



2019 - 2022 Strategic Vision Report

The Canadian Association of
Business Students

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F2020 Strategic Vision
Committee

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History



Before the creation of CABS, its precursor the Canadian Business Student Council existed from the early 1990's, reflecting the same spirit of camaraderie among business student leaders across Canada. During its existence, member schools worked to create the first Roundtable conference, Canadian Commerce Games, and other conferences/competitions, which have all been absorbed by CABS since then.

The Council was dissolved in 2007 to reform with a unified national strategy, as the Canadian Association of Business Students (CABS). CABS was formally registered as a not-for-profit corporation with the Canadian Federal Government on November 13th, 2012. Since then, CABS has grown and evolved to serve member schools across numerous provinces in Canada, catering to various needs within the student community. CABS now hosts various conferences for business student associations, including Roundtable, the Canadian Business School Conference, and the Canadian Leadership Retreat.

Additionally, CABS hosts a widely renowned competition called Jeux Du Commerce Central (JDCC). The competition's roots stemmed from the reputable Jeux Du Commerce (JDC) competition; which is hosted for members of Regroupement étudiant des facultés d'administration de l'Est du Canada (RÉFAEC). RÉFAEC is the only other organization in Canada that offers similar services to CABS, with the exception that they service Francophone universities. In the 2019-2020 fiscal year, CABS and RÉFAEC began strategic discussions on shared missions, values, and a vision for true representation of business students in Canada. These discussions concluded with CABS and RÉFAEC entering a strategic partnership that deems both organizations as sister organizations. An initiative currently in development between both organizations is a national case competition, which aims to bring students from both membership bases to compete in the most elite business case competition in Canada.

In 2018, CABS acquired 5 Days for the Homeless, a campaign where participants commit to facing the stimulating challenges that those who experience homelessness encounter. As a result, CABS expanded its mission to focus on charitable causes and corporate social responsibility through officially adding the role of VP Charity in the 2019-2020 fiscal year. CABS is now re-developing 5 Days with a national strategy in mind, in addition to exploring new charitable and social causes to add to our ever growing list of service offerings.

CABS has substantially grown over its existence, and is now equipped, more than ever, to support business students, and the leaders of tomorrow, in growing their skills and talent. We aim to provide value to our students through our partnerships, conferences, competitions, and charitable initiatives. As CABS is a national organization and Canada has such a diverse background, we embrace diversity through the different cultures, ethnicities, and values of our members. We strive to continue innovating based on these principles and in order to truly represent business students across Canada.



Supporting the Next Generation of Business Leaders

The Canadian Association of Business Students (CABS) is a not for profit organization that represents over 70,000 business students from 25 universities in Canada.

Our purpose is simple; to develop superior talent and leadership within business students across Canada. We organize some of the largest business student conferences, competitions, and charitable initiatives, which involve leadership development and personal growth.



Our Mandate

We are the national business student association shaping the future of business in Canada by developing leadership and talent nationwide.

Mission

We foster the development of Canadian business students to their full potential. With our member schools, we are committed to enhancing talent in order to continuously grow the Canadian business landscape for the future.

Vision

The vision is to create a vibrant business community across the nation by connecting business student groups from coast to coast.

Core Values

1

Community building and collaboration through hosting national conferences, competitions and charitable initiatives.

2

Growth and diversity through sustaining a culture that is member-focused, relationship-oriented, and impact-driven.

3

Commitment towards continuous improvement through regularly enhancing our service offering and structure.

Our Strategic Vision

In the 2019-2020 fiscal year, CABS was at a point of stagnation for several years and was suddenly declining in membership support. Additionally, CABS was not acting as a not-for-profit with an effective governance structure to support its decision making. Towards the end of the 2018-2019 fiscal year, a substantial overhaul of the bylaws was enacted in order to set up a structure for success in the 2019-2020 fiscal year. With effective recruitment of the Leadership Team, the 2019-2020 year was coined as a “growth” year from the onset. With this mentality in mind, the Leadership Team focused the year on rebuilding relationships with member schools and achieving a higher level of credibility with all stakeholders.

Additionally, the approach of the Leadership was to involve the Board of Directors and membership directly in decision-making and initiative building through formation of various committees; the Strategic Vision, Governance, and Finance committees. The Strategic Vision Committee set out to build this plan for the current and future years, the Governance Committee achieved a complete revamp of all CABS policies, and the Finance Committee revamped the VP Finance portfolio and assessed CABS's current financial standing through hiring an Accountant for the first time in CABS history. The effectiveness of the Leadership Team, Board, and Committees allowed for momentum building by creating effective foundations for future success.



