

Quarterly Update Management Team

Fiscal 2015

Third Quarter

**Delivered to the Board of Directors of
The Canadian Association of Business Students
On November 10, 2014**

PRESIDENT

Dear Board Members,

As I began my mandate as President of the Canadian Association of Business Students, my team and I had ambitious goals in hopes to elevate the organization to a whole new level. However, we quickly encountered a few (big) issues preventing us from achieving these goals, thus hindering our ability to focus our initiatives for CABS. We are limited in manpower seeing as we are a 6-man team, making it that much more difficult, but we still manage to get our initiatives rolling! Below you will find an overview of what has been going on at CABS at my level since EBSC.

Lack of Documentation for Previous Conferences

This made transition from one OC to the next more difficult, especially since the management team itself changes year to year. In addition, our current database was completely disorganized, making our job of finding important documents a complete nightmare. With that being said, a focus was to resolve this internal issue and completely re-organize our database. In addition, we have spent a lot of time chasing previous executives and chairs to retrieve these missing documents.

New Members Prospecting

A new recruitment package has been created and sent out to schools across Canada. As of now, my top leads are:

- University of Windsor (Odette School of Business)
- University of Western Ontario (Richard Ivey School of Business)
- University of Toronto (Rotman School of Business)

I'm proud to announce that we have recruited the Kwantlen Polytechnic University, who will be attending NBSC.

By-Laws & Policies

I am currently finalizing the last details of the new By-Laws with our Chair, Michael Richardson. Unfortunately, policies will not be ready by NBSC but we will have them ready before the end of my mandate.

Strategic Plan

Work in progress! We are excited to present the first draft!

Initiatives

CABS: Hub of Information

We have been contacted numerous times by the media or individuals seeking information on Canadian business students and unfortunately, most of the time, we are unable to answer to their inquiries. With this in mind, I realized that there was a huge opportunity for CABS: Become a hub of information on business students, not only for our members, but for media or businesses.

Our plan consists of doing market research to retrieve information on:

- How many business students are there in Canada? Per major?
- How many students work part-time? In what fields?
- How many students plan to continue their studies? MBA? MSc? CPA? CFA?

The possibilities are endless! By doing this, we can really establish CABS as a credible and relevant organization within the business community.

Resource Centre & CABS Approved Badge

An idea I pitched to my executive team is coming up with a bank of resources, accessible exclusively to our members on our website, where we can find a list of reliable service providers, vendors, suppliers, and so on.

I happy to announce that this will be available at the launch of the website! But we did not stop there. We have taken the idea one step further and found ways to generate revenue out of this.

We will develop a CABS Approved Badge that will appear next to the name of a business. What will this mean? We certify this supplier is reliable and trustworthy, making it a safe choice for our members. More details to come!

I sincerely hope all is well on your end and I cannot wait to hear about your successes at NBSC!

Regards,

John-Michael Minon
President, Chief Executive Officer

Vice President Finance

Dear Members,

I sincerely hope you have been well since the Eastern Business School Conference! I am pleased to present to you my bi-annual updates for the Finance Portfolio.

Portfolio Updates

As we approach the annual National Business School Conference, I can confidently say the Finance Portfolio has seen some major changes and improvements since the beginning of my mandate. The last fiscal year saw the creation of sound financial policies and procedures, which I have been able to successfully implement this year. Our target of centralizing financials for our flagship offerings has been realized with both CABS Roundtable and JDC Central, as the majority of the planning for these events has taken place during my mandate. The financials for Western Canada Leadership Retreat 2014 and Eastern Canada Leadership Retreat 2014 financials are completed and finalized, and the future regional conferences will have their financials handled as per our new systems.

Regarding the financial centralization, essentially all revenues and expenses for each event now flow directly through CABS. Finalized budgets for our events are designed with a low and high system to account for various scenarios. In the event of any fluctuations, they will be in the favor of CABS.

JDC Central financial efforts are now focused toward the competition with the conclusion of November meeting. For CABS Roundtable, Mike Jurkovic, the Executive Director, has developed a budget alongside CABS that is still subject to modification as more quotes are obtained and operations progress. At this point in time, a finalized budget for CABS Roundtable will be completed by the end of December.

Initiatives

Outside of our event financials, I have been focusing efforts on cutting costs within our head office; recouped funds will be allocated to our regional conferences where applicable. For the next fiscal year, CABS plans to offer a \$1000 grant to both WCLR and ECLR.

