

This sample is for guidance only and is reflective of the
“ultimate” candidate.

Sample Nomination File for
**Recognition as a Fellow
(FCPA)**

of the Chartered Professional Accountants

Introduction

The Board of Directors of the Chartered Professional Accountants of each province elects members as Fellows, designated by the initials FCPA, to formally recognize those members who have rendered exceptional services to the profession, whose achievements in their careers and/or whose contributions in the community have earned them distinction and brought honour to the profession.

The purpose of this sample completed form is to assist those wishing to nominate a member of any provincial CPA body in understanding what a strong nomination file would look like. While each provincial Board sets the criteria for fellowship, the profession across the country has harmonized those criteria to a significant degree. In preparing an actual nomination form, please refer to the detailed criteria provided on the nomination form by each provincial CPA body.

In this sample, generic terms such as “Member Recognition Committee” are used, but the actual process and names of committees may differ. Please refer to the actual nomination form of your province for details on submitting nominations.

Sample Nomination File for the Title of Fellow (FCPA)

As mentioned previously, nominators are responsible for ensuring that the file is complete and that the information it contains is accurate and sufficient to allow the Member Recognition Committee to evaluate fairly the nomination submitted.

Persons nominating a candidate must be members of the provincial CPA body (FCPA or CPA) to whom they are submitting the nomination. The name of such persons is communicated to the Member Recognition Committee and **they are required to provide a letter explaining why they have nominated the candidate**. Should the members of the Member Recognition Committee wish to validate information contained in the file, support staff of the Member Recognition Committee may contact any or all of the persons who signed the nomination form.

Please complete the nomination file by following the specific instructions for each section and filling in the information directly on the document.

We, the undersigned, members of CPA YOUR PROVINCE, nominate the following member of CPA YOUR PROVINCE for the title of Fellow (FCPA):

| | |
|-------------------------|--|
| Name of Nominee: | Ms. Jane Doe |
| Address: | 4455 South Street, YourTown, YourProvince |
| Telephone: | 555-555-5555 |
| Email Address: | jdoe@gmail.com |

This member has earned exceptional distinction in his or her professional career and in the community by acknowledged achievements that bring honour to the profession. For each of the eligibility criteria for the title of Fellow, we have outlined below the most outstanding achievements of the member and we have attached all relevant supporting documents.

| | | | |
|--------------|-----------------|--------------|-----------------------|
| City: | YourTown | Date: | April 22, 2016 |
|--------------|-----------------|--------------|-----------------------|

We hereby officially declare having ascertained that the information contained in this file is accurate and sufficient to allow the Member Recognition Committee to evaluate fairly the nomination file. We are aware that the Committee may have the main facts in support of this nomination validated by an outside source.

| Nominator Name | CPABC Member # | Telephone | Email Address |
|-----------------------|-----------------------|------------------|--|
| Bob Branch | #543210 | 555-111-2222 | bbranch@gmail.com |
| Seconder | CPABC Member # | Telephone | Email Address |
| Rob Robert | #87654321 | 555-999-9898 | rrobert@gmail.com |

SECTION 1

The requirement here is to identify the proposed candidate.

| | |
|--------------------|---|
| Last name: | Doe |
| First name: | Jane |
| Employer: | Enterprise Premium Inc. |
| Position: | President & CEO |
| Address: | 99 West Street, Yourtown, YourProvince |

| | |
|-----------------|----------|
| Sector: | X |
| Industry | X |
| Education | |
| Government | |
| Not for Profit | |
| Public Practice | |
| Retired | |
| Other | |

CPA Your Province to complete:

Member No.:

Year accounting designation obtained:

Date of birth:

SECTION 2

Nominators must demonstrate that the candidate's **acknowledged achievements** make him or her a **recognized leader** due to the quality of his or her significant contribution **to more than one of the three fields of activity listed**.

Complete at least two sections **from among sections 3, 4 and 5**.

SECTIONS 3 TO 5

1. Describe the environment(s) in which the candidate worked throughout their career.
2. **For each item you mention**, you must highlight the candidate's **leadership** and the **outstanding nature** of the candidate's performance. You must demonstrate that the candidate's **remarkable contribution** is common knowledge (i.e., that the acknowledged achievements make the member a recognized leader due to the quality of his or her significant contribution in more than one of the fields of activity listed).