Our Strategic Vision



The vision moving forward is to continue growth by adding new initiatives, having a tighter execution of initiatives, and continuously enacting best practices that deems CABS as an effective not-for-profit organization. To this end, the following plan has been set in place for the current year, which was executed upon, along with a plan for the next two fiscal years:

2019-20

- Tighter execution of CABS initiatives.
- “Rebuilding CABS” - re-established current initiatives and relationships with member schools and Deans.
- Maintained consistency across all initiatives; restructured the Canadian Leadership Retreat and achieved consistency with our two other conferences and JDCC.
- Got CABS back on track financially through hiring an accountant, assessing finances of previous years, and creating new processes for financial transparency.
- Implemented a fully functioning board that is engaged and involved. CABS now has a clear governance structure and documentation from Bylaws to Policies along with established committees.

2020-21

- **Members:** Add an extra 3 member schools. Main selling point being the national case competition, because schools will only be able to participate if they are part of CABS.
- **External:** Stay involved with the community and enhance relationships further with the Deans’ Association and RÉFAEC.
- **Marketing:** Grow social media presence and make CABS more well-known amongst everyday business students.
- **Competitions:** Continue building groundwork for National Case Competition and implementing further enhancements to JDCC.
- **Charity:** Exploration phase for potential Charity initiatives to add to CABS. In addition to adding more member schools to the 5 Days National campaign.
- **Finance:** Maintain financial transparency with Board and Membership along with implementing novel systems with our newly-appointed accountant. Additionally, begin yearly engagement with CRA.
- **Conferences:** Increasing attendance in general from everyone, especially member schools who don’t send many delegates. Additionally, establishing a system to have host schools for conferences appointed much more in advance.
- **Partnerships:** National Case Competition Sponsorship, beginning selling sponsors on that. Additionally, based on new systems implemented, securing more centralized sponsorships from current sponsors.

2021-22

- **Members:** Capitalizing on the “hopeful” success of the national case competition, and attracting 5 more schools.
- **External:** Take CABS “international” by creating new international partners.
- **Marketing:** Continue increasing awareness amongst everyday business students and implementing analytics tracking and reporting systems.
- **Competitions:** Expanding and establishing a half-delegation competition at JDCC. Additionally, implementing the first year of the National Case Competition.
- **Charity:** Introduce new initiative after previous exploration.
- **Finance:** Begin exploring methods of investment with financial reserves.
- **Conferences:** Explore feasibility of involving non-BSA business students in conferences. Not restricting to just BSA executives anymore.
- **Partnerships:** Establishing centralized CABS sponsors and National Case Competition sponsors. This involves multi-year contracts.



01

Members & Alumni Portfolio

This portfolio is one of the hallmarks of the organization, without it, CABS would not be able to maintain relationships with our member schools and therefore would not exist at all. The past year has been a foundational year in establishing the awards and accreditation process for CABS member schools.

Overview

We took a step in the right direction as the focus of this portfolio is to maintain and grow relationships with our member schools and several of the processes and procedures have now been put in place to grow over the coming years.

One of the challenges for this portfolio is maintaining strong relationships with existing member schools while also putting resources towards recruiting new schools. The focus in the next two years will be solidifying those existing relationships so CABS has a strong connection with the membership base, therefore bolstering our reputation. Additionally, allowing for further acquisition of new schools.



01 Members & Alumni Portfolio

See below for a list of actionable items completed this year and items to make this portfolio a success in the coming years:

2019 - 2020

- Building a foundational year.
- Mended relationships with current schools.
- Began mending relationships with larger non-member schools such as the University of Alberta, the University of Calgary, and the University of British Columbia.
- Formed relationships with Deans' across the country to improve CABS Awareness.
- Improved touch points this year with Member Schools, making ourselves as available as possible.
- Rebuilt Accreditation Policy and implemented it for the first year.
- Rebuilt Awards Program

2020 - 2021

- Continue to mend relationships from past years.
- Return on Investment Report of being involved in CABS for new member schools.
- Touchpoints with schools, push that by having more "mini" touchpoints through forming personal relationships with each member school President.
- More collaborative relationships with member schools through the Deans', getting involved with the VP External to have yearly calls with Deans and the BSA Presidents.
- 1-2 new member schools who are large, and 1-2 small schools.
- Pushing CABS Awareness video developed in 2019-20 and this strategic document (along with ROI Report) for CABS value to new member schools.
- Continue Accreditation and Awards programs as "business as usual".
- Growing Alumni Network group and sending newsletter to bring them more into the CABS circuit.

