**Canadian Institute of Management  
Staff Meeting Minutes**

# ***Tuesday, February 6, 2024***

***Roll Call:***

Deb Daigle, C.Mgr. Manager of Finance

Julia Orr, C.Mgr. Accounting Analyst

Dr. Matthew Jelavic, C.Mgr. Chief Executive Officer

Anela Tomac, C.Mgr. Marketing Projects Manager

Jennifer Tracy, C.Mgr. Manager of Communications and Administration

***Minutes recorded by*** Jennifer Tracy, C.I.M., C.Mgr.

1. **Membership Fee Increase Discussion and Communication to Members**

* There hasn’t been an increase in membership fees in several years and the Board has approved a fee increase.
* The current rates are $260.00 for C.I.M. and $275.00 for C.Mgr.
* Based on the member by type report, there are 542 C.I.M. members. If we leave them at $260.00 per year, we generate a revenue of $140,920.00 from them.
* We have 507 C.Mgr. members which generates $139,425.00.
* Everyone agreed the fees should increase for 2024/2025 and the C.Mgr. designation should be significantly higher than the C.I.M. as its value should be differentiated.
* They felt the C.I.M. should see only a small increase because it would impact new students most, while the C.Mgr. gets a larger increase to differentiate the level of the designation and is usually for more mature candidates. There was a lot of discussion about the value of the designations, what differentiates each in terms of value to the members, and how to justify the increase for the C.Mgr.
* They agreed they need to improve and differentiate the marketing strategy around the value of the designations and membership for members.
* The Corporate Liaison committee could assist through providing feedback that can inform the marketing strategy to appeal to corporate entities and potential corporate members.
* There is a $250 registration fee for C.Mgr. that does not cover additional admin for the designation and is hard to justify. It could also be detrimental to new applicants as it puts the overall cost of the C.Mgr. application process at $725 + tax.
* If the Board wants to hold more than one in-person meeting a year, than we have to increase membership revenue significantly and this also includes raising membership fees.
* If we’re asking members to pay more for membership to increase member services, then the Board must also make a commitment to save money and be purposeful and conscientious (ex. not spending additional funds outside the budget on in-person meetings that could be achieved virtually).
* Liz Wood should present the membership increase to the Executive/Board, as she is very decisive and financially articulate when presenting rationale.
* International fees should also be standardized; currently international members outside Canada/USA pay $100 more per year. This is a discriminatory practice and should be eliminated immediately. Everyone agreed.

**Recommendation to the Board:** **C.I.M.** rate of **$275.00** for 2024/2025, and a **C.Mgr.** rate of **$325.00** for 2024/2025. We will also propose dropping the $250.00 C.Mgr. registration fee, as it’s likely prohibitive to new applicants. We should also standardize our fees for international membership to avoid pricing discrimination and boost access to membership outside of North America.

1. **Budget items timeline**

* Marketing and membership projects outside the normal anticipated expenses should be outlined and sent to the finance director ASAP to be included in the budgeting process for 2024/2025, which will begin in March 2024.

1. **Formal process for Business Plan and RFPs for Board In-Person Meetings**

* Board has asked head office to solicit RFPs, and this has become a very lengthy and inefficient process that often leads to a lot of expired RFPs and compromises relationships with these venues.
* They reviewed the current RFP spreadsheet and noted it was lengthy, and that it also hadn’t been sent to the CEO or finance to review, comment, advise/approve.
* Directors should approach the CEO and allow him to instruct or direct the head office staff and prioritize workload. This would allow for a more efficient process.
* Current plan to hold an April 2024 in-person Board meeting in Hamilton, ON is beyond what was approved by the Board in the 2023/2024 budget. They approved expenses for one meeting, and that was held in Calgary, AB in October 2023.
* The Hamilton location has also raised concerns about logistics (GO trains, taxis, longer travel time, $500 higher fare) and financial feasibility for a small group of ten people or less. Noted that the costs for meeting room rentals in Toronto have increased significantly over the past couple of years.
* Catering for a small group of less than 15 people usually means a cold continental breakfast and a sack lunch is the only available catering options.
* Requested a formalized RFP process that is reviewed by the Treasurer/Manager of Finance and CEO to create a decisive and efficient business case that follows the correct hierarchy and gets approval from finance before even requesting RFPs from venues.
* Everyone agreed the established budgets should be adhered to with only minor deviations if necessary.
* As it stands, the plan for the in-person meeting in April 2024 falls well outside the 2023/2024 budget allocations.
* All potential in-person meetings should follow a formalized Business Plan and RFP process and include the Treasurer, Manager of Finance and CEO in the process and require the signatures of two Board Directors to ensure transparency.

**Recommendations to the Board:** The Board will be asked to prepare a business case, budget, location, and dates that have been approved by finance prior to being submitted to the CEO and head office to solicit for RFPs.A new RFP procedure will be presented to the Board. It’s also recommended that a minimum attendance for in-person be established (ex. 15 people), and meetings that fall below the threshold will default to virtual sessions. It will be requested that two Board Directors sign the business case for transparency.

**Action Item:** CEO and finance will draft a formal Business Plan and RFP procedure to be presented to the Board prior to any meetings being approved or planned.

1. **Member by type report – differentiation of categories for finance (students, retired, international, etc.)**

* Standardizing international fees will greatly help the bookkeeping process.
* If head office can send finance a MBT report prior to formatting, it would really help them break down the categories.
* They felt the “paid” and “unpaid” terminology for the month-end/year-end member reports (ex. Member by Type report) was outdated considering we have multiple categories (ex. student associate member, retired legacy) that are active memberships but are also complimentary.
* Using “paid” and “unpaid” is no longer an accurate description of the types of memberships they’re looking at. The all agreed that “active” and “inactive” would be a better descriptor when it comes to current and lapsed members.
* Also request to omit the “deceased” and “quit” categories from the distributed Member by Type report.

**Action Item:** Remove “paid” and “unpaid” terminology from member reports and replace with “active” and “inactive”. Remove “quit” and “deceased” from the MBT report.

1. **Other Business**

* The Board/Committees should be focused on identifying clear goals/action items/deliverables by the end of each meeting.
* Perhaps, there should be a specific time allotted to each topic to keep it on track.
* Operations/head office may need to do more preparation ahead of a Board/Committee meeting and bring less “ideas for discussion” and more clearly formulated and researched initiatives/frameworks to help the Board/Committee engage in more decisive and productive dialogue.

**Action Item:** CEO and head office staff will meet and further discuss a more productive format for Board/committee discussions around how new initiatives are introduced to the Board, and look at ways to create more meaningful, purposeful, and decisive discussion to increase action items/deliverables from each meeting.