Moving forward, CABS will offer financial services to our members through our website. Not only will financial-based resources be available, but organizing committees will be able to access invoices and forms through this medium. Event registration and payment will also be a component of the launch - while such services were offered sporadically in the past, the infrastructure of our new site will allow this to become a permanent fixture of our events.

These new initiatives and features within the finance portfolio will not only allow us to serve you better as members, but will provide you with more resources for use with your own projects. If you have further questions, please do not hesitate to contact me.

Looking forward to seeing you all at CABS Roundtable!

Sincerely,

Amandeep Gill
Vice President Finance,
Chief Financial Officer

Vice President Corporate Relations

Dear Members,

As the end of the third quarter edges near, I am proud of the contribution our corporate relations portfolio has in the advancement of our organizational success and growth.

This is true especially with respect to the typical prorogation that comes with annual transition during both exam times and without an extensive formal transition program.

Nonetheless, we are on target with our operational objectives and in the success of our special initiatives. I am honored to present the results of our progress to date and forecasts for the fiscal year-end.

Portfolio Updates

The corporate relations portfolio is in the final phase of its reformation plan. This initiative, aligned with both the financial and conference policies of CABS, takes on the same theme of centralization, standardization and the maximization of both effectiveness and efficiency.

In a nutshell, as first rank financial and legal liability rest with the corporation that is CABS, it is crucial that the functions of securing sponsorship too be centralized.

This means that all corporate relations practices across CABS operate in the same way, directed by central policy decisions, personnel and quality control oversight and procedures (such as contracts, forms, waivers, proposals, and other documentation).

This new program is designed to save time, ensuring the highest standard practice, of protection for CABS and in maximizing our leverage by widespread collaboration at CABS.

Key Milestones

1. Creation of training program for corporate relations directors and managers;
2. Creation of oversight process for fundraising teams' progress and quality;
3. Collaborative setting of objectives with clear metrics;
4. Creation of formal standard for practices and methodology in external relations, including the procedures to acquire, secure and manage partner relations
5. Creation of battery of standard forms, templates, waivers, proposals and communications in centralized way;
6. Recruitment of sufficient human resources at necessary levels in company to achieve set targets and objectives

#	Progress	Risks / Notes
1	75%	Formal training program in progress; temporarily administered via
2	100%	N/A
3	75%	N/A
4	100%	N/A
5	100%	N/A
6	100%	Lack of formal human resources personnel at senior management level to ensure that necessary systems in human resource management are in place. Mitigated on a temporary basis; Permanent mitigation will take place with subsequent special project of the management team, in February 2015 where a complete HR audit will take place, whereas the scope shall encompass this process.
Overall		
	90%	Communication issues with event teams established during or before the implementation of reform: Mitigated.

Special Initiatives

Undergraduate Job Board

In the spirit of maximizing benefits to all stakeholders, this project is one that is coordinated by both offices of corporate relations and conferences/competitions. With the launch of the new website/portal www.cabsonline.ca we have been able to integrate features, such as our online undergraduate job board.

The direct benefits are pointed to both constituents, namely delegates of our flagship events at this time, as well as to our corporate partners. In fact, by offering a central location with some exclusivity to the top talent in Canada through our trusted network, we are filling a very important connecting role between two of our key stakeholder segments.

Furthermore, this serves as a new asset that our corporate teams have been able to use to generate fundraising revenue this year. The official launch of this job board shall take place mid-month in November 2014.

Alternative Revenue Sources

Our current and growing business needs evidently require increased revenues. Thus, in order to remain sustainable and to provide the maximum value to our members, it is imperative that we explore opportunities to diversify our sources of revenue to also increase annual cash flow available for operating budget, special initiatives and to better fund our events.

Without providing detail, CABS teams are currently working to review three opportunities for feasibility and will establishing action plans in consequence to present to the appropriate committees and/or Board, should such projects be realizable. More information will come in Q4.

Other Initiatives

Human Resources

Our events each have organizing-committee-level directors for corporate relations, reporting directly to their respective Executive Director, and indirectly to the Vice President of Corporate Relations at the management-team-level.