2021 - 2022

- Connecting Alumni to current member schools to support them and provide advice.
- Alumni events at conferences, hosting potential mixers.
- City representatives that work with CABS to organize events and engage with Alumni and current BSA execs in large cities.
- Add 3-5 schools, composed of small to large schools.
- "Business as usual" for Accreditation, Awards, mini touch points, and yearly touch points with Deans.

02

Finance Portfolio

The current VP Finance portfolio consists primarily of bookkeeping and invoice management. In the coming years, as we implement a new accounting system in conjunction with our newly hired accounting provider, we foresee the portfolio shifting focus to other finance objectives.

These objectives include more oversight and control over spending and budgeting with a bigger emphasis on collections and management of existing funds.

Overview

Over the past year we have developed better tracking documents that provide greater insight into the current and future financial position of the organization. The time has come to start collecting faster and closing books within a shorter time span. With additional time provided by the accounting services, the VP Finances of the future should look to streamline the invoicing process to ensure this quick collection.

Additionally, one of the greatest financial outcomes from engaging with an accounting provider is that our previous tax situation has been resolved, creating opportunities through better tax management and refunds that are now available to the organization.

These tax refunds are anticipated to be significant, leading to the conclusion that there is likely to be excess financial resources in the coming years. These excess resources are an opportunity for future executive teams to explore new initiatives and potentially put that money to use through a third party investment firm if no internal initiative is available to create ROI for the organization's funds.

The goal is to create financial longevity for CABS through proper financial management. This will be aided by significant burdens being lifted by the accountants, allowing for the VP Finance to explore such possibilities in partnership with the Board of Directors. Ultimately, the VP Finance role has considerable flexibility in the coming years to explore new growth opportunities for CABS that will add value to Member Schools.

02 Finance Portfolio

See below for a list of actionable items completed this year and items to make this portfolio a success in the coming years:

2019 - 2020

- Ensured a streamlined process for bookkeeping exists.
- Closed conference/competition books in a timely manner (1-month).
- Explored the tax situation and made decisions to solve the issues at hand.
- Revamped existing Finance Policy.
- Approved a new CABS Public Accountant and Bookkeeper.
- Explored acquiring a corporate credit card, allowing for greater flexibility in payments in the future.

2020 - 2021

- Continue the final stage of development for the Finance Policy and ensure it's ready at the beginning of the year.
- Emphasizing the oversight role of VP Finance now that resources have freed up due to automated bookkeeping.
- Transitioning all technology to the bookkeeping service and making sure that back end is ready and secured.
- Effective transitioning from both VP Finance and Accountant to new team.
- Acquire a corporate credit card

2021 - 2022

- Explore the creation of a scholarship fund, with support from donors and excess cash. Potentially with Alumni who are starting to accumulate wealth or existing corporate partners.
- Begin reinvesting excess funds into current/new initiatives and into sponsoring reputable BSA initiatives.
- Look into the possibility of starting up an investment fund with financial advisors to ensure we are putting excess cash to use and growing our assets.



03 Marketing Portfolio

CABS Marketing over the years had the primary focus of promoting our initiatives. The underlying problem is that these initiatives are mostly catered to students who get involved in such initiatives. In order to align with our mission, CABS marketing must evolve to represent all business students through curated content aimed to provide tools for leadership growth alongside promoting initiatives. Additionally, CABS Marketing needs to evolve to represent the multiculturalism within the CABS community.

Overview

Over the past few years, CABS has been increasing its social media presence and experimented with various methods to reach students. This includes competitions such as the Universum Career Test and research surveys, which were found to be successful. On the other hand, we have experimented with promoting BSA events this year, and realized that there was no return on investments in such campaigns.

Despite a strong Alumni and BSA executive following on social media, CABS marketing needs to evolve to reach everyday business students. Additionally, we must redevelop the current outdated website, an initiative that was supposed to be completed in 2019-2020,

but due to lack of resources, the website development was moved to the 2020-2021 fiscal year. Finally, with the success found in enhancing relationships with BSAs in the 2019-2020 fiscal year, CABS is on track to launch an awareness campaign alongside BSAs across the country. This campaign involves raising awareness amongst business students of their BSA's membership with CABS through a video and various graphics.

