



Schulich Advanced Strategy Club



Club Charter and Constitution

July 2018

1 SAS Club Mandate Overview

The name of the Club is the Schulich Advanced Strategy Club (or “SAS Club”). SAS Club was founded by Schulich MBA Alumni, Yuting Chu and Sonya Denton. The objective of the Schulich Advanced Strategy Club (SASC) is to enrich and advance the learning of its members at the graduate level at the Schulich School of Business (“SSB”) at York University. SAS Club will ensure participation across the Schulich community’s entire demographic, including international and dual program students such as those from IMBA, JD/MBA, MBAN, MAcc, MFin, MMtg and other master’s level programs. Each member of the Executive Team will work to ensure that the club members have an enriching learning experience that is uniquely different to other clubs. Guest lecturers bring strategy theory to life by recounting successful and unsuccessful business deals, and examining how strategy is planned and executed in real life scenarios.

1.1 Club’s Objectives 2018 – 2019

- Recruit at least fifty (50) master’s level students, with at least 25% rate of two-year membership subscribers
- Plan, coordinate and execute at least 6 successful events during 2018-2019, with at least one case competition, and one partnership event and one half-day strategy conference.

1.2 In Scope

Adequate and balanced annual program shall include in its scope the following features:

- Event topics covering strategy across variety of industries, institutions, business models, etc.
- The SASC will also collaborate with other faculties at York University as needed to provide a rich and in depth learning environment for the members depending on the topic of discussion. SAS Club’s areas of interest are but not limited to the following faculties: Economics, Communications and Culture, Cinema and Media Arts, Latin American and Caribbean Studies, Asian Studies, South Asian Studies, Statistics and School of Arts Media and Performance Design.
- Different formats such as lectures, discussion panel, conference, case competitions, workshops, networking with peers, industry professionals and Schulich Alumni.
- The maximum number of events is not limited; however, the club is responsible for at least six (6) events through academic year (Fall and Winter semesters).
- Visual and audio mediums will be also used as teaching tools.

1.3 Out of Scope

SASC will develop a meaningful and impactful annual program for Schulich graduate community; however, there are things which will be out of scope. For example:

- Events targeting only towards the undergraduate level students;
- Events with sole purpose of entertainment, charity, political causes;
- SASC will not pursue communication channels, platforms and mediums that are beyond the common channels, platforms and mediums of communication of graduate student students pool (example TV broadcasting, Radio Shows, etc).

1.4 Internal and External Deliverables

Annual Conference: is the annual half-day conference that the club will hold between March and June of each year. Its purpose is to review club members' feedback and engagement, new partnerships and sponsorship opportunities, as well as to invite guest speakers to discuss topics relevant to business strategy.

Strategy Case Competition: is annual strategy case competition in partnership with consulting firm such as Deloitte, E&Y, KPMG or PWC. The case competition will be open to all Schulich graduate students whether club members or not. The pricing will reflect privileges of SASC membership through discriminative pricing. It is possible to partner with other student clubs and adjust the competition theme accordingly.

All Other Events: It is required that every month the club holds an event to enhance the aspects of Strategy that the members are not receiving as part of Schulich curriculum. It is up to the executive team to establish the proportion of various formats and themes of events. For example: 50% of the events could be workshops and the other 50% of events could be guest lecturers interviewed one on one or moderated on a panel discussing strategy. Interviews could focus on why the decision was made, how it was planned and executed, the important parts of the strategic process and how the subtle nuances and surprises were managed.

Presenter/Club Guest selection: Presenters are to be chosen from the existing list of presenters, as well as new suggestions made by the executive team. The goal is to have balanced representation of industries, business models and event formats. Speakers should be credible individuals in their fields, be able to speak well, and be willing to contribute to Schulich community.

Promotional Materials: Each confirmed presenter needs to send us short biography, headshot and possibly previous work in point form. We will use it to prepare promotional materials and advertise the event via agreed channels.

Sessions Descriptions: Upon confirming their interest and availability, the presenters will need discuss the contents of their presentation/contribution with the contact person. Session logistical requirements such as audio/video, room arrangement and any other special requests are to be handed off to Director of Events and Logistics. Session description is crucial for generating interest on campus and attracting maximum number of attendees.

Program schedule: The tentative schedule to be advertised as early as September 2018. Upon confirmation of new events the schedule is to be update and re-published for all club members.

Presenter/Club Guests Travel Arrangements: We will offer travel reimbursement to our presenters/guest to the limit established by executive team in consultation with out treasurer.

1.5 Milestones Schedule

This timeline is a draft and may change as SASC work progresses.

<i>Event or Deliverable</i>	<i>Deadline</i>	<i>Ownership</i>	<i>Status</i>
Initial kick-off meeting for Executive Team 2018-2019	June 1, 2018	Incoming President	Done
Submission of club's documents package by the Outgoing team	June 1, 2018	Outgoing Presidents	In Progress
First version of SASC Club Charter	First week of June, 2018	Incoming President	Done
Annual Budget Draft	June 22, 2018	Incoming president, Vice-President	Done
Annual Budget Final	June 29, 2018	Incoming president, Vice-President	Done
Final version of SASC Charter	June 29, 2018	Incoming president, Vice-President	Done
Merge Club Charter with Club Constitution	June 29, 2018	Incoming president, Vice-President	Done
Submission of club's documents package by the Incoming team	July 1, 2018	Incoming president, Vice-President	Done
2018-2019 Program Brainstorming session	Second week of July, 2018	President, Vice-President	Done
2018-2019 Program Draft	Last week of July, 2018	Vice-President	In progress
2018-2019 Program Final version	Last week of July, 2018	Vice-President	In progress
Fall club members recruitment (Club fair 2018)	Week 0 (Sept 3-9)	Dir. of of Membership, Mentorship and Alumni Relations	TBD
Event #1: Strategy Case Competition (two rounds)	Weeks 4 & 8 (Oct 1-7, Oct 29 - Nov 4)	President	TBD
Event #2: Networking Session	Week 9 (Nov 5-11)	Dir. of Event Coordination & Logistics	TBD
Event #3: Workshop (PPT Deck, Analytics, etc)	Week 11 (Nov 19-25)	Dir. of Event Coordination & Logistics	TBD
Winter club members recruitment (Club fair 2019)	Week 0 (Jan 2-6)	Dir. of of Membership, Mentorship and Alumni Relations	TBD
Event #4: Round Tables / Interview / Idea Pitch	Week 2 (Jan 14-20)	Dir. of Event Coordination & Logistics	TBD
Event #5: Discussion Panel	Week 8 (Feb 25 - Mar 3)	Dir. of Event Coordination & Logistics	TBD
Event #6: SASC Annual Conference	Week 11 (March 18-24)	Dir. of Event Coordination & Logistics	TBD
Recruitment of Executive Team 2019-2020	February - April	President, Vice-President	TBD

1.6 Critical Success Factors

1. **Timely developed and balanced program:** This includes diversity of industries coverage and variety of formats, such as case competition, networking events, interviews, panel discussion, half-day conference, etc.
2. **Clear, effective and timely communication with speakers/guests/presenters:** The image and reputation of the club and to some extent of Schulich are subject to how we represent it in our external communication. All club executives at all time must maintain professional manner and tone in communication with external contacts.
3. **Timely event marketing and promotion:** We and our peers are busy with the program and other commitments. To maximize chances for successful achievement of club goals we must respect everybody's time and be swift in winning the interest and attention of students in our competition with other clubs for students' time and attendance.
4. **Effective communication and coordination with GBC, faculty and school staff:** We must be mindful and respectful of the environment in which we operate as a club. It is absolutely essential to have the GBC, faculty and school staff on our side.

1.7 Possible risks from previous years

1. **Uncoordinated and slow communication to the student body**
2. **Absence of club goals and priorities**
3. **Budgetary constraints**
4. **Poor club atmosphere and lack of cooperation within the executive team**

2 Club Organization

2.1 Executive Team Structure

All executive positions at the SASC will be filled by graduate level business students. A position can be shared by two students, and this is a requirement when one of them is an exchange student or when one executive holds another office/executive role, or in similar cases. The only executive position that can waive this latter requirement is the Director of Membership, Mentorship, and Alumni Relations, subject to the approval of the President. With the exception of the President each executive can be supported by up to two associates. If a Director feels the need to be supported by more than two associates, the director can ask the President to select an additional associate. The request has to be initiated and filed in writing via email and can be refused by the President at their sole discretion. There is no limit to the number of volunteers/helpers for a specific event: however, this number shall be agreed upon with the Executive Team, depending on the needs of the specific event.