Our team has been expanded to include the following resources:

Head Office – National Sponsorship Team	- Dane Gomez (Associate Director) - Shravana Tiwari (Associate Director)
Western Canada Leadership Retreat 2015	- Brady Kapovc (Associate Director)
Roundtable 2015	- Grant Bachand (Associate Director)
JDC Central 2015	- Tyffany Eakin (Associate Director) - Corbin Broad (Manager)

Fundraising Initiative

Scope

Roundtable, JDC Central, ECLR, WCLR, EBSC/WBSC, Head Office

Risks and Impediments

Critical issues, including delays in CABS-sourced sponsorship due to typical transition issues, recruitment of corporate relations personnel and reform initiative implementation (oversight by appropriate offices of the management team) were at fault for financial loss at the smaller flagship events, which have been absorbed by the corporation.

With that, the scope of direct corporate fundraising has been extended on a temporary basis for the Head Office budget. It is desired that if possible, tertiary-priority sponsorship be acquired to offset the loss incurred by the event losses. With respect to the larger events, Roundtable and JDC Central, as well as the smaller events in the next fiscal period, our reformed program is serving us well to achieve our targets as planned.

Operations Progress Report

JDC Central 2015

- Sponsorship objectives will be 100% complete by December 1st.
- Key partners locked including Scotia Bank, EMCO Corporation, Metro, Target Canada, CPA Ontario, Goodman MBA, Futurpreneur, Bionym and others.
- Mostly secured: presently completing contracts by end of week, collections by end of month, achievement of pre-competition deliverables by end of December and partner representative training in January.
- Refer to finance portfolio update and reports for budget information and specific sponsorship figures.

Roundtable 2015

- Sponsorship objectives will be 100% complete by February 1st.
- Key partners including RBC, TD, Community Futures, Bionym, CPA BC, Tourism PG, BDC, UNBC, Rio Tinto Alcan, Initiatives Price George and Telus.
- Mostly in prospecting due to various delays, but safely on target.
- Training completed with OC corporate relations director and active movement to secure open proposals and complete remaining acquisitions.
- Commitment to deliver end of month progress report on specifics for three coming months.
- Refer to finance portfolio update and reports for budget information and specific sponsorship figures.

WCLR 2015

- Sponsorship objectives will be 100% complete by February 1st.
- Partner prospect list too early to provide updated list.
- Refer to finance portfolio update and reports for budget information and specific sponsorship figures.

Head Office

- Selling based on assets to be built out of special initiatives, which will be coordinated via the website www.cabsonline.ca including a resource center for business student associations and clubs. Two key facets in development now:
 - Expert information library, which will include training and resources sourced from paying partners that are experts;
 - Master supplier resource for every BSA portfolio, from marketing to finance:
 - clothing and apparel
 - ticket sales
 - accounting software
 - web hosts and services
 - gala tickets
- Refer to finance portfolio update and reports for budget information and specific sponsorship figures.

Sincerely,

Adam Normand
Vice President Corporate Relations,
Chief Corporate Relations Officer

Vice President Marketing

Hello Board Members,

When I began my mandate as Vice President Marketing, there were many changes that I believed had to be made in order to have a successful year I have broken down my update into separate sections so that everything can be included.

Portfolio Update

Website

As CABS is a virtual organization with minimal face to face contact, the most important aspect of our success was the website. Looking at our old website, it was visually displeasing, and quite out-dated. This led to creating a whole new website with new graphics and content. In addition, it showcased the CABS brand that was created last year for the Exchange.

I am happy to announce that our NEW cabsonline.ca has been launched, and is fully functioning! Phase one of the website has been completed, which was to get the infrastructure up and running (without glitches), and to have updated content. The website makes everything easier and creates a better link between the management team, the BOD, sponsors, alumni and the general public.

Phase two will begin shortly after the National Business School Conference and will consist of creating user accounts for every Board of Directors member. This will give access to private pages and content including discounts, invoices and databases with information about everything needed. We will also be taking a standard headshot of everyone at NBSC for the website and for your own personal use.

I would like to take a moment to give a big thank you to both Adam Normand and Calvin Parker for all their help and encouragement on the new CABS website. Without their help it would not be as advanced as it has become.

Branding Box

The brand box is another project that began at the beginning of the year. This is a “box” that consists of templates for anything that the BOD or CABS management team may require for any official documents. Phase one of the brand box is complete. It consists of:

- Letterhead
- Envelopes (2 Sizes)
- Business Cards
- BOD Place Cards
- Desktop Wallpaper (Full screen, Wide Screen, and Smartphone Sized)
- PowerPoint Template
- E-mail Template
- Corporate Report Template
- Small Icons

Phase Two of the brand box will begin after NBSC and will include a JDC Central Brand Box.