Due to the COVID-19 pandemic, many of the initiatives on the marketing side were placed on hold, including the awareness campaign. However, foundations such as paid website developers and the awareness campaign video are now ready for next year's team to take advantage of.

03 Marketing Portfolio

2019 - 2020

Consistently growing followers:

Facebook: +200 (Achieved +215 as of April 4th, 2020)

Instagram: +300 (Surpassed +565 as of April 4th, 2020)

LinkedIn: +150 (Achieved +206 as of April 4th, 2020)

Website (Launch Postponed to 2020-2021)

Two Stages;

Stage 1: Content & Images (Completed)

Stage 2: Website design, layout, and coding (In Development)

CABS + BSA Awareness Campaign (Launch Postponed to 2020-2021)

- If students are not involved with JDCC, BSAs, or other CABS events; business students likely won't know CABS.
- Must develop marketing material to promote that BSAs are part of CABS. Collaborating with VP Marketings' at Member Schools to distribute. (Postponed)
- BSA Awareness video that promotes the value of CABS and what it offers. (Video Completed - to be launched in 2020-2021)

2020 - 2021

Consistently growing followers:

Facebook: +400

Instagram: +400

LinkedIn: +250

- Finish development and launch of a simple and modern website with payment portals and event registrations in addition to a blog page that is consistently utilized.
- Network with BSA Marketing VPs to host co-branded campaigns and to launch the BSA Awareness Campaign developed in 2019-2020.
- Develop resources, tools, and content to reach everyday business students.
- Develop National Case Competition Branding.
- Continue emphasis on social media contests to reach students.
- Focus on video campaigns when it comes to events and initiatives.

2021 - 2022

Consistently growing followers:

Facebook: +300

Instagram: +500

LinkedIn: +250

- Focus on improving analytics tracking and reporting across the organization, including; website visitors, social media followers, and survey responses.
- Implement an Events calendar on the CABS website to share BSA events, important business conferences, and our own events.
- Direct student marketing for CABS initiatives during peak periods for first year students, in order to raise awareness to young students early on in their journey. This may involve reaching students during orientation week through targeted means as an example. This includes social media campaigns, collateral, and promotional items that we can directly send to Member Schools.



04 Partnerships Portfolio

The Partnerships Portfolio is integral to CABS growth in future years, this portfolio has lots of opportunity to grow but not without challenges to overcome. The partnerships that we have had in the past have been with a wide array of companies and have led to significant funding for our conferences and JDCC. Despite this, there is a lack of consistency in our sponsorship for a number of reasons not fully under the control of CABS leadership, with the most apparent being the sponsor's budgeting processes.

Overview

Many of the companies we work with have long budgeting processes that make it difficult to align with for consecutive years. One of the challenges with executing on this is our own transition of the Leadership Team, because sponsorship is so heavily reliant on relationships, and with a changing of the Leadership Team on a yearly basis, these relationships can be hard to manage long term.

The current Leadership Team is tackling this problem by facilitating better transitioning of these relationships to the new hires to maintain the trust and sponsorship dollars for the next year. Another challenge faced by the Partnerships team is the marketing of CABS to these companies. We have seen that there is a consistent effort needed to bring new sponsors up to speed on who we are as an organization and the value that we bring to students.

One of the key success factors for this portfolio moving forward is dependent on the branding and marketing of CABS becoming known more broadly in the business community. This will make the initial contact for the sponsorship team smoother, and therefore faster, in converting sponsors.

Another opportunity available to CABS is government grants, which in partnership with the VP Finance will be an important source of funding in the future, given there are grants we are eligible for. The final point worth mentioning for this portfolio is the need for national sponsors whenever possible. Given our unique geographic presence and our conferences changing locations almost yearly, there are challenges in finding sponsors that are willing to commit to multi-year sponsorship. If these challenges are overcome, we will see significant stability in the sponsorship dollars in future years.



04 Partnerships Portfolio

This will only be successful if CABS' awareness and prestige grow, in addition to more cohesion with the Program Teams, and an early start each year on centralized sponsorship. Below is a list of goals to make this happen:

2019 - 2020

- Rebuilt corporate sponsorship centrally and started the groundwork.
- More effective teamwork with the Program Teams.
- Collected data and effectively transitioned with next year's team to ensure the connections remain with sponsors.
- Having an effective website that demonstrates CABS to sponsors. (Postponed)
- Started up research on grants.
- Began compiling a list of centralized partnership leads for next year's team.
- Continued Universum partnership and ensured growth this year.

