Roundtable 2016 Program Team through my VP Conferences Capacity, website development with the aforementioned Member Profiles and the new Important Dates and Member Deliverables resource pages, updating all of our reporting documentation on the website, the management of the summer event Program Teams, and the development of structure, workflows, and reporting templates within the Conference portfolio.

Moving forward, the majority of our focus will be on executing CABS Roundtable 2016, and ensuring that we can locate successors - despite the most substantive election campaign yet witnessed by CABS, the organization is still suffering from significant recruitment issues. Much effort will be taken at CABS Roundtable 2016 to provide to the attending membership detailed updates of all the progress and success seen through CABS this year, which will hopefully entice some promising candidates to consider a CABS executive role for the F2017 year.

Sincerely,

**Calvin Parker**  
President

## Vice President Finance

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### Portfolio Update

January has proved to be another busy month with our flagship competition, JDC Central, taking place, planning and managing the run up to Round Table 2016, as well as the constant push forward on our several initiatives. The month was a flurry and I look forward to sharing more detail below and in person at RoundTable 2016.

JDC Central required a significant amount of effort and oversight to execute and deliver on the event. Significant budgetary oversight was necessary to compensate for insufficient awareness by Program Team members. Details missed by Program Teams were screened for and caught by myself and members of the executive team, resulting in extensive over time and review. The event was executed successfully, however full financial review and analysis will be presented at the coming Board of Directors meeting.

The run up to our flagship national conference, Round Table, has required significant oversight and time commitments due to the size of the event and insufficient oversight from Program Team members. I have been highly involved in the budgetary process with other executive members as we push to make this event financially viable and successful. Difficulties with the host school have proven to be detrimental to the fiscal health of the corporation and its' membership. Financial review and analysis will be presented at the coming Board of Directors meeting.

Lastly, I have continued to work on developing policies and procedures that advance our corporation narrative and fill gaps in appropriate oversight. I have worked with our VP Members, Jessica Gutierrez, to continue development of the Member Accreditation program that will provide more in-depth training sessions to BSAs, governing infrastructure templates, and more equitable financial contributions. Furthermore, I have work to develop new policies that will allow for greater accountability from future Program Teams and adequate incentive structures to promote successful execution by all accounts. These reforms will continue to advance the organization and minimize recurring errors and challenges.

I look forward to providing further colour to the topics touched on here and meeting up with all of you in attendance at this year's RoundTable in Calgary, AB.

Sincerely,

**Simon Bullock**  
Vice President Finance

## Vice President Corporate/Vice President External

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### Portfolio Update

Over the past month (and latter portion of the fall) the Corporate portfolio has been primarily focused on the following areas:

- Finalizing and coordinating partnerships for JDCC 2016
- Pivoting new revitalized, MBA focus on Roundtable 2016
- Setting up all Fiscal 2017 packages prior to the new year
- Training our new program teams for WCLR, ECLR, and RT of F2017

Overall, JDCC was a success; we landed \$10,000 worth of partnerships in the 11th hour of the December break. I would really like to thank my directors Nicole and Aladdin, who helped nearly double the number of partners we now have for the event. We had roughly 16 partners who contributed substantial value to our 2016 edition, and we eclipsed approximately 95% of our \$100,000 fundraising goal (which includes major in-kind contributions from Xerox, Red Bull, Awake Chocolate, and the Aga Khan Museum). We also had significantly subsidized case writing contributions, however as per our Financial Reporting Procedures, for internal Corporate Partnership reporting, this have been valued at nil (although fair value would be in excess of \$5,000 in savings for the event).

Overall, Roundtable 2016 has had some underwhelming success again. We signed a few partnerships this month, but well below what I believe is achievable for the event. More is documented in my Annual Report and other Disclosures to the Board.

For our Deals program, we have been working on bus services and MBA scholarship pool programs to complement our Staples discount program. We had also been working professional clothing deal in November but talks did not develop very well, so I will try another lead with a new startup a peer of mine from Waterloo was recently started. In short order I would like to turn my attention to professional development courses like Breaking into Wall Street and similar e-Learning sites to give our best an advantage in their careers and maybe even extend these sorts of services to our circuit alumni.

Our Western Director has also been keeping up leads for WCLR, which we hope to close in the next couple months. Our Central Director has been working a lot of different leads in financial institutions, telecom, and now alumni, which we hope will turn into some meaningful deals by ECLR or CBSC. I have been taking this time to identify and have started preliminary onboarding with some new directions as well.

In regards to the External portfolio, it was relatively dormant but for developing the strategy of and executing an acquisition of the 5 Days for the Homeless initiative. The Five Days initiative has contributed over \$1MM of value to our Canadian communities since being inaugurated by our member, the Alberta School of Business, back in 2005. CABS will look to help with onboarding schools for this year and marketing the initiative. Next year, we will hire a program team to run the 5 Days for the Homeless initiative via CABS and give the initiative some focus through our relevant flagship events as part of our National Executive Development Program.