SECTION 3

PROFESSIONAL CAREER

Main stages of professional career

Describe the candidate's career path, beginning with the current position or, if the candidate is retired, the last position held.

| | Employer | Position | Years: from/to |
|----|--------------------------------------|--|--------------------------|
| 1. | Enterprise Premium Inc. (EP Inc.) | President & CEO | 2010 – present |
| 2. | Enterprise Premium Inc. (EP Inc.) | Vice-President – Administration and Finance | 2003 - 2009 |
| 3. | Enterprise Super Inc. | Vice-President - Control | 1998 - 2002 |
| 4. | Enterprise Super Inc. (Lecturer) | Controller (University Z) | 1992-1997 (1994-1995) |
| 5. | Firm ABC | Auditor | 1988-1991 |

Major achievements in professional career

Describe the achievements showing that the candidate has made a remarkable contribution, and highlight the way these achievements earned the candidate distinction.

Major achievements: (Please match the numbers to those above)

| | |
|----|--|
| 1. | EP Inc. is well known as a leader in the North American market for distribution of XYZ products. Under Jane's leadership: <ul style="list-style-type: none">• The entire North American operations were transformed through the creation and implementation of an integrated management framework that has optimized the company's operations. Optimizing processes as well as the integration of the American and Canadian operations was essential in order to generate cost savings and continue to be competitive during the recent difficult and challenging economic times. Despite the slowdown, the company was able to continue growing and refocus its core activities thanks to Jane. |
|----|--|

| | |
|----|---|
| | <ul style="list-style-type: none"> • The company invested \$60 million to purchase SAP, a well-known management enterprise system. This strategic move was done to facilitate the integration of acquisitions anticipated by the company in the coming years. • A \$4 million management system was set up to handle demand and inventories supported by other investments that enhanced communications with suppliers. • The most recent acquisition was GHI, the largest independent distributor of LMN accessories in the United States. This acquisition presented a unique opportunity for the EP Inc. to enhance its product offerings, expand its U.S. activities and to enter into a complementary market as a leader. • Consistent with the company's strategy to increase its presence in the U.S., Jane acquired the assets of the American company TTT between 2010 and 2012 resulting in a \$220 million increase in EP Inc.'s west coast revenues. • In 2011, a national supply agreement was signed with a large Canadian supplier to consolidate the company's leading positions in the Canadian market. • Also in 2011, Jane's focus on strategic and operational activities led to an arrangement that increased product distribution in area E with over \$20 million in capital reinvested in order to maximize shareholder value. • The acquisition of another company in 2013 significantly increased the company's market share in Alberta. |
| 2. | <p>During her six years as Vice-President – Administration, Jane also contributed significantly to the growth and profitability of the company. She served as the right hand to the CEO for the company's strategic planning and in positioning EP Inc. in both Canada and the U.S.</p> <ul style="list-style-type: none"> • Jane showed extraordinary leadership for all of the company's Information Technology (IT) activities (annual budget of \$ 2 millions), as well as managing the EP Inc.'s cash flow and credit, as well as overseeing litigation. Her responsibilities included managing all financial reports as well as financing for the organization. She was an active leader on both the senior management and acquisition teams. • Jane completed the acquisition of WAM Distribution in 2003 (one of her greatest achievements to date), which quadrupled the company's U.S. sales. She designed and implemented the entire WAM acquisition structure and the strategy surrounding this acquisition, including the financing (syndicated credit facility of \$410 million). • Jane supervised the tax planning, the implementation of strategies and oversaw the preparation of tax returns. She established an internal audit group and oversaw the implementation of procedures and controls to meet new requirements for certification by management. She also presented investment projects (acquisitions, major capital expenditures, new business segments) for approval by the CEO and the Board. • Jane participated in all the acquisitions made by the company, both on the administrative, financial and informational sides, and on the monitoring of operations, in addition to creating synergies between the purchase, marketing and logistics departments. <p><i>M. Holt (letter #1): Among Jane's notable professional achievements, I would stress her roles in the implementation of a growth strategy for the company to continue to grow in a mature industry. Through acquisitions, including those she has driven since 2004, the company now earns 65% of its revenues of \$1.3 billion in the US, where it now has the majority of its employees.</i></p> <p><i>Her vision, leadership, communication skills and sound business judgment has ultimately allowed her to ascend to the position of President & CEO. In particular, I would like to stress Jane's strategic involvement in the acquisitions that enabled EP Inc.'s strong penetration into the US market.</i></p> |