An Executive Team in which no officer may hold more than one office, except the President or the Vice President that may each hold a maximum of two positions (e.g., President and Treasurer, Vice President and Events Director).

2.2 Mandatory Composition

The Executive Team must be composed of the following members or by a sufficient number of members to fulfill the duties as per the first SAS Club Executive Team. Each office is held for no more than one academic year (Fall-Winter-Summer) and in any case until the first club fair of the following year. For example, the Executive Team, or a particular executive member when circumstances require, can hold an office for the academic year 2018-2019 until September 2019 when the first club fair takes place.

2.3 Code of Conduct

Each member of the Executive Team is expected to behave as a role model for other SASClub members and the Schulich Community. Failure to comply or misalignment with SASClub values and mission can result in sanctions up to and including exclusion from the association. Any such sanctions shall be determined by the President(s) through a vote of the Executive Team and after having consulted the Board of Advisors.

2.4 Duration of Role

In case of resignation, revocation, or expulsion, executive roles may be temporarily be held by

the President for up to three months, or he/she may appoint temporary replacement Executive Team members during this period. For periods more than three months, there must be either a by-selection of a new executive member for such post or the post will remain in the hands of the President until the end of the academic year.

2.5 Roles & Responsibilities

An Executive Team in which no officer may hold more than one office, except the President or the Vice President that may each hold a maximum of two positions (e.g., President and Treasurer, Vice President and Director of Events).

Team member	Roles Description
Leon Martynenko	<p>President This executive is responsible for working with the advisory board and faculty advisor to set events schedule and all project budgets from start to finish. This executive is responsible for proposing the annual budget and on an operational basis will set the budget for specific events.</p>
Antony Siby	<p>Vice-President This executive is primarily responsible for supporting the President with different club initiatives and ensuring the goals set align with the strategic vision for the club. The executive is also responsible for establishing potential strategic relationships with other clubs and also provide help to other executives wherever required.</p>
Shaurya Sinha	<p>Director of Membership and Alumni Relations This executive will reach out to alumni and the board for guest speakers, interviews, mentorships, and for other needs.</p>
Parusha Katara	<p>Director of Corporate Relations (Fundraising and Sponsorships) This executive will find and reach out to potential financial sponsors, corporate partnerships.</p>
Arnab Ghosh	<p>Director of Event Coordination and Logistics This executive is in charge of managing operational and administrative functions to ensure scheduled events are executed in a timely and efficient manner. Submission of the EPF, booking venue and ordering catering for the event are just a few responsibilities on Director of Event Coordination and Logistics.</p>
Trisha Chandna	<p>Director of IT This executive is responsible for supporting the technical and IT needs of the club, especially for broadcasting, recording of scheduled events. Director of IT will assist other executive team members with technology related tasks and will be responsible to maintaining and updating clubs official website, if such is functional during the year.</p>
To be recruited	<p>Director of Marketing and Communications This executive will be responsible for communicating, maintaining and developing client relationships. This person will ensure the club is aware of student needs and interests. This person will be in charge of promotions and public relations for the</p>

	club which includes promoting on social media channels. This executive is responsible for proposing the marketing budget to the president and to the board.
To be recruited	Director of Finance (Treasurer) Responsible for maintaining the club’s financial accounts and books in order.
To be recruited	Club Ambassador Graduate Schulich Student who works with an executive member on club related tasks as required and also helps promote the club brand.

Additional responsibilities and duties of each executive position is set out in the “List of General Roles and Responsibilities” document, as amended from time to time. By the end of June of each year, the new President(s) publishes the document on the SAS Club website together with the names of the Directors, Associates, Advisors, and the offices held each year by each member.

2.6 Executive Team General Duties & Responsibilities

- a. Sign yearly document acknowledging their respective role(s) and responsibilities;
- b. Attend all SAS Club Executive Team meetings. An exemption is granted only to those executive members on exchange or away for work. In any case, non-participation to two consecutive meetings can trigger a motion to remove the member;
- c. Promote SAS Club activities inside and outside of Schulich, both through offline and online channels;
- d. Participate in SAS Club events, unless out of country or in case of illness, emergency, exams, or interviews; provide new networking and sponsorship opportunities for SAS Club and its members; report through bills, receipts, proof of payment, the expenses performed on behalf of the club;
- e. Provide at least a yearly performance review about club’s activities and strategy as well as subordinates/colleagues to be submitted by the end of winter term and in any case before the approval of the yearly program;
- f. Maintain confidentiality on the content of the Executive Team and Board of Advisors meetings, with particular information relevant with corporate information (such as contacts, emails, phone numbers, etc.) as well as performance reviews;
- g. Comply with any other regulations or policies that SAS Club may adopt from time to time.

