

ICSB FY 2013-14 Mid-Year Board of Directors Meeting
January 8, 2014
Renaissance Worthington Hotel, Fort Worth, TX USA

Attendees

Susan Duffy (Director-at-Large)
Liu Lishan (ICSB China Mainland Affiliate Representative)
Hanns Pichler (VP, Historian)
Tom Cooney (Immediate Past-President)
Rita Grant (SVP, Programs)
Jeff Alves (President)
Michael Battaglia (VP, Operations)
Ayman Tarabishy (Executive Director)
Sandra Altner (President, CCSBE)
Pat Dickson (President, USASBE)
Jay Kryslar (SVP, Membership and Affiliates)
Norris Krueger (Director-at-Large)
Semra Ascigil (Director-at-Large)

Motions

N/A due to no quorum

Action Items

- Action Item 1: IO to create a Wikipedia page for the ICSB history.
- Action item 2: Create a rubric on renewal membership. Led by Jay Kryslar, SVP Membership & Affiliates.
- Action Item 3: IO to draft proposal with budget on video recording capability.
- Action Item 4: Formal invitation to ICSB Board of Directors to host Board meetings on June 10 at Dublin Institute of Technology (DIT) and June 14 at conference hotel.
- Action Item 5: Create an addendum to the contract to give access through standard non-disclosure agreement.
- Action Item 6: ICSB to undertake a full audit this year. Currently talking with grant and funding sources.
- Action Item 7: IO to capture the 'Duffy Rule' and the New Chapter/Affiliate approval process and email it to the Board for their thoughts.
- Action Item 8: Propose a Workshop in Dublin for ICSB 2014 on Research in Small Business Management.

Agenda Items

1. [President's Report](#)
2. [Affiliate/Chapter Development](#)
3. [World Conferences](#)
4. [Finance and Review](#)

5. [New Chapter Proposals – Malaysia, Bangladesh, Nigeria](#)
6. [Affiliate Reports](#)

Discussion

1. President's Report

- **J. Alves**
 - Motion at AGM regarding the presentation of additional financial information
 - In response, we have posted Form 990s and all other required documentation at www.icsb.org (requires member log-in)
 - Encourage more regional interaction; ECSB set the model, ACSB going forward with second annual conference at the end of October 2014
 - Positioning the IO to work with affiliates, support operations and programming. Recently visited ACSB and then ICSB China Mainland.
 - Date and proposal for ICSB 2016 in the works.
 - ICSB, through lead sponsorship of annual GW October Conference, gets us in the door to some large organizations and new chapters/affiliates.
 - Goal to broaden sponsorship outlets; verbal agreement from VISA for 2014 renewal. By 2020, goal to increase major sponsorship to 5 organizations.

2. Affiliate/Chapter Development

- **J. Kryslar**
 - Recently developed membership survey. Goal is to ask members what they want.
 - Affiliate Focus groups targeted in Dublin; assistance with survey administration.
- **H. Pichler**
 - Considering withdraw from the board as VP Historian due to long term involvement and desire to limit workload. Have discussed the role with Charles Matthews.
- **T. Cooney**
 - Collectively support Hanns.
 - Vision for definitive history recommended as a 'grand finale'
 - Create a PDF book to be distributed in Dublin at ICSB 2014.
- **H. Pichler**
 - Good Idea; will take time and people who have knowledge of organizations. Memory fades over time.
 - Thanks IO and ECSB, USASBE and others for support
- **P. Dickson**
 - Gerry Hills organized a history session at USASBE conference that was recorded and now is being edited and posted. Will share under USASBE history.
- **S. Altner**
 - Recommend a mechanism to keep this ongoing.
- **A. Tarabishy**

- Action Item: IO to create a Wikipedia page for the ICSB history. ¹
- **S. Ascigil**
 - Survey has received 10 responses thus far,
 - Thanks to Martina, Jay and the committee.
 - Work is ongoing; will send further updates as received.
- **J. Kryslar**
 - Recommend affiliate presidents send reminders to members to complete survey.
 - Based on conference attendance, large majority of members join through affiliates.
 - We are doing well at generating leads (goal to increase membership through chapter and affiliate creation) and attracting global sponsorship through the network
 - Need to improve at growing the affiliates/chapters; currently we don't track renewal rates
 - ICSB can help make value proposition to members to renew; such as video recording of plenary speeches
 - Action item: Create a rubric on renewal membership. Led by Jay Kryslar, SVP Membership & Affiliates. ²
- **P. Dickson**
 - USASBE not happy with renewal numbers, can be improved. Very expensive to get new members.
 - Organization has made a push for more organizational members.
- **N. Krueger**
 - Video recording is a powerful tool
 - Short youtube style videos for thoughts on discussions, etc.
 - ICSB youtube channel
 - We can do better with researchers
- **A. Tarabishy**
 - Flip the script, idea is for affiliates to just make university dean's members, then follow up to encourage their involvement.
 - Switch conversation and say we are a 'clearing house.'
- **P. Dickson**
 - Evangelists have been very successful
 - Business schools not the focus anymore; how do we get to arts departments, etc.
 - Conference model won't work for these members.
- **T. Cooney**
 - Free journal not a real benefit anymore
 - EE publications discount is a real benefit because it saves money
 - ECSB looking at live streaming
- **M. Battaglia**
 - Invest in video equipment for the IO to undertake recording and dissemination?

¹ Action Item 1: IO to create a Wikipedia page for the ICSB history.

² Action item 2: Create a rubric on renewal membership. Led by Jay Kryslar, SVP Membership & Affiliates.

- **P. Dickson**
 - Modern day equipment under \$4,000 for a broadcast quality camera
- **J. Alves**
 - **Action Item: IO to draft proposal with budget on video recording capability.**³
- **N. Krueger**
 - Coupled with youtube and broadcast quality, would be great asset.
- **T. Cooney**
 - Revenue stream for the IO; offered at 50% less cost.
- **J. Alves**
 - Consensus that IO video capability is a good thing.
 - Target dry run in Dublin; CCSBE in May

3. World Conferences

- **R. Grant**
 - Recommend looking at locations that will draw members. Idea to have a member survey on location. Looking at how having a conference in a region is benefit for the affiliate.
 - ICSB 2013 update: Host submitted final documentation. Pending final review and membership credit to affiliates for new members.
 - ICSB 2014 > Conference Chair Tom Cooney in attendance.
- **T. Cooney**
 - Speakers update from ICSB 2014. Invitations out to two big names.
 - Marketing push for abstract submission before January 31.
 - Affiliate presidents have been great in support; USASBE in particular
 - Two attachments including promotional plans in last mail distribution.
 - Invited China to link in with organizers so they can see the preparations. Includes conference calls with Mr. Lu. Delegation coming in May.
 - Policy Forum organized with local representative, Tony Buckley.
 - Doctoral Consortium, invitation out to George Solomon.
 - **Action Item: Formal invitation to ICSB Board of Directors to host Board meetings on June 10 at Dublin Institute of Technology (DIT) and June 14 at conference hotel.**⁴
 - Institutions can opt-in to the Gala Dinner. Early registration closes 4 weeks after notifications. Entrepreneur's Day is a catch for sponsors.
 - There has been a delay in paying the first half of the World Conference fee; DIT issues with public procurement, and have paid out nearly 60k euros to hotels, etc.
 - Pleased to report payment expected next week or the following week.
 - Suggest we look at payment schedule and how we collect the W.C. fees; most conferences, all payments made after the event.
- **J. Alves**

³ Action Item 3: IO to draft proposal with budget on video recording capability.

⁴ Action Item 4: Formal invitation to ICSB Board of Directors to host Board meetings on June 10 at Dublin Institute of Technology (DIT) and June 14 at conference hotel.

- Will there be a large delegation from China attending considering their Host status in 2015?
- **T. Cooney**
 - Working with Mr. Lu, the Chinese Embassy and other institutions to help promote attendance.
- **A. Tarabishy**
 - Based on previous ICSB World Conference, ICSB hosts the Pre-Conference Policy Forum and Doctoral Consortium. ICSB decides on speakers, and then we waive their costs to attend since registration fees go directly to the host. Is this the agreement for ICSB 2014?
- **T. Cooney**
 - No, it has not been agreed. The Conference Host can't provide complimentary conference registration due to budget.
- **R. Grant**
 - Recommend a meeting tomorrow morning to reach an agreement for ICSB 2014 on complimentary registration.
- **T. Cooney**
 - Current agreement maintains that ICSB, (1) charge a fee or (2) pay for the room and costs.
- **A. Tarabishy**
 - Need to set protocols.
- **S. Duffy**
 - Recommend discussion tomorrow around how to do this moving forward. Meeting scheduled.
- **A. Tarabishy**
 - IO requests to see the acceptance/rejection list and notices before they are sent to ensure there are no misunderstandings with rejections to affiliates. E.g. withdrawn paper.
- **T. Cooney**
 - Agreed.
- **A. Tarabishy**
 - Will group rates be offered to major delegations (i.e. in Asia) that attend ICSB 2014?
 - This is a major incentive to bringing more people in.
 - Will include in discussion tomorrow morning.
 - Is there room in the program at ICSB 2014 to add 1-2 additional speakers for 15 minutes each? For example, if an ambassador wants to come, or another high ranking government official, can we offer a speaker slot?
- **T. Cooney**
 - Currently there is no room because everything is being confirmed. Creates problems with last minute additions.
 - We can propose an agreement that any speaker will need to be added before the end of February 2013.
- **R. Grant**

- Recommend working with consulates on large delegations, use staff for business briefings.
 - Topic: Doing Business in Ireland
- **J. Alves**
 - Thanks to Tom as Conference Chair for all his hard work.
- **A. Tarabishy**
 - For clarification, agreement with DIT and ECSB on the contract but accepting payments from Conference Partners. If default on fee, who is responsible?
- **T. Cooney**
 - DIT agreement with Conference Partners. Everything falls back to DIT.
- **R. Grant**
 - ICSB 2015 > Main issues with ICSB China Mainland around the implementation of website and program for abstract submission and registration.
 - Really useful to work with ICSB 2014 committee, thanks to Tom for linking them in.
- **J. Alves**
 - ICSB China Mainland affiliate was very gracious hosts and hosted our delegation for a good trip all around.
- **L. Lishan**
 - Refer ICSB China Mainland affiliate report. Selected more high ranking individuals for executive committee.
 - Working to develop plan with coordination of IO to potentially host ACSB conference in 2014 in Beijing.
 - China will be ready to host ICSB 2015. Please work with us to make sure we don't make any mistakes, etc.
- **A. Tarabishy**
 - SVP Strategic Partnerships (G. Archer) update. Met with VISA in mid-November; received a verbal commitment to renew for 2014. Meetings scheduled with Sherry (VISA) here in Fort Worth.
 - VISA and ICSB looking at a financial literacy campaign starting in Dublin; workshop series.
 - VISA and ICSB looking at providing content to VISA based on themed trending topics. Include on the site as 'knowledge nuggets.'
 - OECD meetings, three main reports being discussed authored by ECSB. Round table, potential is major organizations/government officials in attendance to connect with.
 - ECSB research consultants.
 - ICSB Clearinghouse for the research items. Answer RFPs.
- **S. Altner**
 - Financial acumen for women entrepreneurs already developed in Canada.
- **J. Kryslar**
 - Webinar would be valuable; train the trainers initiative; virtual or available for license

- Getting research into a practical format should be goal. Award for an interpretive paper for practitioners? Affiliates want practical, research defined content.
- **S. Duffy**
 - Example online?
- **A. Tarabishy**
 - Refer VISA Small Business Spend Insights.
 - Example was piece C. Matthews wrote on Baseball, The World Series and Running a business.
- **S. Altner**
 - BDC bank in Canada; Laura Morain connection.

4. Finance and Review

- **M. Battaglia**
 - Presenting SVP Finance Report on behalf of G. Franklin
 - Full disclosure in terms of current and past ICSB budgets and financials on the website.
 - Budget for FY 2014-15 based on previous year.
 - Review of general financial situation, background and table of state and federal compliance posted.
 - Concerns about ICSB 2013 closeout, ICSB 2014, ICSB 2015 under control.
 - Issue of providing access to ECSB to check membership status of those registering for the ICSB 2014 World Conference.
 - **Action Item 5: Create an addendum to the contract to give access through standard non-disclosure agreement.⁵**
- **J. Kryslar**
 - Dual memberships issue? Discussions with USASBE tomorrow morning to clarify.
- **A. Tarabishy**
 - Recommended primary and secondary membership.
- **J. Alves**
 - We have had financial review, but not an audit.
 - Different types of financial reviews; compilation, review, and audit.
 - **Action Item 6: ICSB to undertake a full audit this year. Currently talking with grant and funding sources.⁶**
- **J. Kryslar**
 - Query about sources of affiliate and chapter development expenses.
- **A. Tarabishy**
 - Travel costs and meeting expenses such as registration costs for officers and affiliate presidents, etc.
- **J. Kryslar**

⁵ Action Item 5: Create an addendum to the contract to give access through standard non-disclosure agreement

⁶ Action Item 6: ICSB to undertake a full audit this year. Currently talking with grant and funding sources.

- Query about web site expenses.
- **M. Battaglia**
 - New designers to add extra features to the ICSB website requested by affiliates.
- **J. Alves**
 - Board approval will come through the virtual vote; follow the by-laws
 - Those in attendance take vote of confidence? No objections.

5. New Chapter Proposal

- **Malaysia** (via Skype)
 - Discussion: Well done presentation and documentation.
 - Questions about growth targets.
 - President-elect position not present.
 - Review fees.
- **Bangladesh**
 - Existing foundation has 50 members, goal at end of 2015 to have more than 200 members.
 - Concerns about integration of ICSB Bangladesh into an existing organization; no separation in operations/members. Not representative of country.
 - Intention to run ICSB chapter through current organization in Dhaka
 - Everything going through national association. After approval, ICSB Bangladesh would apply with government, then open separate account;
- **Nigeria** (via Skype)
 - Discussion: Good vision of organization but lacks experience and operations.
 - Questions about capacity
 - Membership fees too high.
- **S. Duffy**
 - Propose a chapter pledge period for 2 years.
 - After two years the chapter can renew their status of a chapter
 - Called the 'Duffy Rule'
- **J. Alves**
 - Great idea
 - Recommend presenting the three Chapter proposals as is for a vote and the logic for the "Duffy Rule."
 - Discussion:
 - T. Cooney > Malaysia is strong (should be approved as is), Nigeria would qualify for Duffy Rule, Bangladesh not strong (should be rejected).
- **H. Pichler**
 - Is the Duffy Rule discretionary?
- **S. Duffy**
 - If two-tiered, then people will get discouraged.
 - Is it a perpetual two year status? Or is it limited.
 - Spin as a positive step; a chance to become a chapter, and later an affiliate.
- **A. Tarabishy**
 - Spirit of the rule is to try them out > only time we use it is on first approach.

- If the Board thinks they are good, we just accept them as a Chapter.
 - Implement clear metrics that they have to be held accountable for.
- **J. Alves**
 - There is not a formal process in terms of yes/no they achieved the goal or not.
- **A. Tarabishy**
 - Pilot with Nigeria?
- **J. Kryslar**
 - Like the idea, recommend that we required group to send in mid-year report in addition to annual report to the Board.
- **A. Tarabishy**
 - Is it too harsh to just say no to Bangladesh, considering the time travelled?
- **T. Cooney**
 - Major concerns include institutional relationship, no growth targets, and portfolio not clear.
 - Directors should not be from the current foundation
- **S. Duffy**
 - Recommend the Board gives Bangladesh a list of 5-6 concerns, if met by April, then come to Dublin and we'll give you the chance to present again.
 - Not guaranteed that if he shows, Board says yes.
- **T. Cooney**
 - Would like to avoid similar process we had with India; process went on for a very long time.
 - Should be a very detailed in response, if you meet the targets by X date, then we'll give you the Duffy rule.
- **J. Kryslar**
 - Bangladesh concerns about how ICSB brand will be used to get contracts from other sources?
 - Should have been part of the proposal he presented.
- **A. Tarabishy**
 - Based on past experience, recommend a rule that you can't be officially approved until you meet the Board in June at a full meeting. Must present total of two (2) times.
- **J. Kryslar**
 - People should understand that they need to have two touch points with the Board if that's the case.
- **A. Tarabishy**
 - New groups need to answer all our concerns. They can run workshops with preliminary approval, then come back to the Board for final approval and celebration.
- **J. Alves**
 - Nothing in the By-Laws that states this rule. Wording is 'by accepting a petition, given an approval in principle.'
- **J. Kryslar**
 - Should be formalized then.

- We don't know them yet; ideally regional affiliate would give us the final yes with new structure.
- Bottom up instead of top down, come through region, then pushed to the Board for final approval.
- **J. Alves**
 - From the perspective of maintaining integrity, that's not bad.
- **T. Cooney**
 - I agree with formalizing it, no problem with coming twice, maybe Duffy Rule should be applied to everyone.
- **A. Tarabishy**
 - New structure intended to generate interest, then go to regions, before coming to full Board.
 - Action Item 7: IO to capture the 'Duffy Rule' and the New Chapter/Affiliate approval process and email it to the Board for their thoughts.⁷
 - Final step, if needed, to send text to all the members for a vote.
- **S. Duffy**
 - Regional approval process is still about a year off.
- **S. Altner**
 - Practitioners don't have a lot of travel money, can make it prohibitive.
- **J. Kryslar**
 - If regional councils are going to be first go, we need to have a better process of capturing.
- **S. Duffy**
 - Must have regional council approval as part of the application?
 - Suggest part of formation is that you need to go get support of two (2) affiliates from your region.
- **J. Kryslar**
 - Latin American region is different than North American, tough to integrate.
- **A. Tarabishy**
 - Recommend an increase in the minimum required affiliate membership number to 100 members.
 - Affiliates grow if they keep their members
- **S. Duffy**
 - Don't see a downside to it.
 - What is the benefit to being affiliate as opposed to chapter?
- **A. Tarabishy**
 - Lower pricing rate per year per member, Chapter's don't get the new website access, and don't receive the journal.

6. Affiliate Reports

⁷ Action Item 7: IO to capture the 'Duffy Rule' and the New Chapter/Affiliate approval process and email it to the Board for their thoughts.

- **J. Kryslar**
 - SEAANZ focused on developing member groups. Goal is to rebuild the level of academic research in small business management.
 - Suggest Tim Mazzarol chair a sub-committee to examine further.
- **J. Alves**
 - Tim is talking about small business management, which is different than small business research. Not a lot of theory in small business management.
 - Hard doing small business stuff as opposed to aggregate data.
 - Makes more sense to translate research into small understandable nuggets.
- **T. Cooney**
 - Agree with Jeff.
 - Demand not there for it right now.
 - SEAANZ should take the lead.
- **N. Krueger**
 - Plenty of theory, but not being used well.
 - So much theory we could be using better.
 - Want good research at our conferences, and how can we help people do that.
- **J. Alves**
 - **Action Item 8: Propose a Workshop in Dublin for ICSB 2014 on Research in Small Business Management.⁸**
 - T. Cooney (Conference Chair) says tentative yes.
- **A. Tarabishy**
 - In 2015, recommend we launch second version of the Keystones book.
 - Get regions to submit work
- **N. Krueger**
 - Support for the book, but first version had too much political influence to be valuable.
- **J. Kryslar**
 - PR&C indicates IO not supporting them like other affiliates.
 - Argentina/Brazil encourages more funding for young researchers or first timers to attend World meetings.
 - China working to propel the connection of entrepreneurship research and entrepreneurship practices in their region.
 - Recommend offering a reward at conference, or promoting in some way, that could benefit educators and practitioners.
- **J. Alves**
 - An award would fall under scholarship or pedagogy
- **T. Cooney**
 - Suggest an ICSB magazine; put together content to translate research into business talk.
- **S. Duffy**

⁸ Action Item 8: Propose a Workshop in Dublin for ICSB 2014 on Research in Small Business Management.

- It's a capacity issue, can't be volunteer.
- Academics not interested in condensing work for practitioners. Doesn't do them any good in career.
- Recommend piece of budget for innovation fund to research new issue, test and provide results for further implementation.
- **A. Tarabishy**
 - Call for an editor to produce magazine with some seed funding?
- **N. Krueger**
 - In AOM Ent division, Per Davidson was putting content up for practitioners and it was getting the most hits.
 - Now going to have a best practitioner related paper award.
 - Reaction was very positive.
 - Reaching out to the practitioner community is huge opportunity.
- **A. Tarabishy**
 - Recommend a new Editor for the ICSB Exchange.
- **T. Cooney**
 - Affiliate Reports > Proud to report ECSB Board now has 7 females led by current President Helle Neergaard.
 - Had a call with Ruben about India. Report indicates they are looking to be pro-active. Suggest that someone in 2014 goes to India to provide support.
- **S. Altner**
 - Everyone is invited to attend the CCSBE 2014 Conference on May 22-24 at St. Francis Xavier University in Antigonish, NS.

N. Krueger moves to adjourn the Meeting.

S. Duffy seconds.

Discussion: None.

Meeting is adjourned.