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| 3. | <p>In her role as VP at Enterprise Super Inc., Jane was at the heart of the development of the new business strategy. She participated directly in the sale of loss-making activities as well as being an active participant on the acquisitions team. Specifically:</p> <ul style="list-style-type: none"> • From 1998 to 2002, Jane participated actively in Australian acquisitions totalling \$1.9 million. • She designed and implemented financial and management reports for company entities located in Mexico, Panama, New Zealand, the US and Japan. • Jane also led the preparation of the financial information contained in several prospectuses prepared for a public offering of the company's shares. This presented significant technical challenges, since the information had to include both historical and pro forma information of various acquisitions of international companies with accounting principles significantly different from Canadian GAAP. In addition, all of this information had to be reconciled with US GAAP since the public offering was for both the Canadian and US markets. <p><i>M. Long (letter #2): Jane Doe has all the qualities of a leader, both within the company where she works and in the general business community. She shares her ideas and vision in a very articulate way and she has an excellent business sense.</i></p> |
| 4. | <p>During her time as controller at Enterprise Super Inc., sales increased from \$70 million to \$180 million, due to several acquisitions. Jane first negotiated and then managed \$600 million of indebtedness under the company's change of control in 1995.</p> <ul style="list-style-type: none"> • She completely restructured and refinanced a \$60 million debt to increase its authorized amount up to \$80 million. These changes helped to reduce costs by almost 1% on average use in excess of \$50 million, bringing an annual savings of about \$400,000. The increase in the credit facility also provided the financial flexibility to allow for expansion by acquisitions. • Jane also participated actively in the acquisition of three US companies generating sales volume of \$45 million. She led the due diligence, negotiations with vendors and drafting legal documents and, supervised the administrative integration of acquired entities. • Jane improved the both the accuracy of interim financial information and the timeliness of its preparation. |
| Other | |

SECTION 4

VOLUNTEER INVOLVEMENT IN THE AFFAIRS OF THE ACCOUNTING PROFESSION

List the main committees, task forces or working groups of which the candidate has been a member, the events or activities in which they took part, and in what capacity (member, chair, organizer, speaker, etc.). Note that teaching should be included in Section 3, Professional Career.

| No. | Committees/Task forces/Activities/Events | Organization | Position | Years: from/to |
|-----|--|-----------------------------------|--------------------------|--|
| 1. | Governance Committee | CPA YOUR PROVINCE/ Legacy Body | Chair Chair Member | 2012 to date 2011-2012 2009-2010 |
| 2. | IFRS Committee | National Entity | Member | 2007-2009 |
| 3. | Examinations Committee | Legacy Body | Member | 1999-2005 |

Major achievements during involvement in the affairs of the profession

Describe the achievements showing that the candidate has made an exceptional or remarkable contribution, and highlight the way these achievements earned the candidate distinction.

Major achievements: (Please match the numbers to those above)

| | |
|----|---|
| 1. | <p>As Chair, Jane led the Governance Committee in a major revision of regulations related to general meetings, elections and regional representation on the Board.</p> <p><i>M. Langley (letter #3): Jane's vast expertise and experience in governance were major assets for CPA YOUR PROVINCE's governance review. As an effective leader and consensus builder, she played a key role in ensuring that the Committee's approach received the continued support of the Board and CPA YOUR PROVINCE's executive team. Her commitment to continuous improvement helps keep CPA YOUR PROVINCE at the forefront of governance.</i></p> |
| 2. | <p>Jane was a highly valued participant on the Accounting Standards Accounting Standards Board (AcSB) IFRS Advisory Committee, which was comprised of experts in accounting standards from all walks of life, including big firms, the YOUR PROVINCE Securities Commission and industry. During her two years of service, Jane provided well-considered views during meetings on the challenges facing industry including:</p> <ul style="list-style-type: none"> • the importance of having standards that are as practical as possible to make their application easier; • the strategic need to converge her national body views with those of the Securities Commission in respect of interpretations in order to facilitate implementation; and • the critical importance of clear and concise communications between standards setters and financial statement preparers to help ensure that the new standards are easily understood by users. <p>To help ensure that IFRS were easy to understand and apply, Jane helped design all communications between the national accounting entity and users.</p> <p><i>M. Ding (letter #4): Jane stands out from all of her colleagues with her creativity and ability to identify innovative solutions. Her views on the practice of accounting contribute to the development and advancement of the profession on an ongoing basis.</i></p> |