The above tasks are the minimum required per each role within the Executive Team, in addition to those required by each specific Director in the “List of General Roles and Responsibilities” document. Executives endeavor to make their best efforts to fulfill each element to the best of their ability. From the year 2018-2019, the new Executive Team will use the first SAS Club Executive Team and Board of Advisory document as general guidelines for assigning duties and

responsibilities to each Director.

Each Executive Team has to guarantee at least three events per year in order to avoid being delisted.

2.7 Communication Channels

<i>Channel</i>	<i>Purpose</i>
Whatsapp App	Common and casual channel of communication
G-Drive	Data / Documents repository
Email	Official channel of communication
Phone	Immediate importance / Urgent matters / emergency channel of communication

2.8 Support Functions

Alumni Advisory Board are made up of Alumni, who have non-voting rights. These individuals will provide guidance, support, and assistance to the SAS Club. The members of the Advisory Board are published on the SAS Club's website.

Faculty Advisor will support SAS Club throughout the year and will establish an advisory panel of experts including alumni. During academic year 2018-2019 SAS Club Faculty Advisor is Dr. Charles McMillan from the Strategic Management department.

2.8.1 Mandatory composition of Board of Advisors

There is no upper limit to the number of Alumni of Advisors. Advisors can serve on an ad-hoc basis, short term basis (less than 1 year), or long term (max 2 years).

Alumni advisors and honorary advisors are non voting members and will not have voting rights.

Executive Team members can participate in Alumni and Honorary Advisory board meetings that are not considered in-camera. The Presidents can participate in in-camera meetings. Executive team members can participate only by invitation by either the President or a member of the board.

Advisors and any other participant can participate in Board of Advisors meetings in person or through any means of communications that will ensure a live interaction including but not limited to phone, Skype, FaceTime, video-conference.

2.8.2 Board of Advisors Meetings Procedure

The Board of Advisors meets at least once per year to advise the SAS Club's program of activities and being informed about the financials of the association. A meeting can be called with the consensus of at least three voting members.

The Board of Advisors meetings are valid with the participation of at least half of the members of the Board plus one (quorum) - e.g., 3/5; 5/7; 6/9; etc.

An Advisor subject to a motion of expulsion may not vote on such motion but is counted for the purpose of calculating quorum even if absent. The Board decides if an Advisor has a conflict of interest before voting on the relevant motion. Any Advisor found to have a conflict of interest does not vote on this motion but it is counted for the purpose of calculating quorum even if absent. Advisors are permitted voting rights for the purpose of expelling a member. Voting for expulsion requires 51%.

2.8.3 Advisor Attendance

Advisors can attend SAS Club events at a discounted rate or free of charge whenever possible.

3 Processes and Procedures

3.1 Executive Team Meetings

The Executive Team shall meet at least once each calendar month. The meeting is called by the President and Vice-President by notifying each member, attaching the agenda and indicating date, time, and venue. The call for the meeting is sent at least 7 days in advance. An urgent meeting can be called with a 2-day notice, upon the request of at least three members of the Executive Team notified to the President and Vice-President at least 24 hours before the date and time they intend to meet. At such meetings and throughout the term of their appointment Executive Team members shall have the individual duties and responsibilities set out below and herein.

The Executive Team meetings are valid with the participation of at least half of the members of the such Executive Team plus one (quorum) - e.g., 3/5; 5/7; 6/9; etc.

Executive Team members can participate in meetings in person or through any means of communications that will ensure a live interaction including but not limited to phone, Skype, FaceTime, video-conference, etc. A Director can delegate only to its respective associates by giving communication to the President and Vice-President before the start of the meeting.

Any Executive Team member subject to a motion of expulsion may not vote on such motion and will be automatically counted for the purpose of calculating quorum whether absent or not. The Executive Team decides if any member has a conflict of interest before voting on the relevant motion. The Executive Team member who is found to have a conflict of interest does not vote on this motion but it is counted for the purpose of the quorum even if absent.