Sincerely,

**Zac Hogg**  
Vice President External  
Vice President Corporate

## Vice President Marketing

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### Portfolio Update

During the month of January 2016, the Marketing portfolio was engaged in a wide variety of different projects, including event design & marketing, CABS programs promotions, and communications & web content for the CABS F17 Management Team recruitment initiatives.

In the beginning of January, my major focus was on completing all outstanding marketing deliverables before JDC Central 2016 took place. Although the Marketing portfolio has centralized leadership of marketing for all of our CABS events, given the scope of JDCC we employed the assistance of Tyler Grieve (VP Marketing for Trent University), which allowed me to split the tasks up to make them more manageable. My deliverables included design, compilation, and ordering of all printed delegate materials (800+ customized name badges, conference guides, corporate passports) as well as large format signage and awards certificates. Feedback received on all of these materials from JDCC delegates was all very positive and we were able to bring them in under budget.

Moving forward, I worked closely with Jessica in developing content and promotional materials for the CABS F17 Management Team recruitment campaign. Jessica managed the update of all job descriptions, generated information packages, and strategized around timelines and processes. I took this content and built it into the recruitment page on the CABS website, and designed graphics and content to promote applications through social media channels (LinkedIn, Facebook, and Twitter were utilized) Subsequently, I worked with Jessica on similar content and promotions for the CABS Awards program and the CABS Accreditation program (primarily graphic design).

More recently, my focus has again shifted to our next major event, CABS Roundtable. My vision was always to have a pre-conference teaser video, but the Program Team was never able to find someone to make this happen. I decided to take on a challenge and build a video myself in 2 nights using royalty-free footage of Calgary and b-roll footage from CABS Roundtable 2015, and I have received great feedback so far on the results. I've also been working with the Program Team in rolling out the event Facebook page, have completed the event's webpage on the CABS website, and have designed the printed and digital materials for the conference.

I have also been assisting in the past few weeks with lead generation in the Corporate portfolio, given my proximity to the Calgary region and some of the contacts that I have there.

Something I would like to disclose to you is that I am one of the Executive Directors (External) for WCLR 2016 in Kelowna in May. Given the overlap between this role and my current CABS Management Team role, I may at times be unable to fulfill the duties of the VP Marketing role to the best of my abilities. Given the critical importance of our summer events in building up financial stability for the organization, once March begins the WCLR role will take precedence. I would appreciate your assistance in the search for a successor in the VP Marketing portfolio so that I can have someone to help me manage this transition effectively and efficiently.

Sincerely,

**Cody MacKay**  
Vice President Marketing



## Vice President Member Relations

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### Portfolio Update

In the month of January, the work within the Members portfolio was diversified to include the CABS Awards facilitation and administration, and creation of election material leading up to the F2017 Management Team recruitment period.

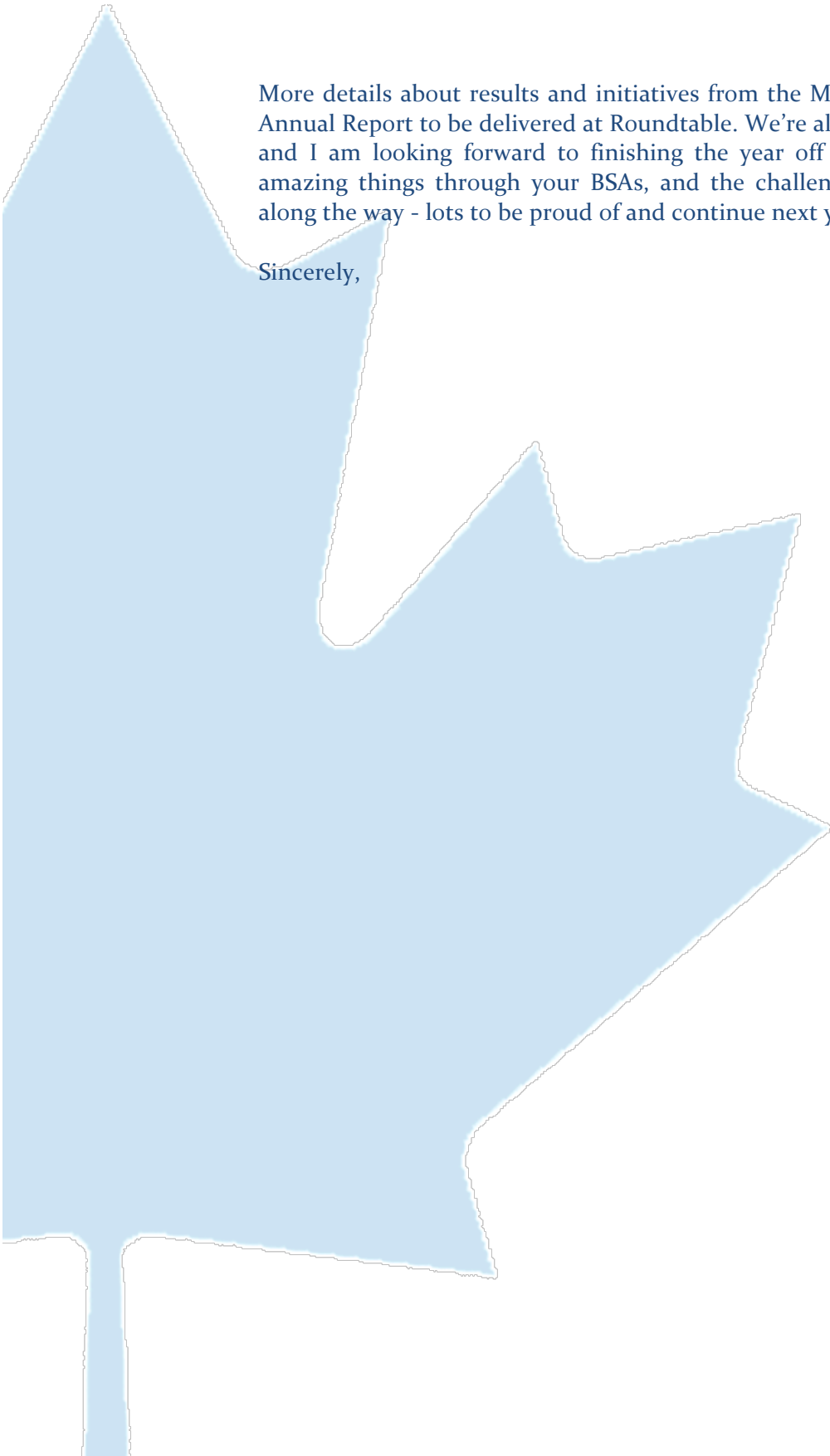
While Member Profile and organizational chart sourcing continued, and elections/estimated delegation surveys were sent out to lead up to Roundtable 2016, much of my efforts from December to January went toward preparing the CABS Award nomination and voting material. I worked closely with Cody to deliver on the work that Zac for the CABS Awards by preparing promotional content and the informational package and links for members to nominate and vote. New awards were included as part of the approved program and I will be making the following recommendations for next year:

- Decide on guidelines with the feedback from the Board of Directors to provide more clarity on nomination guidelines for all members (specifically, address whether or not individuals can nominate their own BSAs and events)
- Edit the criteria to qualify for the alumni award so the opportunity to nominate can be more accessible
- Promote through more channels leading up to the release of the nomination and voting link (email, designated Facebook groups, Roundtable event link on Facebook)

These recommendations have been developed out of the feedback that we have received from the Board in addition to our own insights while administering the Awards process. Following Roundtable 2016, we ask that you continue to share any further comments or ideas you have to make improvements for next year!

I also worked on the F2017 Management Team recruitment procedure by coordinating the team to update President and VP job descriptions, create a communication plan, and clear application procedure. For next year, testimonials from the Management Team and direct contact from the Management Team and the BoD as ambassadors for potential candidates should help encourage more candidates leading up to the opening of applications.

Accreditation remained a big focus area for the Management Team, and I worked with Simon to enhance resources available to communicate the purpose and details of the program. I also led meetings with the Accreditation Committee to answer questions from the membership and develop an action plan to increase submissions - we're reliant on your participation to gain momentum on this program as presented.



More details about results and initiatives from the Members portfolio can be found in the Annual Report to be delivered at Roundtable. We're all in the final stretch of our F2016 roles and I am looking forward to finishing the year off strong with you all. You have done amazing things through your BSAs, and the challenges have emphasized your successes along the way - lots to be proud of and continue next year with your new BSA teams!

Sincerely,

**Jessica Gutierrez**  
Vice President Member Relations

## Vice President Competitions

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### Portfolio Update

Dear Board,

The month of January for the Competitions portfolio was focused on JDC Central, as it was hosted January 8th-10th. The weeks prior to the event were obviously very heavily focused on finalizing the last tasks and making sure that everything was good to go. The weeks after JDCC were spent closing the event, overseeing the post conference surveys and engaging communications with the Hilton over our remaining balance.

During that time, I was also approached by two gentlemen from the Sprott School of Business with the intention to bid for JDCC 2017. We held several virtual meetings where I went over the governing documents of JDCC and our bidding guidelines with them. I have since been working closely with them to putting this bid together and make sure the foundations of the competition are in place shall the bid gets approved the board.

In parallel to all the JDCC related tasks, I have also been assisting Zac in his corporate tasks as Roundtable was quickly approaching and was in need of extra hands. I have therefore spent a significant amount of time contacting different people and companies in my network to get them interested in Roundtable, or at least in our Spring conferences.

Moving forward, the focus will once again be JDC Central. Shall the bid get approved, I will continue to work very closely with the incoming JDCC Program Team to make sure they get a proper transition from their successors and that they get a head start on the planning of the event. I will also take into account the challenges we have had due to the changes in the JDCC Policy and recommend changes to the board, that I believe will improve the efficiency of the planning of the competition. Finances put aside, the event is already in a better place than it was last year and I am confident that this team will host a great JDCC.

Sincerely,

**Rose-Lyne Boghos**  
Vice President Competitions