2020 - 2021

- Having four sponsors for national case competition in place for launch, if appropriate.
- Securing multi-event sponsors, potentially three sponsors for two events or so. A good start for the centralized sponsorship program.
- Acquire two central sponsors.
- Beginning grant seeking initiative for CABS and acquiring at least a single grant, if appropriate.

2021 - 2022

- 25% increase in sponsorship overall.
- Acquire four central sponsors.
- Continuing growth for national case competition to three additional sponsors.
- Securing two to three grants if appropriate.

05

External Relations Portfolio

The External Relations portfolio has had an ever changing mandate for the past few years. The portfolio's focus is on developing partnerships that are non-monetary, and its focus is developing relationships with similar organizations as CABS.

The portfolio was not clearly defined since its addition a few years into CABS's creation. As an example, the portfolio was solely focused on seeking new initiatives in its early years.

Overview

One such initiative that was secured was the 5 Days for the Homeless campaign, which is now an asset owned by CABS. After its acquisition, due to the demands of the campaign, the portfolio was solely focused on running the campaign and developing the 5 Days National strategy rather than actually fulfilling the mandate's mission of creating relationships with external organizations.

As of the 2019-2020 fiscal year, the VP Charity position was created to alleviate that responsibility from the VP External. The portfolio was now re-shifted back to its original mission of forming non-monetary partnerships in addition to a new objective of developing a strategy to reach media outlets and publicize CABS initiatives. The 2019-2020 year was a profound success for the External Relations portfolio.

A total of five partnerships with external organizations were formed, including; the Canadian Federation of Business School Deans (CFBSD), Regroupement étudiant des facultés d'administration de l'Est du Canada (RÉFAEC), the Canadian Federation of Engineering Students (CFES), the Canadian Business Youth Council for Sustainable Development, and the Ontario Undergraduate Student Alliance (OUSA). These relationships were widely regarded as a positive step forward for CABS in its mission to represent business students.

The portfolio's mission in future years is to continuously grow these relationships but also add new non-monetary partnerships and increase media presence across Canada



05 External Relations Portfolio

Here are some of the objectives accomplished this year and goals for future years:

2019 - 2020

- Developed relationships with Business Deans through CFBSD, attended their conference, and formed lines of communication with numerous Deans.
- Built foundations for partnerships with organizations targeted at younger students to promote enrollment and boost member school reputation. This was achieved through our relationship with CFBSD.
- Entered a strategic partnership with RÉFAEC that deemed them as a sister organization, attended and presented a CABS overview at their conference, hosted an executive roundtable, and began building the foundations for the national case competition.
- Connected various members of the Leadership Team with members of the CFES team in order to share best practices and areas for growth within both organizations.
- Engaged in preliminary meetings with Canadian Business Youth Council for Sustainable Development to discuss promotion of their Sustainability Guide as a resource to our members.
- Worked with OUSA to publicize their campaign against the Students' Choice Initiative introduced by Doug Ford's government.

2020 - 2021

- Build a network of business professionals through our partner organizations to attend CABS Conferences and initiatives.
- Use partnerships to create value not only for the CABS Leadership Team in terms of knowledge sharing, but also for member schools. Potential co-hosted events with such organizations.
- Build an established relationship with the Network of International Business Schools (NIBS).
- Continue efforts to increase media presence for our initiatives.
- Connecting with media inside schools to bring awareness of CABS:
- Having BSAs post about CABS in their blogs and newsletters.
- Getting highlighted in Business Journals / Blogs by the business schools themselves.
- In relation to CABS competitions, creating a partnership with a company that helps students prepare for case competitions.

2021 - 2022

- Focus on developing an international strategy in forming non-monetary partnerships with international organizations, such as NIBS in the previous year.
- Through the NIBS partnership, potentially sending a team to represent Canada to their international case competition, which may stem from the best competitors at the national case competition organized by CABS and RÉFAEC.
- Continue building and establishing current non-monetary partnerships in order to ensure continuity and growth of the CABS external network.



06 Charity Portfolio

The newest portfolio, the Charity Portfolio, which has been in the making for several years. With the full acquisition of 5 Days in 2018-2019, CABS has now taken on the role of organizer for the 5 Days National yearly initiative to raise money in support of local charities across the country and in the cities and towns that our member schools operate.

Overview

While the COVID- 19 pandemic has made this year for the portfolio challenging, with the cancellation of many schools' participation across the country, this portfolio has enormous potential to do good for the community and help CABS give back to the communities and schools that support us.