In order to expel an executive team member, the vote must be 51% or more.

Each Executive Team may determine additional procedures and policies to ensure participation of its members and the smooth operation of the Executive Team's meetings.

3.2 Withdrawing From Office Temporarily

With the sole exception of the President and Vice-President, if two members are holding an office in two different semesters because of an off-site exchange posting or participation in other clubs' offices or similar commitments, each of them has to declare in writing in which semester he/she will serve during the interview process and confirm it in writing before the first meeting of the Executive Team.

If the President or the Vice-President is unable to take office during a term due to a conflicting obligation, one can fill the other's position for the term.

The executives not serving during a semester can be asked to participate as a non-voting

member at Executive Team meetings as well as a volunteer to the association's events or can otherwise be dismissed to the sole discretion of the President and Vice-President. At the end of the academic year (July), all existing executive terms will come to an end regardless of when they joined.

3.3 Recruitment Selection Criteria

Club Ambassador:

Ambassadors will be selected and assigned to a specific Director and portfolio. The procedure to select an associate is as follows:

The Director of a portfolio will conduct a first interview. In the first interview, the candidate will express his/her reasons for participating as a club associate, their preferred Director and under the portfolio they wish to be involved.

Each associate supports his/her Director, subject to the same guidelines and duties of the Executive Team as well as those of the relevant portfolio. The relevant Director supervises and is responsible for their associate's actions. Associates are not considered as an official part of the Executive Team and are not entitled to attend Executive Team meetings unless permission is granted by the President or Vice-President. They can attend SAS Club events free of charge. Being an associate does not ensure a position in the Executive Team in the following year but is useful training for those with such ambitions.

SAS Club encourages every Director to have a separate debrief meeting with their respective associates after each Executive Team meetings to inform them about the content of the meeting and establish the next steps to implement the SAS Club's initiatives.

Executive Team:

Each applicant for the Executive Team is selected by sending a cover letter and resume to the job poster when selections are opened, expected to be between April and June of each year, with the exception of the President, Vice-President, and Treasurer that have to be chosen by the end of March of each year.

The aspiring President will go through a single round of interview conducted by the outgoing President and Vice-President.

The Vice-President, and Treasurer will go through two rounds of interviews: a first one conducted by the current President and a second one in front of a panel of the board members.

By June, the new President and Vice-President will choose their own Executive Team with the help of the outgoing Executive Team. Each aspiring Executive will go through two rounds of interviews: The first round is conducted by the specific current President and Vice-President

and the second round will be conducted by a panel that will include the President, Vice-President, and the outgoing director of that portfolio.

The incoming executive team as part of their duties and responsibilities, have to finalize together with the outgoing the executive team the budget necessary to implement for the year and also a general idea on the set of events they would like the club to host.

4 Membership

4.1 Member Fees

Members of SAS Club consist of SSB students enrolled in any SSB program on a full or part-time basis. Upon payment of a yearly subscription, members have the right to participate in all free activities for members as well as to enroll in all other activities SAS Club is involved in that are open to members. No members will be recognized who have enrolled but not paid their subscriptions in full. Membership fees and event participation fees must be reasonable.

4.2 Unaligned Club Behaviour Consequences

A member can be expelled for behavior not aligned with the values and the mission of SAS Club. In such cases, any subscription paid will not be refunded. The President(s) and the Board of Advisors monitor members' behavior and vote on a member's exclusion on a case-by-case basis. The expelled member can still participate in events but only as a non-member and must pay non-member fees when necessary.

4.3 Alumni Incentive Activities

SAS Club incentivizes the participation of Alumni to its activities, and a specific number or percentage of Alumni will be invited to participate in its events. SAS Club reserves the right to create a particular category within its organization such as "Friends of SASClub", which could include Alumni and/or business people who distinguished themselves for its dedication to the association. A limited number of "Friends of SASClub" as well as Alumni mentors can attend SAS Club events at a discounted rate or free of charge whenever possible. Participation of members shall be promoted through surveys, online forums on the SASClub website as well as any other means that can ensure members' feedback and engagement. During the day of the SASClub Annual Conference survey results are presented to the members and ideas and suggestions exchanged between the Executive Team and the members.