Social Media

CABS social media used to consist of three major elements; CABS, JDC Central and CABS Roundtable. We felt this was excessive and started to eliminate the CABS Roundtable Facebook page.

We will be using an event on the main CABS page for CABS Roundtable to create more visibility. We have also started a new series called the *Alumni Spotlight*, which will feature alumni interviews from all facets, including JDC Central, CABS Management, and even JDC West.

Our first interview was posted via Facebook last week and was successful, gaining many views and likes. In regards to numbers, since the beginning of our fiscal year our Facebook likes have increased by approximately 15%, to 1,214 from 1,068, and our visibility continues to grow each day.

The future of CABS social media will hopefully include a CABS Instagram, where we can showcase different campus, conferences, and CABS members. I have many ideas for a weekly series that include items such as: Meet the team Mondays, and Humans of CABS.

Other Initiatives

We have been in contact with MAD Distributions about a clothing deal. They continue to provide the best prices for swag, and have agreed to work with whatever our members require. Samples of their products will be available to see at NBSC.

I have also recently put together two packages. The first one is a recruitment booklet, with information about joining CABS; the second one is a welcome package. This will help new members determine how things function, as well as demonstrating how to use the discounts and the CABS website.

I have thoroughly enjoyed being VP Marketing for CABS this year and I'm excited to see what the next major phase brings. If anyone has any questions, please feel free to contact me.

Looking forward to seeing everyone at NBSC!

Sincerely,

Jacqueline Holm
Vice President Marketing,
Chief Marketing Officer

Vice President Member Relations

Hello Members!

As a man who currently wears multiple hats within the CABS organization, I have broken down my updates by portfolio and initiative, as many of my ongoing efforts relate to portfolios outside of my defined scope of VP Conferences West and VP Members Relations.

Portfolio Updates (Vice President Conferences West)

Western Canada Leadership Retreat

WCLR 2015 is progressing optimally and the OC have been exemplary! The team is currently in the process of finalizing quotes on a number of items featured in the budget, and multiple CABS / OC meetings have already taken place on matters such as budget, sponsorship, and session planning.

Being the first CABS event bided on and commencing within the current management team's fiscal year, it's been an opportunity to implement goals in terms of a new direction for conferences.

For example, the session material will reflect a more holistic "full-year program approach", with content being derived from an established curriculum, which in itself will be amalgamated from CABS alumni, BOD, and Management team experience.

Additionally, this conference has served as a testing ground for the implementation of new administrative processes and systems, of which I hope to finalize in an IT Policy and related procedures.

CABS Roundtable

CABS Roundtable has also been progressing at a favorable pace, with many logistical details and session material currently being finalized. At this point in time we still need continual updates on planned attendance by member schools to re-access the scope for the event components.

With a team comprised of multiple CABS alumni, I have been able to delegate more authority to the OC to allow me to focus my resources on other initiatives within CABS. There is currently no bid for CABS Roundtable 2016, which I intend to make a discussion point on during NBSC 2014.

This event served as another conference in which I was able to implement tighter administrative controls and systems designed to make our events more sustainable. As with WCLR 2015, all OC members have a standardized Google account within the CABS domain, which includes access to both e-mail and Google Drive features.

Centralizing such accounts within the CABS organization ensures that their work is visible, workable, and transferable by the CABS team to future OC's, while also allowing us to have a cohesive image and structure for our external partners year-over-year.

Portfolio Updates (Vice President Members West)

A first round of meetings with the Western Presidents was conducted through the end of September/October, which went extremely well.

I want to take the opportunity to thank everyone for taking the time out of their busy schedules for what were very illuminating discussions. Notably, all conversations points were recorded, data-based, and archived for use with future initiatives where appropriate.

In relation to the Members portfolio, which is mandated by the governance plan to deliver value-added initiatives to the members, we have started to amass documentation from the BOD for use in the CABS resource center on the CABS website.

By NBSC this information will be available, and document-based resources will only grow moving forward. The conference calendar for this fiscal year was created in its most detailed version yet, though it's encompassing information had to be sent out to members directly in respect to the state of the CABS website in the beginning of the school year.

Aside from regular BOD communication and various opportunities that have allowed me to direct assist members with their initiatives, most of my focus and efforts since EBSC 2014 would more appropriately be classified under the following section, other initiatives.

Other Initiatives

During the period of EBSC I had planned to start turning my focus in CABS into finalizing procedures and policies within CABS that were started in previous fiscal years that would allow a more concrete foundation an infrastructure for the organization to operate on moving forward.

While these initiatives are still a priority, I have currently switched my focus towards assisting and in some cases managing the completion of the new CABS website, an initiative started by Adam Normand and Jacqueline Holm that quickly escalated in scope and required more resources to complete.

Though unplanned, I believe this project holds massive benefit to our members on a long-term basis, and my assistance to move the project along was a valuable re-direction for my portfolios at the current time. I have experience in web design and am familiar with the WordPress platform on which our site is constructed, so it was suitable to employ me for the project.

The website will be discussed in more detail in future updates, but it is important to note that, as the site is designed to be a major part of various CABS initiatives and workflows, the successful completion and execution of the site requires that related CABS data and information be captured, assimilated, and delivered in particular formats.

Suffice to say, this project has developed further into a continued reorganization and re-design of our file storage and sharing system - essentially, no part of the CABS organization has been left unmodified by this development.

This is in no way an issue - in fact, it is a huge benefit to the organization and its members - it just means that such major shifts take time. Imagine this development as a funnel - the further along we get, the faster results occur.

By the end of this fiscal year we will be able to confidently say that the way CABS does business has markedly shifted, and for the better.

Though the website and it's delivery of our services will be an on-going process each year for CABS, I am proud of the way our organization planned this project and considered long term effects will building the infrastructure and systems that comprise it.

Undoubtedly, we will have the capability to serve our members better through a continually changing business environment through what we have accomplished here.

As the CABS website project soon transfers from project to maintainable service, my focus will shift back to developing workflows, procedures, and policies that support not only our IT-related business functions, but conference programs as well. With the foundation finally in place, more resources will be directed to direct services for our members, such as portfolio-based webinars, further discount programs, and any other service we deem to be a benefit to our members.

Sincerely,

Calvin Parker
Vice President Member Relations
Vice President Conferences and Competitions West

Vice President Conferences East

Hello Members,

It is with distinct pleasure that I write you this update as the National Business School Conference approaches. I hope your individual mandates have been progressing well and that your societies and teams are in a great place as we get settled in the school year!

Portfolio Updates

Eastern Canada Leadership Retreat & Eastern Business School Conference

Both the Eastern Canada Leadership Retreat and the Eastern Business School Conference went very well and were positively received. All aspect of both events are finalized outside of some financial details for EBSC. Surveys were administered after both conferences to the attendees and valuable feedback was provided to help us continually improve our offerings.

We are currently looking for hosts for ECLR 2016. We have held off tendering any bids for EBSC, as despite the positive feedback from those that took part we are unsure if the event holds sufficient value as an independent offering to be included in our conference circuit. The next step is Board of Directors discussion at the National Business School Conference to decide on the future of EBSC.

JDC Central

JDC Central 2015 is doing fantastic. My role has centralized around continued meetings with the organizing committee to offer insight and direction. This includes monthly meetings with the entire OC to ensure accuracy of reports from the event chairs, and working with captains to build a training curriculum for next year. I plan to attend mock competitions at various schools to build best a best practice document for future captains.

Additionally, I have been working on contingency planning with the OC, with a special focus on potential issues to help mitigate the possibility of any failures in the future. At this point in time, we are still looking for hosts for JDC Central 2016.

Initiatives

At the beginning of my mandate, I quickly became aware of the lack of actual resources available to both myself and our OC's.

I am currently working on a “best practices” OC package that will provide resources, structure, and deliverables through all points of event-planning, from pre-bidding to the conference weekend itself. Our conference policy outlines the technicalities of our program; this guide is more of a step-by-step planning manual.

By the end of my mandate I have set the target of making my portfolio entirely self-sufficient, with a firm foundation for subsequent executives to both start from and build off.

This target includes more standardization for conference content, with a developed curriculum that builds over a fiscal year. This added structure also relates to bidding, with more templates available for bid documents and varying marketing strategies to help secure more bids.

I hope you found these updates informative and I hope you all have a great time at NBSC! Please do not hesitate to contact me should you have further questions.

Cheers,

Michael Walkey
Vice President Conferences and Competitions East