The inception year for this portfolio was focused on rebuilding credibility after challenges were faced in previous years, including; delayed transmission of funds from the former organizers to the charities that 5 Days supports and bringing more attention to the campaign. This has been initiated with a strong focus on social media and communication with the member schools,

leading to a formalized policy and contract being created for future years to use in hopes of creating a smoother process for getting involved, with guidelines on how to carry out a 5 Days campaign.

The focus moving forward will be on the continuation of these policies and refinement thereof while focusing on regaining partnerships with schools and getting more member schools involved. This portfolio should look to provide support to other charitable initiatives for CABS and member schools.



06 charity Portfolio

Here are some of the objectives accomplished this year and goals for future years:

2019 - 2020

- 5 Days:
 - Standardized processes - internal and external communications
 - Built credibility on social media platforms
 - Developed school terms/contract (in registration form) and began groundwork on a 5 Days policy.
 - Worked on developing supporting documents and relationships with schools
 - Established website and donations portal formally.
- Developed more internal documents for the portfolio - strategic vision built off execs feedback on the charities they support and participants in their campaign.

2020 - 2021

- Expanding focus on 5 Days National; increasing number of participating schools, building partnerships, and altering relationships with schools (add some restrictions and further policy).
- Educate and push the 5 Days initiative via social media and internally in CABS.
- Start seeking ways to involve BSAs more in charitable aspects, developing a document to share with BSAs alongside the support of the VP Members.
- Formalize VP Charity taking the Charity Village course and share findings with member schools.
- Have the charity portfolio get involved in JDCC Charity as an oversight to encourage higher donation hours and more money raised per school.
- Research the potential addition of a new charitable initiative to CABS beyond 5 Days National.

2021 - 2022

- Implement new charitable initiatives to CABS. This may involve creative programming similar to Bell Let's Talk, where we raise a certain amount of money for every post shared, once the financial situation is more stable.
- Check up on all of our efforts towards charity with lawyers, and how to legally be a more active organization in charity.

07

Conferences Portfolio

Many CABS Members agree that the conferences that CABS hosts are one of the greatest value-adds the organization provides. This portfolio has been very successful in recent years in providing great networking opportunities for Member schools and in creating a community of student leaders from across Canada.

With that being said, there are still many opportunities for this portfolio to grow and to solidify existing conferences.

Overview

The primary focus of this portfolio in the coming years is to ensure that the organizational structure of the Program Teams (PTs) for these conferences are optimized to create the greatest value for our members. This will include the addition of new positions within the PTs to better organize the conferences and allocate tasks more effectively. Several of these positions are noted below.

After optimizing the structure of the PTs and streamlining the conference process, there will be opportunities to grow the portfolio through increasing the size of the conferences or by creating a new conference.

Additionally, an area that can be improved upon is better cohesion between the CABS Leadership Team and Program Teams in order to create more effective conferences for our member schools. It is also important that future VP Conferences take time to consider the balance between various but important attributes of each conference including the quality of food, speakers, and venues.

All three of these attributes play a key role in the success of a conference and a mix of budgeting, marketing and execution must be considered when making decisions about each. These decisions may not be without trade-offs, but it is an expectation that as CABS grows, these trade-offs will diminish over time.



07 Conferences Portfolio

Please see a year-by-year plan below for moving forward with these changes:

2019 - 2020

- Optimized the structure, the positions and the timelines relative to each position regarding the VP Conferences and each Executive Director and Director in the Program Team.
- Hired a Director of Finance for each conference to ensure all funds are optimized and used for the elements which have the greatest impact on member satisfaction.
- Hired a Director of Marketing for each conference so that everyone is informed at the same time of the conference dates and registration deadlines in addition to promoting the conference.
- Ensure Program Teams are working alongside the CABS Leadership Team portfolios.

2020 - 2021

- Explore moving the dates for Roundtable to ensure that BSAs can provide accurate numbers of available delegates and for budget stability.
- Communicate delegate fees and taxes to BSAs for their budgeting purposes a few months prior to the conferences.
- Prepare a document of all conferences and competitions, including external conferences to help promote BSA and CABS events.
- Promoting conference value more effectively to secure a higher amount of attendance for any given conference.
- Launch bidding process earlier on for conferences in order to plan more effectively and in a timely fashion.
- Exploring back up plans to physical events, and instead hosting more virtual events in case any disruptions in Canada or worldwide arises. This includes improving the Conferences Policy to address contingency planning as such.

