

**THE CANADIAN ASSOCIATION
OF BUSINESS STUDENTS**

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STRATEGIC PLANNING AND VISION POLICY

POLICY COORDINATORS

Chairperson
Board of Directors
chair@cabsonline.ca

President
CABS Leadership Team
president@cabsonline.ca

DATE EFFECTIVE

April 27, 2020

Upon being duly motioned and seconded and in witness herein, we hereby acknowledge that the content of this document represents the true nature of the Strategic Planning and Vision Policy of the CANADIAN ASSOCIATION OF BUSINESS STUDENTS, INC. [The Corporation], which has been approved by a 2/3 majority vote of the Board of Directors of [The Corporation], at the Board meeting held April 27, 2020. We further acknowledge that this Policy shall be interpreted under the laws in effect in the province of Ontario, judicial district of Mississauga (the original place of incorporation)

GENERAL PROVISIONS

1. PURPOSE AND SCOPE

- a. The Strategic Planning and Vision Policy provides the framework for developing and implementing Strategic Plans and the Strategic Vision. This Policy differentiates between year-over-year planning and in-year planning, and describes how these different approaches are to be harmonized. Further, this Policy describes the vision and mission of the Corporation.
- b. The Strategic Planning and Vision Policy is sovereign to the By-Laws of the Corporation and is aligned with all other governing documents of CABS.

2. DEFINITIONS

- a. The terms that appear in this policy are defined in the Policy of Definitions; terms that do not appear in that list of definitions but do appear in the “Definitions” section of the By-Laws of the Corporation are equally enforceable in this policy.
- b. “Strategic plan” and “strategic planning” refer to the in-year objectives set by the Leadership Team, both collectively and within each Executive’s respective portfolio.
- c. Strategic vision” refers to the multi-year organizational strategy, as developed by the Strategic Vision Committee established under the Committees Policy.

2. DEVELOPING THE STRATEGIC VISION

- a. The Strategic Vision will be established in a manner consistent with the Committees Policy. In the event of any discrepancy between this document and the Committees Policy, this document shall prevail.
- b. The Strategic Vision shall adhere to the following principles and guidelines:
 - i. Year-over-year focus
 1. The Strategic Vision will be created and maintained with a focus on a long-term strategies and implementations. Therefore, rather than in-

year metrics, the Strategic Vision should emphasize multi-year projects and developments, and work alongside the Leadership Team to set checkpoints.

ii. Continuous monitoring

1. As a corollary to the long-term character of the Strategic Vision, the Strategic Vision Committee must meet with the Leadership Team on a biannual basis (once within the first month of the Fiscal Year, and a second time no less than five (5) months thereafter) to communicate the objectives of the Strategic Vision such that the Leadership Team may implement and continue initiatives that support it.
2. The Strategic Vision Committee must also continuously assess the feasibility of the Strategic Vision vis-à-vis its underlying assumptions and conditions. Where critical underpinnings of the Strategic Plan change, the Strategic Vision Committee must balance dynamism with consistency.

iii. Integrated strategy

1. The Strategic Vision must respect and consider externalities such as the business community, university community, and partner organizations. Where possible and feasible, the Strategic Vision should align with, and be complimentary to, the strategies and plans adopted by such parties.

3. DEVELOPING THE STRATEGIC PLAN

- a. The Strategic Plan is to be developed in a manner consistent with the mission and vision, and with due respect granted to the Strategic Vision.
- b. Each Executive must implement a Strategic Plan for his or her specific portfolio at the commencement of the Fiscal Year. This Strategic Plan must accommodate the hierarchy of the Corporation and the respective portfolios as to demonstrate the delegation of tasks and distribution of responsibilities.
- c. The President must ensure that the Executives' respective Strategic Plans are complimentary, and that they align with the overarching Strategic Plan that the President develops for the Corporation as a whole.

1. action each fiscal year toward fulfilling its vision and mission.

4. PRESENTING AND IMPLEMENTING THE STRATEGIC PLAN

- a. The Leadership Team will actively communicate all aspects of the Strategic Planning and execution process with the Board of Directors. The Leadership Team will:
 - i. Premise all Strategic Plans on objective analysis and recommendations;
 - ii. Engage with Directors of the Board to capitalize on their experience, expertise and knowledge of community and stakeholder needs;
 - iii. Present the Strategic Plans to the Board of Directors at the earliest possible Board Meeting of the Fiscal Year;
 - iv. Report to the Board of Directors on a continuous bases regarding any progress made with respect to the Strategic Plans;
 - v. Be receptive to feedback from the Board of Directors and demonstrate a willingness to adapt the Strategic Plan if required.

5. MISSION AND VISION OF THE CORPORATION

- a. The vision and mission of the Corporation define the purpose for its activities and provide an environment and framework from which to develop goals, strategies, and objectives.
 - i. The vision of the Corporation is to create a vibrant, national community in which business students across Canada are empowered to collaborate, connect, and share experiences while supporting one another's well-being, development, and interests.
 - ii. The mission of the Corporation is to establish networks, hold events, and provide programming and mechanisms whereby business students and graduates will share knowledge, build relationships, develop and showcase key skills, and represent a unified voice of Canadian business students.
- b. The mission and vision of the Corporation are underpinned by the Corporation's overarching commitment to a better Canada. In setting its goals and objectives, the Corporation must be sensitive to pressing issues, especially those impacting the business community, including mental and physical health, work-life balance, inclusiveness, and green initiatives.