| | |
|-------|---|
| 3. | <p>Through her thorough understanding of the issues and related risks, Jane was able to contribute significantly to the committee's decision making and help it take advantage of opportunities and effectively deal with challenges on a timely basis.</p> <p><i>M. Paint (letter #5): Jane is an outstanding collaborator, both in terms of the design and the development of the program. Her professionalism is impeccable. She contributes positively to discussions in every respect.</i></p> |
| Other | |

SECTION 5

VOLUNTEER CONTRIBUTION TO PROFESSIONAL BODIES OR TO COMMUNITY/CHARITABLE ORGANIZATIONS

List the candidate's most important volunteer activities with civic, community, socioeconomic, professional, or charitable organizations, beginning with the most recent.

| No. | Organization | Position | Years: from/to |
|-----|--|---------------------------|------------------------|
| 1. | Symphonic Orchestra – City Y | Chair | 2012-2014 |
| 2. | Regional Games – Region X 2012 | President | 2010-2012 |
| 3. | Cross Country Skiing Cup – Region X | Vice-President | 2005-2009 |
| 4. | 150 th Anniversary – City Y | President | 2000-2003 |
| 5. | City Y – Under the Snow Festival | President | 1997-2000 |
| 6. | Chamber of Commerce City Y | President Board member | 1995-1996 1989-1994 |

Achievements during involvement with these organizations

Describe the achievements showing that the candidate has made an exceptional or remarkable contribution, and highlight the way these achievements earned the candidate distinction.

Major achievements: (Please match the numbers to those above)

As a key business personality in Region X, Jane is known and recognized for her involvement in the community. The highlight of this involvement was her role as president of the Regional Games - Region X 2012, where she totally committed herself to the good of her community and her passionate desire to make a difference.

Jane is very proud of her career but, she is especially proud of her 25+ years of volunteer work in her home Region X, where she believes her contributions continue to make a difference.

| | |
|----|---|
| 1. | In 2012, the Orchestra had a deficit of more than \$200,000 and was on the edge of insolvency. Following major pressure from its creditors who hoped that Jane's leadership would be able to turn things around, Jane agreed to take on the Presidency of the Orchestra in mid-term. She immediately created and implemented an aggressive turnaround plan that included hiring a new CEO and Maestro. Through her concerted efforts, the deficit has now been eliminated. |
| 2. | Regional Games - Region X 2012: Before being officially appointed President of the Regional Games - 2012 Region X, Jane had contributed significantly to the efforts to have Region X selected to host the Games. Three years of volunteer work by Jane and her team led to the welcoming of 3,200 athletes, 1,000 coaches and 15,000 visitors to Region X in March 2012. The challenges were numerous: infrastructure, logistics, security, recruitment, scheduling, media relations, etc. Jane succeeded on all fronts by committing 20 hours of volunteer time every week for three years over and above the significant demands of her 'day' job. |