2021 - 2022

- Analysis of current conferences: look at how they can be improved long-term, which may include exploring feasibility of involving non-BSA business students in conferences. Not restricting to just BSA executives anymore.
- Dedicate more investment and financial resources from CABS' towards conference planning in order to increase conference quality and attendance.



08 Competitions Portfolio

The competitions portfolio in CABS is arguably one of the most popular portfolios, with its main service offering being JDCC, a lot of interest by member schools is poured into the smooth operation of the portfolio. This year was quite the year for the portfolio, since facilitating the groundwork of a National Case Competition was added to the list of responsibilities of the VP Competitions.

Overview

The efficient organization of JDCC was the primary focus of the portfolio for the year. Despite an overall successful competition, several areas of improvement arose, including; more effective efforts of seeking sponsorship, creating higher quality cases, and a more effective method of calculating scores throughout the competition.

All of these areas are required for further improvement of the quality of JDCC for next year. In terms of the National Case Competition, the research phase was completed successfully.

Over 150 survey responses were collected in addition to soliciting feedback from over 15 Business School Deans across the country. The appeal of the National Case Competition was evaluated, and we can safely conclude, there is major interest in hosting this competition. The vision for the next several years is to push JDCC to reaching an elite competition standing and implementing the National Case Competition for the first time.

With that being said, the COVID-19 pandemic presents clear obstacles. It is now the responsibility of the 2020-2021 Leadership Team to implement the portfolio while working through the unique challenges presented by the pandemic.



08 Competitions Portfolio

See below for a list of actionable items completed this year and items to make this portfolio a success in the coming years

2019 - 2020

- Successful implementation of the 2020 edition of JDCC.
- Concluded the research stage of the National Case Competition:
 - Collected over 150 responses from students across Canada.
 - Solicited feedback from 17 business school Deans.
 - Received buy-in from majority of member schools.
 - Established a cohesive relationship with RÉFAEC to lay the groundwork for the competition.

JDCC

- Higher integration with the Leadership Team and the JDCC Program Team.
- Expenses and revenues need to be tracked better, with the implementation of a bookkeeping service, this should now be streamlined more effectively.
- Focus on developing a strong Host school relationship - given a physical competition.
- Better recruitment of a Sponsorship team to allow for improved relationships and an increase in sponsorship revenues.
- Changes in the cases/delegate experience; including a revamp of the Wild Card Case and the Social component of the competition.

National Case Competition

- Launching a national case competition standing committee in collaboration with RÉFAEC members in order to build policies, structure and constating governance documents for the future competition.
- Developing a clear timeline of the competition launch and what is needed to be done leading up to it.
- Appointing a Program Team to lead and implement the initiative towards the end of the fiscal year.
- Continued communication with member schools and Deans' in regard to updates about the competition development to continue buy-in.
- Begin conversations with sponsors regarding the implementation of the competition.

2020 - 2021

JDCC

- Potential implementation of RFID tags in collaboration with RÉFAEC; who have already implemented it for their competitions.
- Exploring areas to make JDCC more professional, which is an ever growing responsibility that has been improved upon every year.
- Implementing a live streaming/recording initiative for the various components of the JDCC competition.
- Financial investment by CABS into JDCC should be explored given an increased amount of CABS financial reserves.

National Case Competition

- First year of competition to be hosted.
- Aim for approximately 20 member schools from CABS and RÉFAEC to participate.
- Encourage attendance by Deans in order to circulate word of mouth amongst Deans from other non-participating business schools.

2021 - 2022



09

President Portfolio

The President's portfolio is the broadest reaching of all the portfolios because the President must play a role in carrying out their vision for CABS. Over the past year, there have been significant changes at CABS that required oversight from the President and guidance for keeping everything on track during these changes, which led to the President taking on a lot of work that could have been delegated to the VP or director roles.

This highlights one of the greatest challenges of this portfolio, mainly that it can be difficult to manage the various duties outlined within the role.

Overview

In the coming years, we expect the President role to be refined so that future Presidents don't end up taking on duties that could easily be delegated. With that in mind, we foresee the portfolio shifting from its current state into a primarily leadership focused role with people management, vision, strategy, and public relations at the forefront.

The President should be the face of the organization and we believe that a greater focus on making CABS visible to more businesses and businesses students across the country would be a great way to add value.

One such way to do this would be going to more conferences where there is an opportunity to spread our message to business leaders and business students. This could mean going to more business focused events or by attending large conferences in each geographic area of Canada to reach the most amount of schools and businesses to bring on board.

One more internal change we see for this portfolio is the creation of a CABS culture, which if implemented properly, will bring people together behind our common goal and create more intrinsic motivation for the volunteers that work for CABS.



09 President Portfolio

While this portfolio is often looked at on a year-to-year basis, there are several suggestions below to help accomplish these goals:

2019 - 2020

- Emphasized the formation of effective governance structures through the Board of Directors. Set procedures in place and coordinated the Board throughout the term.
- Connected and formed personal relations with every member school in order to provide a direct level of support.
- Was very hands-on with every portfolio to ensure effective success and meeting of objectives. Especially the External, Marketing, Conferences and Finance portfolios.
- Worked side-by-side with the VP External in forming the relationship with RÉFAEC and CFBSD. Acted as an ambassador to both of these organizations and their conferences.
- Chaired the Finance Committee and sat on the Strategic Committee while actioning and coordinating numerous items within the committees.
- Struck the vision of the National Case Competition with the VP Competitions and began discussions with RÉFAEC in regard to the implementation of the competition.

2020 - 2021

- Hire an Executive Assistant/Chief of Staff
- Create more effective recruitment of directors with intrinsic motivation:
 - Trying to focus on developing a culture among the team. Virtual social meetings can be challenging but work to find ways around the remote work that has made this difficult in the past. A culture will help keep people involved and responsible.
- Expanding on the “ambassador” role, showing more national presence; attending conferences and BSA initiatives; such TRMC, other Western conferences, JDC West, Atlantic Throwdown, etc.
- Focusing on delivering more effective board meetings where topics of discussion are ones that matter rather than small areas that can be discussed internally.
- Keep the passion level, build on the success we had in the previous year with changing the perspective of CABS among the member schools.
- Get involved in Media Relations, stronger message if it comes from the President rather than a VP.

2021 - 2022

- External portfolio is aimed to go national this year, the President should champion this mission.
- The National Case Competition is hoping to launch in this year as well, and the President also needs to champion this initiative.
- Continue selling CABS to the Deans, showing the value that we bring.
- Get involved in the efforts to bring in new member schools (see UBC Sauder example from Roundtable 2020).

Statement from F2020 Strategic Vision Committee



The 2019-2020 fiscal year was quite the growth year for the organization. It all started from a revamp of the Bylaws in addition to improved recruitment, which ultimately led to a year that involved setting the groundwork for strong momentum in future years. All the stakeholders involved within the CABS circuit - the Leadership, Board, and Membership began seeing the value that CABS sought to bring to the table from its onset. A mission rooted with passion to support the future generation of business leaders. Credibility was restored and foundations were set.

The main aim of this "growth" year was to lead CABS to acting as a true not-for-profit organization. This was predominantly set in place with a strong Board of Directors and more effective governance structures, most notably the revamp of all CABS policies. Some highlights from CABS this year is the restructuring of the finance portfolio, mending relationships with member schools, entering a strategic partnership with RÉFAEC, developing relations with Deans across the country, and the overall positioning of CABS as the prime representative of business students across Canada.

With that being said, the year presented its challenges as well, most notably the COVID-19 pandemic, which put a halt on numerous targets that CABS set out to achieve. 5 Days, the most impact-driven campaign within CABS, was suspended from holding any form of physical campaign, and conference bidding was placed at a standstill. The next fiscal year presents unique challenges for the organization, but with the foundations and governance structures set in place, the incoming Leadership Team is well equipped to face these challenges. The strong momentum may have lasted for a year thus far, but the unique challenge presented will test our commitment to the CABS mission.

Member schools, the Leadership Team, and the Board of Directors worked very hard to develop this long-term strategic vision. With consistent turnover yearly, it's easy to lose sight of goals. This document acts as our way of ensuring that future years maintain this momentum for years to come. We don't ask for every single objective to be completed in this document, however, this will provide future teams' a roadmap for consistent growth, as it had experienced this year. This roadmap is designed to provide CABS the ability to attract the majority of business schools across Canada to join our circuit. One day, we hope CABS will be an even more reputable not-for-profit student organization, not just in Canada, but across the world.

The Strategic Vision Committee, on behalf of the 2019-2020 Leadership Team, Board of Directors, and Member Schools, wishes future teams the absolute best in their endeavor to support the next generation of business leaders. We all hope to one day see this incredible organization grow to its true potential. We look forward to being part of the Alumni community that CABS will build!

Best Regards,

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St. Francis Xavier University

Jazz Chodak
President
Gustavson Commerce
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