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|----|---|
| | <p>At the budgetary level, the pressure for success with no deficit increased as the Games approached. With an overall budget of \$6 million, it was with great pride that Jane announced a surplus of \$50,000 following the Games' conclusion.</p> <p><i>M. Bath (letter #6): Her involvement and motivation were greatly appreciated. Her determination and initiatives allowed this major event to become an unprecedented success. Jane believes in and is committed to her community and sincerely wants to help not only from time-to-time but on a consistent basis over the long term.</i></p> |
| 3. | <p>Cross Country Skiing Cup – Region X is a championship event for future professional young athletes under the age of 25. It is the only championship outside Europe.</p> <p>As Vice President of this organization for 4 years, Jane was able to increase awareness of the event and the entire region through increased promotional efforts. With an annual budget of \$600,000, Jane successfully managed the event to a small surplus every year.</p> |
| 4. | <p>Celebrating the 100th anniversary of City Y: This 2002 event was very important for the region. Spread over 52 weeks with about five activities per week, it took more than two years of planning, in collaboration with the Premier of the province and the deputy minister. This event not only increased City Y visibility, it increased visibility for the province.</p> <p>Jane also managed this event's \$5 million budget to a small surplus by volunteering more than 30 hours a week to ensure its success.</p> <p><i>M. Bath (Letter #6): I was totally impressed by her qualities and professionalism during this great adventure. Everyone in our region admires Jane's charisma and determination.</i></p> |
| 5. | <p>City Y – Under the Snow Festival: This is a very popular winter activity that offers the public the opportunity to see ice sculptors in action. Jane has chaired this event for three consecutive years and, under her leadership, the event has been well attended and its program diverse. Averaging 130,000 visitors, the event is a beautiful winter showcase for the city attracting visitors from all over the province.</p> <p>With a budget of \$700,000, Jane has managed to produce surpluses between \$2,000 and \$40,000 each year.</p> |
| 6. | <p>Chamber of Commerce City Y: Jane was a member of the Board for six years before becoming President. During this time, she was instrumental in developing the Chamber of Commerce. She was also responsible for organizing a large trade fair which provided for the promotion of local products and manufacturers.</p> <p>As President, her main achievement was generating a record 22% increase in Chamber membership. In addition to generating a surplus of \$35,000 during her term as President, Jane was the impetus behind the Leaders Summit.</p> |

SECTION 6

This section should identify the source of the letters of support attesting to the candidate's achievements. Please submit them as PDF attachments along with the completed nomination file. The number of letters is not important; the quality of the endorsements is crucial. The letters of support should adequately highlight the candidate's **leadership** and the **exceptional nature** of the candidate's performance.

LETTERS OF SUPPORT

Please list the letters of support and identify their source.

Total number of letters of support: 6

| Letter No. | Last name | First name | Position | Employer |
|------------|-----------|------------|-------------|---------------------------------|
| 1. | Holt | Paula | Board Chair | Executives Association |
| 2. | Long | Joe | CEO | Enterprise Super Inc. |
| 3. | Langley | Chad | Secretary | Governance Committee |
| 4. | Ding | Claude | Partner | OPI firm |
| 5. | Paint | Gilbert | Member | Education Committee (1994-1998) |
| 6. | Bath | Gerry | Deputy | Provincial Government |

SECTION 7

Clearly show how the candidate identifies himself or herself as a CPA and is recognized as such. Supporting documentation may be enclosed.

ATTESTATION OF IDENTIFICATION AS A CPA

Can you confirm that the candidate makes it known that he or she belongs to the CPA profession?

| | | | |
|------|-------------------------------------|-----|--------------------------|
| Yes: | <input checked="" type="checkbox"/> | No: | <input type="checkbox"/> |
|------|-------------------------------------|-----|--------------------------|

Please explain briefly:

List of enclosed supporting documents:

Candidate's business card Yes: No:

Press clippings: (please specify)

Annual report: (please specify)

Other: (please specify)

SECTION 8

List all the awards, titles, or honorary distinctions the candidate has received throughout his or her career.

AWARDS, TITLES, OR HONORARY DISTINCTIONS

List all awards, titles, or honorary distinctions, beginning with the most recent.

| | | |
|---|---------------------------|------------|
| Award: Merit Region X | Organization: Newspaper B | Year: 2007 |
| Comments: This award is for conspicuous and sustained service resulting in significant achievements and/or contributions on behalf of the Region. Jane's exceptional ability to balance work, family and volunteering has been demonstrated over her many years of service at the highest levels, highlighted by her brilliant leadership of the Regional Games. | | |

| | | |
|--|----------------------|------------|
| Award: Honors Award | Organization: City Y | Year: 2003 |
| Comments: This award is given to local volunteers who best presented themselves on the provincial scene. Many well-known personalities have received this award in the past. | | |

| | | |
|--|---------------------------|------------|
| Award: Provincial Award | Organization: Girl Guides | Year: 1995 |
| Comments: The Provincial Award is presented to adult members for extended dedicated service in any facet of Guiding (e.g. significant contributions to her Administrative Community/Provincial Specialty Community/Province/wider community, exceptional leadership, enabling opportunities to girl and youth members to practise leadership skills, living by the ideals of the Guiding Promise and Law; positive role model within and out of Guiding and well respected by Guiders and the broader community.) Jane's service commitment to the organization continued long after her daughter was a girl guide. | | |

Others: