



## Wilfrid Laurier University Students' Union Meeting of the Board of Directors

Location: Online Via Zoom  
Date: 2021-05-14th

### The Strategic Ends of the Students' Union

The Organization exists to represent, advocate for, and support the primary stakeholders, the students of Wilfrid Laurier University, and to provide them with a holistic university experience and an enhanced student life. The costs of these benefits will be justified by the results.

**In no specific order of priority, students will benefit from:**

- An affordable, accessible, and high quality academic experience
- A safe, sustainable, and empowering environment
- Diverse inclusive social interaction
- Products and services that cater to the financial needs of students

**Land Acknowledgement**

We acknowledge the traditional territory of the Neutral, Anishnawbe and Haudenosaunee people

Start	Duration	Agenda Item	Type	Presenter	Policy Reference
4:00 PM	4:01 PM	Call to Order and Indigenous Land Acknowledgement	adm	Chair Dang	
4:01 PM	4:01 PM	Regrets	adm	Chair Dang	GP #2c8
4:01 PM	4:02 PM	Adoption of Agenda	D	Chair Dang	
4:02 PM	4:03 PM	Conflicts of Interest	adm	Chair Dang	GP #2c2
4:03 PM	4:05 PM	Approval of Consent Agenda: Monitoring Report BMD#1, #2a, #2b, #2c, #2d1, #2d2, #2d3	D	Chair Dang	GP #1
4:05 PM	4:08 PM	Comments from the Chair of the Board & CGO	fi	Chair Dang	
4:08 PM	4:12 PM	Comments from the President & CEO	fi	President Jamalof	
4:12 PM	4:16 PM	Comments from the Executive Director & COO	fi	ED Champagne	
4:16 PM	4:26 PM	2021 Board Calendar	fi/fd	Chair Dang	GP #2h
4:26 PM	4:36 PM	Board Social Media Discussion	fd	Chair Dang	
4:36 PM	4:46 PM	Approval of Summer Board Meeting Schedule	D	Chair Dang	GP #2d.4.b
4:46 PM	4:50 PM	Proposed Fall & Winter Meeting Schedule Frequency and Location	D	Chair Dang	GP #2d.4.b
4:50 PM	4:52 PM	Governance Calendar/Monitoring Schedule	D	Chair Dang	GP #2h
4:52 PM	5:15 PM	Committee Elections:	D	Chair Dang	GP #2f/g
		Student Life Levy Brantford			
		Direct Inspection Committee EL #1			EL #1
		Direct Inspection Committee GP #2e			GP #2e
5:15 PM	5:45 PM	Presentation by Indigenous Affairs Office	fi	Indigenous Affairs Office	
5:45 PM	5:58 PM	In-Camera Session	fd	Chair Dang	
5:58 PM	5:59 PM	New Business & Announcements	fd	Chair Dang	
5:59 PM	6:00 PM	Adjournment	adm	Chair Dang	
<b>Total</b>	<b>2Hr00Mins</b>				

**REMINDERS:**

- 1) The Next Board Meeting will take place in June via Zoom on a date pending approval.
- 2) Make sure to reach out to Chair Dang & Vice-Chair Ceniti if you have any questions or require clarification!
- 3) For those Directors elected to SLL or DIC, I will be in touch regarding a training session.
- 4) If you have any suggestions to improve our Board Meetings, please let me know!

**LEGEND:**

- fi, For Information
- fd, For Discussion
- D, Decision required
- adm, Administrative task

**Board-Management Delegation #1 “Global Board-Management Delegation”**

This interpretations-based monitoring report for Board-Management Delegation Policy #1 “Global Board-Management Delegation” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Andrew Dang  
Chair of the Board and Chief Governance Officer  
Wilfrid Laurier University Students' Union

May 14th, 2021

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**(Board Policy is indicated in bold typeface throughout.)**

**POLICY STATEMENT BMD#1: The Board will: Hold the President and Chief Executive Officer as their sole official connection to the operational organization, its achievements, and conduct.**

CGO INTERPRETATION

I define “President and Chief Executive Officer” as being the highest-ranked person within the organization who has been elected by the students of the institution to serve in that position. I interpret “Board’s sole official connection” as being the only employee responsible to the Board of Directors for the organization. Further, I interpret this to mean that the President is the only person within the organization that the Board directly oversees. I interpret “operational organization” to mean the aspects of the Students’ Union that pertain to its daily functions and duties as well as execution, whereas the Board of Directors focuses on the higher level strategic vision of the organization. I interpret “achievements” to mean all of the stated and unwritten goals accomplished by the organization and its staff. I interpret “conduct” to mean the way the organization handles its work and interacts with both external and internal partners.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The President & CEO is the only operational staff within the organization to in which the Board gives direction.
2. The Board does not contact any members of the operations team with the intention of directing them on day-to-day operations.

## Board-Management Delegation #2a "Unity of Control"

This interpretations-based monitoring report for Board-Management Delegation Policy #2a "Unity of Control" is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Andrew Dang  
Chair of the Board and Chief Governance Officer  
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May 14th, 2021

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***(Board Policy is indicated in bold typeface throughout.)***

**POLICY STATEMENT a1: The Board will: Ensure that decisions or instructions of individual Board members, Officers, or Committees are not binding on the President;**

### CGO INTERPRETATION

I define "decisions or instructions" as meaning directions that are handed down by a specific body or person. I interpret "individual Board members" as being one specific Director who currently sits on the Board of Directors. I interpret "Officers" as the three signing authorities outlined in Article VII of the constitution, including the Chief Governance Officer (CGO), the Chief Executive Officer (CEO), and the Chief Operating Officer (COO), who are each empowered to lead a department within the organization. I interpret "committees" to be bodies within the Board of Directors that are struck to fulfill a specific mandate. I define "binding" as the obligation that the person who receives instruction is required to follow it.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The only body that assigns instruction to the president is the Board of Directors.

**POLICY STATEMENT BMD#2a1a: Unless the Board has specifically authorized such exercise of authority.**

CGO INTERPRETATION

I interpret "specifically authorized" as meaning the Board of Directors has given a person or committee to execute a function on its behalf. I interpret "exercise of authority" as meaning that the person or committee has been given power by the Board of Directors to act on its behalf and is therefore binding on the president.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Other than the Board, only those specifically empowered by the Board to do so will give instructions to the President.

**POLICY STATEMENT BMD#2a2: The Board will: Remain cognizant of their motions to ensure that they do not take a material amount of staff time or funds, nor are disruptive, unless necessary for the board to function.**

CGO INTERPRETATION

I define "cognizant of their motions" to mean that the Board of Directors will be aware of the decisions that they have made. I interpret "material amount of staff time or funds" to mean a sizable portion of staff resources and hours that if absent, could put them at risk of not being able to perform their job-specific duties. I interpret "disruptive" as interrupting duties. I interpret "necessary for the Board to function" as meaning that a directive must be fulfilled to ensure effective governance within the organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

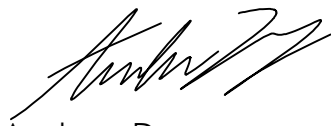
1. Board decisions do not unnecessarily detract from the ability of Students' Union employees to perform their job-specific duties.

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2. Students' Union employees execute all Board decisions that are necessary for it to function.

## Board-Management Delegation #2b “Accountability of the President”

This interpretations-based monitoring report for Board-Management Delegation Policy #2b “Accountability of the President” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, **and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Andrew Dang  
Chair of the Board and Chief Governance Officer  
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***(Board Policy is indicated in bold typeface throughout.)***

**POLICY STATEMENT BMD#2b1: The Board will: Hold the President fully accountable for all organizational operations.**

### CGO INTERPRETATION

I interpret “hold the President fully accountable” to mean that the Board of Directors will assess the performance of the Students' Union through the President. The Board of Directors is mandated to hold the President solely accountable for the organization. I interpret “organizational operations” to be the day-to-day functions and execution of duties within the Students' Union.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board takes appropriate actions when responding to Presidential performance regarding Students' Union operations.
2. The Board will hold only the president responsible for the actions of all organizational operations decisions.

**POLICY STATEMENT BMD#2b2a: The Board will: View Presidential Performance as identical to organizational performance, so that: organizational accomplishment of a reasonable interpretation of Board-stated Ends; and**

CGO INTERPRETATION

I interpret “Presidential performance” as the execution of the job-specific duties that the President holds. I interpret “identical” to mean that two items are viewed as the same. I interpret “organizational performance” to mean the functioning and operations of the Students’ Union as a whole. I interpret “organizational accomplishment” to be the outcome that arise from the work and operations of the Students’ Union and its staff. I define “reasonable interpretation” to mean a fair judgement that can be arrived at by one person but can be confirmed by the collective decision by a group regarding a specific policy. I interpret “Board-stated Ends” to be the policies that the Board has set out in the Ends to dictate what the Students’ Union needs to aspire to achieve through its functions.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board draws no formal distinction between the performance of the President and the performance of the organization.
2. All actions of the Students’ Union are done in accordance to the Ends Policies.

**POLICY STATEMENT BMD#2b2b: Avoidance of Board-proscribed means will be viewed as successful President performance.**

CGO INTERPRETATION

I define “avoidance of Board-proscribed means” to be compliance with the Executive Limitation (EL) policies. I interpret “successful Presidential performance” to mean that the Students’ Union is following stated policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Executive Limitation (EL) policies are in compliance.



**POLICY STATEMENT BMD#2b3: The Board will: Never give instructions to persons who report directly or indirectly to the President.**

CGO INTERPRETATION

I interpret "give instructions" to mean assigning a task or modifying the behavior of a specific person. I interpret "report directly or indirectly" to mean that a person is held accountable for their actions through their superior.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board of Directors gives instructions to no other person than the President, an Officer of the Organization such as the COO, or governance staff, including but not limited to the CRO, HDRO and Board Secretary.

**POLICY STATEMENT BMD#2b4: The Board will: Not evaluate, either formally or informally, any staff other than the President.**

CGO INTERPRETATION

I interpret "evaluate formally or informally" to mean the assessment of the performance of a Students' Union employee. I interpret "staff" to be any person who is paid or unpaid within the organization and is expected to perform a function or task.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board evaluates no other employee than the President.
2. Email documentation is given to the CGO from the President requesting evaluating of another staff member.

## Board-Management Delegation #2c “Delegation to the President”

This interpretations-based monitoring report for Board-Management Delegation Policy #2c “Delegation to the President” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Andrew Dang  
Chair of the Board and Chief Governance Officer  
Wilfrid Laurier University Students' Union

May 14th, 2021

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***(Board Policy is indicated in bold typeface throughout.)***

**POLICY STATEMENT BMD#2c1: The Board will: Develop policies instructing the President to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined here are means issues.**

### CGO INTERPRETATION

I interpret “develop policies” to mean that the Board will establish and pass motions regarding the future and direction of the Students' Union. I interpret “instructing the President” to mean that Board policies will dictate how the President will perform their duties. I define “specified results, for specified recipients, at a specified cost” to mean that the Board will outline what it expects the President to achieve within reasonable means. I further interpret ‘reasonable’ to mean of fair judgment that can be achieved individually and confirmed collectively by the board. I interpret “systematically” to mean that Board decisions fall into an outlined plan for a specific purpose. I interpret “Ends policies” to be policies outlining what the Board determines what the Students' Union must work towards in its activities. I interpret “means

issues" to be the parameters in which the organization must function to achieve the specified Ends.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board will have Ends (E) policies that the President must work towards.
2. All policies regarding means exist within the Executive Limitation (EL) policies.

**POLICY STATEMENT BMD#2c2: The Board will: Develop policies that limit the latitude that the President may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the President.**

#### CGO INTERPRETATION

I interpret "limit the latitude that the President may exercise" to mean that the Board will specify what the President may not do when exercising their duties. I interpret "organizational means" to be the ways in which the Students' Union accomplishes the Ends set out by the Board. I interpret "delegated to the President" to mean the authority that only the President must execute the duties of that office.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board limits the latitude of the President through Executive Limitations (EL) policies.
2. The Board does not outline what the President must do to achieve the Organization's Ends, rather what the President will not do.

**POLICY STATEMENT BMD#2c3: The Board will: Acknowledge that below the global level, the aggregate of limitations on any given level may embrace the scope of the foregoing level, but only if justified by the President to the Board's satisfaction.**

## CGO INTERPRETATION

I interpret "global level" as being the highest level of policies in a Policy Governance structure. I define "aggregate of limitations" as being all policies that follow the global policy.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Any attempts to embrace the scope of the previous policies will be justified by the President to the Board's satisfaction.

**POLICY STATEMENT BMD#2c4: The Board will: Authorize the President to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities so long as they use any reasonable interpretation of the Board's Ends and Executive Limitations policies;**

## CGO INTERPRETATION

I interpret "authorize the President" to mean that the Board of Directors has delegated the President to perform a duty or function. I interpret "all further policies" to mean Students' Union policies that are not established by the Board of Directors. I interpret "reasonable interpretation" to mean that a similar conclusion that could be arrived at individually and confirmed collectively by a body such as a board regarding a specific policy.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board places no further limitations on the President than what is set out in the Board's Ends and Executive Limitations.

**POLICY STATEMENT BMD#2c4a: Such decisions of the President shall have full force and authority as if decided by the Board.**

## CGO INTERPRETATION

I define "full force and authority" to be the power to make decisions that must be followed within the organization. I interpret "as if decided by the

Board" to mean that such decisions carry the same weight, authority and expected compliance as those that are made by the Board of Directors.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Presidential decisions outside of Board control will be binding on the Students' Union.

#### **POLICY STATEMENT BMD#2c5: The Board will: Have the authority to change its Ends and Executive Limitations policies;**

#### CGO INTERPRETATION

I define "have the authority" to mean the ability to make decisions at its own accord. I interpret "change" as meaning the Board can modify the policies as it deems fit.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Only the Board changes its policies.

#### **POLICY STATEMENT BMD#2c5a: Any change to the Ends of the organization requires a special majority (2/3) vote of the Board;**

#### CGO INTERPRETATION

I define "any change to the Ends" as any recommendation for modification to the policy from the Board.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Only a Board special majority vote can change the Ends policy after review from a Board Direct Inspection committee report.

**POLICY STATEMENT BMD#2c5b: So long as any particular delegation is in place, the Board and its members will respect and support the President's choices.**

#### CGO INTERPRETATION

I define “any particular delegation” to refer to any policy that distinguishes the relationship between the board and the Chief Executive Officer (CEO). I define “respect and support” to mean that the Board will demonstrate professional conduct in its own performance and behavior, adhere to the Governance Process and Board-Management Delegation, and will not interfere or actively obstruct the President as they exercise their duties. I define “President's choices” to be specifically decisions by the President made in the scope of their duties to the day-to-day operations within the Students' Union.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board places no further limitations on the President than what is set out in the Board's Management Delegation policy.

**Board-Management Delegation #2d1 “Monitoring Executive Performance”**

This interpretations-based monitoring report for Board-Management Delegation Policy #2d1 “Monitoring Executive Performance” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Andrew Dang  
Chair of the Board and Chief Governance Officer  
Wilfrid Laurier University Students' Union

May 14th, 2021

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***(Board Policy is indicated in bold typeface throughout.)***

**POLICY STATEMENT BMD#2d1.1: The Board will: Determine the degree to which Board policies are being met through monitoring;**

CGO INTERPRETATION

I define “degree to which Board policies are being met” to mean the level of compliance that is demonstrated by the President. I interpret “monitoring” as the action of assessing whether Board policies are in compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All relevant Board policies are monitored throughout the year.

**POLICY STATEMENT BMD#2d1.1a: Information that does not do this will not be considered monitoring data.**

CGO INTERPRETATION

I interpret “information that does not do this” to be data that does not demonstrate either compliance, or the lack of compliance. I interpret “monitoring data” to be information that aids in the determination of the degree of compliance.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All information pertaining to monitoring reports that is presented to the Board is relevant when assessing compliance.

**POLICY STATEMENT BMD#2d1.2a: The Board will: Acquire monitoring information by one or more of three methods: by INTERNAL report: in which the President discloses interpretations and compliance information to the Board.**

#### CGO INTERPRETATION

I interpret “monitoring information” to be all relevant data that aids in the determination of compliance. I define “disclosing interpretations” as the President presenting their thoughts on the meaning of the relevant policy. I define “compliance information” to be the President’s determination on whether the policy in question is in compliance.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board receives monitoring reports of every Executive Limitation and Ends policy over the course of the year.

**POLICY STATEMENT BMD#2d1.2b: The Board will: Acquire monitoring information by one or more of three methods: by EXTERNAL REPORT: in which an external, disinterested 3<sup>rd</sup> party selected by the Board assesses compliance with the President’s interpretation of Board policies.**

#### CGO INTERPRETATION

I interpret “external, disinterested 3<sup>rd</sup> party”, as a body that is neither the Board of Directors, the President, any other body within the Students’ Union, or a partner of the Students’ Union. I interpret “assesses compliance” as



determining whether the President is in compliance with relevant Board policies.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board tasks a third party with assessing Presidential compliance and the information collected is presented to the Board.

**POLICY STATEMENT BMD#2d1.2c: The Board will: Acquire monitoring information by one or more of three methods: by DIRECT BOARD INSPECTION: in which a designated Board member or members of the Board assess compliance with the President's interpretation of the appropriate policy criteria.**

#### CGO INTERPRETATION

I define "designated Board member or members of the Board" to mean Directors chosen by the Board to perform a specific task. I define "assess compliance" as determining whether the President is following a specific policy. I interpret "President's interpretation" as the thoughts of the President as to what a specific policy means. I interpret "appropriate policy criteria" as the means that must be met to bring a policy into compliance.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Board Direct Inspection committees report to the Board regarding the compliance of the specific policy they were tasked with assessing.

**POLICY STATEMENT BMD#2d1.3a: The Board will: judge the reasonableness of the President's interpretation.**

#### CGO INTERPRETATION

I define "reasonableness of the President's interpretation" as meaning the conclusion made by the President could be derived from a reasonable, unaffiliated person.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board approves all Presidential interpretations in monitoring reports that are deemed reasonable.

**POLICY STATEMENT BMD#2d1.3b: The Board will: judge: whether data demonstrates accomplishment of the interpretation.**

CGO INTERPRETATION

I define “data” as being all evidence that is given to the Board by the President for a specific monitoring report. I interpret “demonstrates accomplishment of the interpretation” as meaning the evidence provided by the President supports the interpretation provided by the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All evidence for a monitoring report presented to the Board directly relates to the Presidential Interpretation.

**POLICY STATEMENT BMD#2d1.4: The Board will: accept any reasonable President interpretation of the Board policy being monitored as the standard for compliance.**

CGO INTERPRETATION

I define “reasonable President interpretation” as meaning a definition given by the President for a specific policy that is deemed reasonable by the Board. Further, I interpret “reasonable” to be of fair judgment by an individual that can be confirmed collectively by a group. I interpret “standard for compliance” to mean that a successful demonstration of the President’s interpretation means that the policy in question is in compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board accepts all reasonable Presidential interpretations as the standard for compliance.

**POLICY STATEMENT BMD#2d1.4a: The Board is the final arbiter of reasonableness but will always judge with a “reasonable person” test rather than with interpretations favored by Board members or by the Board as a whole.**

#### CGO INTERPRETATION

I define “final arbiter of reasonableness” to mean that the Board determines how reasonable a Presidential interpretation is, and their decision is the final say. I interpret “reasonable person test” to mean that the average person with fair judgment could come up with the same interpretation as the President. I define “favored by Board Members or by the Board as a whole” as a differing interpretation that is preferable to one or more Directors than the one that is presented.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board determines the reasonableness of all interpretations.
2. The Board only rejects Presidential interpretations if a reasonable person could not come up with the same, or similar interpretation.

**POLICY STATEMENT BMD#2d1.5: Monitoring information will be presented from all campuses in which the Union operates if there are discrepancies in compliance.**

#### CGO INTERPRETATION

I interpret “monitoring information” as all related evidence that is provided to the Board of Directors to assess compliance of a specific policy. I define “all campuses in which the Union operates” as being any location where the Students’ Union houses offices and exists to serve the needs of undergraduate students. I interpret “discrepancies in compliance” to mean that it is unclear if a policy is being followed across all campuses where the Union operates.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Evidence from both campuses is included in monitoring reports, when applicable.

**POLICY STATEMENT BMD#2d1.6: All policies that instruct the President will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method but will ordinarily depend on a routine schedule as follows.**

#### CGO INTERPRETATION

I define "all policies that instruct the President" to be the Board's Executive Limitations (EL) and Ends (E) policies. I interpret "frequency and method chosen by the Board" to be the Board's accepted monitoring schedule that is presented at the start of the fiscal year by the CGO. I define "routine schedule" as the one that is set out in policy.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board accepts and follows a monitoring schedule for the year.

**Board-Management Delegation #2d2 “Monitoring Executive Performance – Performance Feedback”**

This interpretations-based monitoring report for Board-Management Delegation Policy #2d2 “Monitoring Executive Performance – Performance Feedback” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Andrew Dang  
Chair of the Board and Chief Governance Officer  
Wilfrid Laurier University Students' Union

May 14th, 2021

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***(Board Policy is indicated in bold typeface throughout.)***

**POLICY STATEMENT BMD#2d2.1: The Board will: provide the President with a confidential mid-year performance review and discussion during the last week of September;**

CGO INTERPRETATION

I define “confidential mid-year performance review and discussion” to mean that the Board assesses the performance of the President in-camera. I further interpret this to mean that the information collected from individual Board members is shared with the President in writing.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board completes a mid-year performance review during the last week of September and the information collected is shared with the President through a written report, provided by the CGO.

**POLICY STATEMENT BMD#2d2.1a: The Board Chair will provide performance feedback on behalf of the Board of Directors and the meeting will be facilitated by the Executive Director.**

CGO INTERPRETATION

I interpret “performance feedback” to be the information collected from Directors of the Board regarding Presidential performance. I interpret “on behalf” to mean that the Chair of the Board is specially empowered to speak for the Board.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The performance feedback meeting takes place with the President and the Chair of the Board, and the Executive Director facilitates the meeting.

**POLICY STATEMENT BMD#2d2.2: The Board will: provide the President with a confidential review of performance during the last week of January;**

CGO INTERPRETATION

I interpret “confidential review of performance” to mean that the Board assesses the performance of the President in-camera. I further interpret this to mean that the information collected from individual Board members is shared with the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board completes a performance review during the last week of January, and the information is shared with the President accordingly.

**POLICY STATEMENT BMD#2d2.2a: The Board Chair will provide performance feedback on behalf of the Board of Directors and the meeting will be facilitated by the Executive Director.**

CGO INTERPRETATION

I define “performance feedback” to be the information collected from Directors of the Board regarding Presidential performance. I interpret “on behalf” to mean that the Chair of the Board is specially empowered to speak for the Board of Directors.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The performance feedback meeting takes place with the President and the Chair of the Board, and is facilitated by the Executive Director.

**POLICY STATEMENT BMD#2d2.3: The Board will: ensure that the president responds in writing to the mid-year review within fourteen (14) days of completing the performance discussion.**

#### CGO INTERPRETATION

I interpret “responds in writing” to mean that the President submits a formal response to the Board. I interpret “performance discussion” to be the meeting held between the Chair of the Board, President and Executive Director regarding the performance review of the President completed by the Board.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The president responds in writing to the mid-year review within fourteen (14) days of completing the performance discussion

**Board-Management Delegation #2d3 “Monitoring Executive Performance – Performance Management”**

This interpretations-based monitoring report for Board-Management Delegation Policy #2d3 “Monitoring Executive Performance – Performance Management” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Andrew Dang  
Chair of the Board and Chief Governance Officer  
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May 14th, 2021

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**(Board Policy is indicated in bold typeface throughout.)**

**POLICY STATEMENT BMD#2d3.1: The Board will: provide the President with Verbal or Written Notification of performance concerns, given a *simple majority (more than 50%)* vote of the Board.**

CGO INTERPRETATION

I interpret “performance concerns” to mean reservations held by the Board of Directors regarding the execution of duties by the office of the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. If needed, any performance concerns held by a majority of the Board will be provided, either verbally or in writing, to the President.



**POLICY STATEMENT BMD#2d3.2: The Board will: provide the President with Written Notification of one (1) to five (5) days suspension, with or without pay, in consultation with the Union's solicitor, given a special majority (2/3) vote of the Board.**

#### CGO INTERPRETATION

I interpret "the Union's solicitor" to mean the legal counsel for the Students' Union. I interpret "suspension" to mean temporary removal from their duties as President.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. If needed, there is consultation with the Union's solicitor.
2. If needed, there is a special majority of the Board voting in favour of suspending the President.
3. If needed, notification of suspension from the Office of the President will be provided in written form.

**POLICY STATEMENT BMD#2d3.3: The Board will: provide the President with Written Notification of Termination from the Office of President in consultation with the Union's solicitor, given a special majority (2/3) vote of the Board, and written confirmation from the Union's solicitor that ground for termination exist.**

#### CGO INTERPRETATION

I define "Termination from the Office of President" to mean that the services of the President and CEO are no longer required of the organization as determined by the Board of Directors. I interpret "consultation with the Union's solicitor" to mean that the Board will seek advice from its legal counsel upon making a decision of this nature. I interpret "grounds for termination" to mean that there is/are legitimate reasoning for the President to be terminated from their office.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. If needed, there is consultation with the Union's solicitor.
2. If needed, there is a special majority of the Board voting in favour of terminating the President.

- 
- 
3. If needed, notification of Termination from the Office of President will be provided in written form.

To the Board of Directors 2021-2022,

I have attached the Guiding Principles and how I interpret the Students' Union's Ends, per the governance policies. My understanding and interpretation of the Ends policies are written to reflect the wishes and needs of the stakeholders: the undergraduate students at Wilfrid Laurier University. My interpretations aim to enhance my predecessor's interpretations further.

The Guiding Principles are connected to the Ends of the organization. And thus, my interpretation of the former is essential. The Students' Union can only demonstrate compliance to the Guiding Principles if incorporated into the Students' Union departments.

The success of our organization can only be determined through evaluation of the Ends and Guiding Principles, as they are paramount for our stakeholders. The goals defined in the Ends are essential for our organization to comprehend correctly. Without comprehension of these goals, we cannot achieve the Ends.

It is my honour to deliver my interpretation of the Ends of the Students' Unions. I hope to see to fruition the Guiding Principles provided and represented within each department of the Students' Union. Further, I hope that the interpretations I have outlined are to the calibre and specifications of the Board of Directors wishes.

Truly,

A handwritten signature in black ink, reading "Pegah J", written over a horizontal line.

Pegah Jamalof  
Your Students' Union President & CEO

---

## Guiding Principles:

- The Students' Union shall be **Student-Driven** in everything we do. Our activities, efforts and outputs are driven by the vision and guidance of our students in order to enhance the undergraduate experience.
- The Students' Union shall **Provide Opportunities** for growth and personal development to all members. Our members will benefit from access to our wide variety of elected, volunteer, and paid opportunities.
- The Students' Union shall be **Accountable** to our student members. We believe that all students have the right to know what their student fees are being used for. Furthermore, we will be responsible for our actions and will look to explain, clarify or justify all organizational decisions that we make.
- The Students' Union shall be a **Community Conscious** organization. We will strive to promote and foster a culture of inclusivity and safety within the greater Laurier community. We will remain cognizant of our unique Laurier culture and make decisions accordingly.
- The Students' Union shall strive to be **Progressive**, exploring leading practices that fit with our members' future needs. The organization will constantly work to assess and improve the quality of services and programs provided to students.
- The Students' Union shall be **Adaptable** to change. The organization will react to all emerging trends within the post-secondary environment in order to continue to meet our member's needs.

## THE ENDS:

The Organization exists to represent the primary stakeholders, the students of Wilfrid Laurier University, and to provide them with a holistic university experience and an enhanced student life. The costs of these benefits will be justified by the results.

### *1. An affordable, accessible, and high-quality academic experience.*

#### CEO INTERPRETATION:

- I interpret “affordable” to mean reasonably priced. That reasonably meets the financial means of all stakeholders.
- I interpret “accessible” as equitable and fair opportunities within the Students’ Union, notably: services, programs and events. That all students can access without barriers or obstacles.
- I interpret “high quality” to mean a standard of exceptionalism for an experience or opportunity utilized by students.
- I interpret “academic experience” as the involvements students have with their academics at the university.

#### OPERATIONAL DEFINITION:

Compliance will be demonstrated when:

- a) The Students’ Union is actively advocating for fair and necessary government imposed student services
- b) The Students’ Union is connecting with students on multiple, accessible mediums in order to inform students on how issues or concerns are being met

- c) The Students' Union is earnestly advocating to the University and relaying the voice of the students to administration concerning changes to their academic experience
- d) There is representation on University committees from the Students' Union President and other Students' Union Executives in order to meet with University Administration on behalf of students
- e) Students who participate with services, programs, and dialogue offered by both the University and the Students' Union can identify that they gained personal value from engaging and the quality of service was high
- f) All Students' Union departments, groups and initiatives which contribute to this End demonstrate how they are incorporating the Guiding Principles

## ***2. A safe, sustainable, and empowering environment.***

### **CEO INTERPRETATION:**

- I interpret "safe" as anything, such as risk assessments, that prevents harm to a student's well-being.
- I interpret "sustainable" as operations of the organization that can be maintained over the long-term; both in its finances and the environment to which it operates within.
- I interpret "empowering" as providing students with opportunities, dialogues, services, and programs which allow them to thrive and pave their experiences the way they see fit. Further, allowing them to question the organization and form their own values.
- I interpret "environment" as the physical space to which the students garner their experiences, remotely, off campus, or on campus (Brantford and Waterloo). It is also the social space that is formulated through the Students' Union and University, through opportunities, culture and tradition and through students as drivers of their experience themselves.

### **OPERATIONAL DEFINITION:**

Compliance will be demonstrated when:

- a) All undergraduate students at the University have access to inclusive, effective and safe services and spaces provided by the Students' Union to mitigate physical, mental and emotional stress and safety concerns
- b) The Students' Union advocates on behalf of its members for inclusive, safe and effective services and spaces executed by outside parties including but not limited to the University and local communities
- c) The Students' Union President is trained suitably on responding to disclosure in order to appropriately address instances where further support is needed for students who feel unsafe
- d) The Students' Union provides opportunities that gives students the capacity to create and drive their own student experience
- e) The Students' Union staff are educated on the financial situation of the organization in order to make progressive decisions to keep the organization sustainable indefinitely
- f) The Students' Union provides information on multiple mediums of various resources offered which provide safety and comfort

### ***3. Diverse and inclusive social interaction.***

#### **CEO INTERPRETATION:**

- I interpret “diverse” to mean providing a variety of opportunities, experiences, programs and services.
- I interpret “inclusive” as providing a myriad of opportunities, experiences, programs and services that encompass all avenues of interest and meet the needs of all members.
- I interpret “social interaction” as students engaging with each other in casual and formal settings through the forms of programming, services and the environments the Students’ Union fosters.

#### **OPERATIONAL DEFINITION:**

- a) The Students’ Union creates and supports a diverse, inclusive and welcoming environment within its own physical environment, through its programming and services and throughout our campuses
- b) The Students’ Union offers programming and services that cater to a variety of student interests, concerns and needs, and also provides the opportunity to create a group if such does not exist
- c) Students are offered and made aware of the diverse support units available at the University through the Students’ Union, the Centre for Student Equity, Diversity and Inclusion, and throughout the local community
- d) Volunteers and staff of the Students’ Union are hired in an inclusive manner and support a diverse social campus both personally and through their completed work
- e) Students are attending Students’ Union programming regarding efforts to build community and provide communication experiences between students

### ***4. Products and services that cater to the financial needs of students.***

#### **CEO INTERPRETATION:**

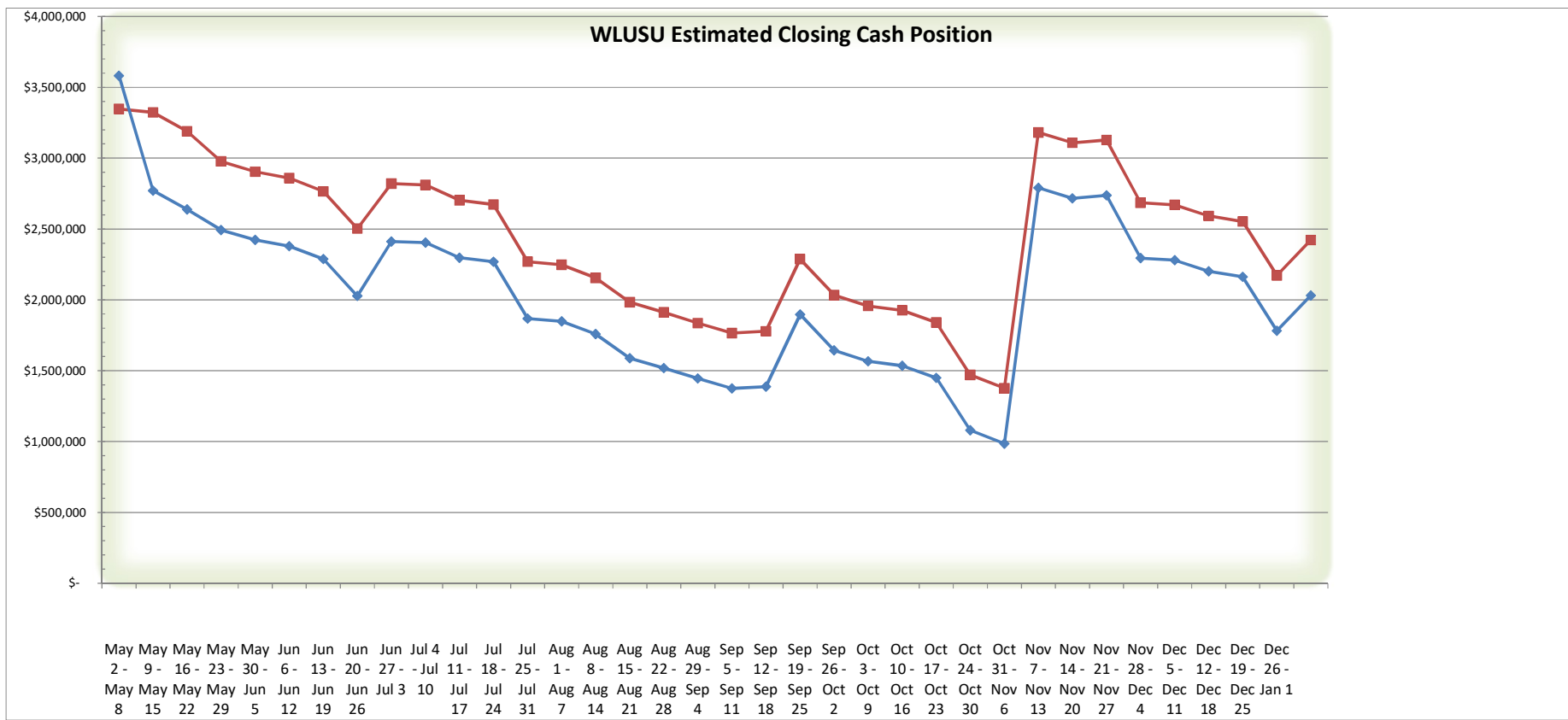
- I interpret “products” as goods the Students’ Union provides with the purpose of benefitting and adding value to the student experience.
- I interpret “services” as needed programs both internally and externally that assist and provide support for students.
- I interpret “cater” as obtaining products and services that meet the rights, needs and wants of students.
- I interpret “financial needs” as the necessities that support the educational experiences of students, economically through, but not limited to, their tuition, basic and social needs.

#### **OPERATIONAL DEFINITION:**

- a) The Students’ Union offers essential services to students at no additional cost (above their ancillary fees)
- b) The Students’ Union advocates for more student employment opportunities, and then actively informs students on multiple, accessible mediums of these opportunities both internal and external to the organization
- c) The Students’ Union provides, facilitates with the University and/or advocates for innovative resources to empower students to deal with their finances successfully

d) The Students' Union keeps prices and fees in its own business operations competitive with industry standards

WLUSU Estimated Closing Cash Position





**SU Proposed One Time Uses of excess Cash**  
**May-21**

	<b>Allocated</b>
Debt Repayment	\$ 200,000
Brantford Dining Hall Fee	\$ 234,000
Health and Dental Reserve	\$ 140,000
Capital Reserve	\$ 150,000
Endowment/Grant/Scholarship	\$ 50,000
Tech Share	\$ 15,000
CPAM Donation	\$ 15,000
	<u><u><b>\$ 804,000</b></u></u>

**Comments:**

One time payments leave adequate cash reserves for operations  
The cash remains with the SU for the Dining Hall Fee, H&D, and Capital reserves  
This will be revisited in 6 to 8 months to see what other opportunities exist

**2021-2022 Board Calendar (As per GP #2H) [Proposed]**

MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	TASKS
Internal Monitoring Reports - As per GP #2H schedule											Internal Monitoring Reports	
DIC (Year 4): EL#1, EL#2c, EL#2g, E#1, GP#2e				DIC (Year 4): GP#2g2, BMD#2a				DIC (Year 4): GP#2k, BMD2c				Direct Inspection Committees (Year 4)
		Fiscal Report?			Approve <b>Audited Financial Statements</b> (GP #2j)			Fiscal Report?			Budget Approval for 2021-2022	Financial Oversight
				Approve <b>Elections Policy</b>	Call for <b>referendum questions</b> (at least 35 prior to last board meeting)		Approve SU-sponsored <b>referendum questions</b>	Election Period			<b>Board-Elect Training</b>	Elections
	Ownership Linkage Spring Term Discussion			Ownership Linkage Fall Term Discussion				Ownership Linkage Winter Term Discussion				<b>Ownership Consultations (To be scheduled)</b>
	i) Governance Budget  ii) Laurier Micro-credential concept	COVID-19 Disruption Update	Board of Directors Orientation Week Involvement		TBD	TBD	TBD	TBD	TBD	TBD	TBD	<b>Strategic Discussions (To be scheduled)</b>
Indigenous Affairs Officer	i) Chris Tuner Director of F&A  ii) Vice-Provost (Dr. Mary Wilson), <b>presenter may change</b>	Dean of Students (Adam and Kate); Pandemic Recovery Group (Dan Dawson)	Career Center Presentation and One-on-Ones; Former Chairs & Directors	Univeristy Affairs Department; Mayor/MPP of Kitchener-Waterloo/Brantford	Dean of Students (Adam and Kate); Pandemic Recovery Group (Dan Dawson)	TBD	TBD	TBD	TBD	TBD	TBD	<b>Invited Quets (To be scheduled)</b>



yourstudentsunion • Following



**yourstudentsunion** The first Students' Union Board of Directors meeting for the 2021/22 year is at 4 p.m. this Friday. We invite you to join us on Zoom at [bit.ly/SUBoard](https://bit.ly/SUBoard) ! #LinkInBio

@wlusubod  
@wluindigenous

7h



7 HOURS AGO



Add a comment...

Post

**The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.**

**The Board will:**

1. Have loyalty to the ownership, uncontested by loyalties to staff, other organizations, or any personal interest as a consumer.
2. Avoid conflict of interest with respect to their fiduciary responsibility;
  - a. There must be no self-dealing or business by a Board member with the organization. Board members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict;
  - b. When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, that Board member shall withdraw without comment not only from the vote, but also from the deliberation; and
  - c. Board members will not use their positions to obtain employment in the organization for themselves, or anyone else. A Board member must resign from their position prior to becoming a paid employee of the Organization. A Board member must declare a conflict of interest upon submitting their nomination for an elected position and remove themselves from Board deliberation until the conclusion of any general meeting;
  - d. Board members who will be serving as a coordinator of a committee of the Organization within the upcoming fiscal year, shall declare a conflict of interest when presented with the operating budget.
3. Avoid exercising individual authority over the Organization and the President;
  - a. Board members must recognize the lack of authority vested in individuals when interacting with the President and staff, except when explicitly Board-authorized;
  - b. Board members must recognize the same limitation and the inability of any Board member to speak for the Board to the public, press or other entities, except explicitly stated Board decisions; and
  - c. Board members must refrain from expressing individual judgments of performance of employees or the President, unless participation in Board deliberation pertains to whether the President has achieved any reasonable interpretation of Board policy.
4. Respect the confidentiality appropriate to issues of a sensitive nature.
5. Be properly prepared for Board deliberation.

### Proposed Spring/Summer Meeting Schedule

Date	Time	Period
Friday May 14 <sup>th</sup> , 2021	4:00pm (16:00)	1
Thursday June 10 <sup>th</sup> , 2021	5:30 pm (17:30)	2
Thursday July 8 <sup>th</sup> , 2021	5:30 pm (17:30)	3
Thursday August 12 <sup>th</sup> , 2021	5:30 pm (17:30)	4

### Proposed Fall and Winter Meeting Frequency and Location

Frequency	Location
Once every two weeks (Bi-weekly)	Online via Zoom (while Wilfrid Laurier University continues to declare an academic disruption)

Policy	Frequency (Times per year)	Periods of Monitoring	Method
GP#1 Global Governance Process	1	6	Internal Report
GP#2a Governing Style	1	7	Internal Report
GP#2b Board Job Description	2	8, 13	Internal Report
GP#2c Board Code of Conduct	1	8	Internal Report
GP#2d Chair Job Description	3	4, 8, 12	Internal Report
GP#2e Vice Chair Job Description	2	4, 8, 12	Internal Report
GP#2f Board Committee Principles	2	7, 11	Internal Report
GP#2g Board Committee Structure	2	7, 11	Internal Report
GP#2h Annual Governance Planning	1	3	Internal Report
GP#2i Chief Returning Officer Constraint	1	11	Internal Report
GP#2j General Meetings	1	11	Internal Report
GP#2k Governance Financial Accountability	1 (if needed)	4	Internal Report
BMD#1, #2a, #2b, #2c, #2d1, #2d2	1	1, 8	Informal Internal Report
BMD#1, #2a, #2b, #2c, #2d1, #2d2	2	6, 10	Informal Board Self Evaluation
BMD#1, #2a, #2b, #2c, #2d1, #2d2	1	13	Formal Internal Report

4-Year Direct Inspection Cycle			
Year 1	Year 2	Year 3	Year 4
<p>EL#2d EL#2j EL#2m</p> <p>GP#2b GP#2f GP#2g3 GP#2h</p> <p>BMD#1 BMD#2d1</p>	<p>EL#2a EL#2e EL#2h EL#2n</p> <p>GP#2a GP#2c GP#2g GP#2i</p> <p>BMD#2d2</p>	<p>EL#2b EL#2f EL#2L</p> <p>GP#1 GP#2d GP#2g1 GP#2j</p> <p>BMD#2b BMD#2d3</p>	<p>EL#1 EL#2c EL#2g</p> <p>GP#2e GP#2g2 GP#2k</p> <p>BMD#2a BMD#2c E#1</p>

Policy	Frequency (Times per year)	Periods of Monitoring	Method
Ends	1	13	Internal Report
EL #1 Global Executive Constraint	2	4, 12	Internal Report
EL #2a Treatment of Consumers	2	3, 8	Internal Report
EL #2b Treatment of Staff	1	6	Internal Report
EL #2c Compensation & Benefits	2	6, 12	Internal Report
EL #2d Financial Condition & Activities	3	4, 10, 13	Internal Report
	1	8	External Report
	2	7, 12	Board Direct Inspection
EL #2e Financial Planning & Budgeting	3	4, 10, 13	Internal Report
EL #2f Asset Protection	3	4, 10, 13	Internal Report
EL #2g Communication & Support to the Board	1	6	Internal Report
EL #2h Executive Succession	1	3	Internal Report
EL #2j Hiring Practices – Unpaid Staff	2	7, 12	Internal Report
EL #2l General Meetings and Elections	1	11	Internal Report
EL #2m Transition of Staff	1	13	Internal Report
EL #2n Hiring Practices – Paid Staff	2	6, 10	Internal Report





**The Brantford Student Life Levy Agreement**  
(hereinafter referred to as the "Agreement")

BETWEEN:

**WILFRID LAURIER UNIVERSITY** ("University")

A corporation incorporated under a Special Act of the Province of Ontario.

AND

**WILFRID LAURIER UNIVERSITY STUDENTS' UNION** ("Union")

A non-share capital corporation incorporated under the laws of the Province of Ontario.

WHEREAS:

A. The parties desire to enter into an agreement to deal with the enhancement of Student Life at the University's Brantford campus;

B. The University, on behalf of the students, wishes to collect the fee for the Student Life Levy;

C. This Agreement is intended to deal generally with the operations, finances, disbursements and general execution of the Student Life Levy at the Brantford Campus;

WITNESSES that in consideration of the mutual covenant contained therein and other good and valuable consideration, the receipt and sufficiency whereof is hereby acknowledged, the parties agree as follows:

**1. DEFINITIONS**

In this Agreement the following words and phrases shall have the meanings as set out below:

(a) "Agreement" shall mean this Agreement, Appendices to, and any renewals thereof;

(b) "Brantford Campus" shall mean the real property owned, co-owned or leased by the University and the buildings and other structures thereon in the City of Brantford, Ontario;

(c) "Board of Directors" shall mean the Board of Directors of the Wilfrid Laurier University Students' Union or "the Board";

(d) "the Fee" shall mean the Student Life Levy fee paid by Laurier students from the Brantford

campus;

(e) "Fiscal Year" shall mean the accounting period beginning May 1<sup>st</sup> to April 30<sup>th</sup> in each year;

(f) "student" shall mean the full-time and part-time undergraduate students at the Brantford Campus of the University;

(g) "Committee" shall mean the members from the Union and the University that are responsible to evaluate and approve applications, as more specifically described in section 6.

## 2. Referendum Question:

The Union confirms that the following referendum question was passed by a majority of voting students at the Brantford Campus in January 2021 in a properly constituted referendum conducted in accordance with the Union's referendum policies and procedures.

"Do you support the renewal of the Student Life Levy, a fee that enhances students life through project funding such as the Student Centre multi-purpose room and commuter lounge, the campus digital display screens, and the Podcast Accelerator Scholarships? This fee will be assessed at \$4.47 per 0.5 credit, subject to student agreement and adjusted annually by the cost of inflation (Consumer Price Index)."

## 3. Duration of Agreement

Subject to any revision or renewal described in Section 7.0, this Agreement will be in force on May 6<sup>th</sup>, 2021 until expiry on April 30<sup>th</sup>, 2026. Each term shall automatically renew for a subsequent period of time of the same length as the initial Term. Parties shall enter into discussion 120 days prior to the expiration of the current term to mutually agree to either extend or terminate agreement for the subsequent term.

## 4. Financial

4.1 Students will be charged and the University will collect the Fee on a per half-credit course basis per term.

4.2 Beginning May 1<sup>st</sup>, 2021 the per-half credit course rate will be \$4.47.

4.3 The Fee will be subject to Consumer Price Index and confirmed by the Student Affairs Advisory Council (SAAC).

4.4 The University agrees to collect the Fee and administer the dispersal of funds for projects as approved by the Committee in accordance with the criteria in section 5.

4.5 Any unused funds at the end of the fiscal year shall be held in reserve by the Development Office and carried forward to the next fiscal year.

4.6 The University shall advance the collected Fee to the Union for each academic term (Spring/Summer, Fall, Winter). Within ten (10) business days of the final count date of each academic term, 90% of the collected Fee will be advanced to the Union. Upon receipt of the Fee, the Union has ten (10) business days to remit the Fee to the University Development Office for administration and dispersal of the funds for approved projects. The remaining 10% of the Fee will be advanced to the Union by the last day of each academic term, which shall be immediately remitted by the Union to the University Development Office.

4.7 Any approved projects with expenditures above the approved amount must come to the Committee for the approval of additional funds immediately upon confirmation of an anticipated project overage.

## 5. Criteria for Usage

5.1 The Fee shall be applied towards projects that generally enhance student life on the Brantford Campus.

5.2 Successful proposals must align with one of the following areas:

5.2.1 Increased opportunities for students to engage in activities leading to improved personal health and fitness;

5.2.2 Increased opportunities for students to engage each other and their environment in a culture of learning outside of physical classroom space;

5.2.3 Other projects as determined by the Committee;

5.3 Furthermore, successful proposals must meet the following criteria for approval:

5.3.1 All Student Life Levy proposals must be in accordance with both the Protocol Agreement on Non-Tuition Fees and Tuition Fee Framework and Ancillary Fee Guidelines for Publicly-Assisted Universities 2019-2020 and 2020-2021 or associated guidelines;

5.3.2 The Student Life Levy shall not be used to fund salaries, except when it is for a limited time during the start-up phase of a project and the project budget shows financial sustainability;

5.3.3 The Student Life Levy shall not be applied to a new project or program because it is underfunded;

5.3.4 The Student Life Levy shall not be used to complete previously scheduled/over budget projects or programs;

5.3.5 Projects previously funded by the Student Life Levy are able to apply for funding related to maintenance and upkeep;

5.4 The University Development Office will prepare an annual Accountability Report setting out the status of approved and funded projects. The Accountability Report will include information from all recipients of Student Life Levy funds who are required to submit information on the funded project in accordance with the agreed upon reporting process. The Accountability Report will be prepared and provided to the Committee within 90 days of the end of term.

5.5 Working in partnership, the University Development Office and Student Executive Team will determine how to disseminate the contents of the Accountability Report and the projects funded within the Student Life Levy for the students of Wilfrid Laurier University. The University Development Office will steward Brantford students as donors in thanks for their contribution to the University.

5.6 The University Development Office will meet with the new Student Executive Team each May at the first scheduled board meeting of the new fiscal year.

## 6. Committee

6.1 The purpose of the Committee is to receive applications from the Laurier community for funding from the fee and evaluate and approve such applications against the criteria outlined in section 5.

6.2 The Composition of the Committee shall be as follows:

6.2.1 Chair of the Board of the Union, who shall serve as Chair of the committee

6.2.2 Three (3) additional Board Members selected by the Board of the Union, two (2) of which must be from the Brantford campus

6.2.3 President and CEO of the Union

6.2.4 Vice-President Programming and Services, Brantford

6.2.5 Manager, Student Experience, Brantford (non-voting)

6.2.6 Director of Policy Research and Advocacy of the Union (non-voting)

6.2.7 Dean of Students, Brantford

6.2.8 Senior Executive Officer, Brantford

6.2.9 AVP Campus Administration & Special Constable Services, Brantford

6.2.10 Associate Director, Development – Athletics, Recreation and Wellness

6.2.11 Associate Director, Development: Student Affairs (non-voting, transitional)

6.2.12 Executive Director & COO, Students Union

6.3 Decisions at a meeting of the Committee shall be by a simple majority vote.

6.4 In the event of a tie the motion shall fail.

6.5 The Committee shall meet by the following dates to respond to submissions to the Committee:

6.5.1 mid-November

6.5.2 mid-March

6.5.3 Spring-Summer

## 7. Revision and Renewal of this Agreement

The parties agree that the term of this Agreement does not have an end date. Terms of the agreement can be reviewed and amended upon mutual consent and in accordance with the approved Referendum Question. Absent any discussion for change, this agreement continues to govern and automatically renews on the same terms for an additional 5 years after the last 5 year term ends.

This agreement is made effective this 6<sup>th</sup> day of May, 2021.

For the University:

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Dr. Heidi Northwood, Senior Executive Officer, Brantford Campus

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Dr. Ivan Joseph, Vice President: Student Affairs

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Mr. Jason Coolman, Vice President: Advancement & External Relations

For the Union:

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Ms. Pegah Jamalof, President & CEO

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Mr. M. Sameed Hussain, Chair of the Board & CGO

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Mr. Phil Champagne, Executive Director & COO

**The President shall not**

1. Cause or allow any organizational practice, activity, decision or circumstance, which is either:
  - a. unlawful;
  - b. imprudent; or
  - c. in violation of commonly accepted business and/or professional ethics.

**The Vice Chair is an officer of the Board whose purpose is to protect the Board from the loss of CGO services.**

**The Vice Chair will:**

1. Ensure that they are sufficiently familiar with all Board-relevant material;
  - a. The Vice Chair will be kept abreast of all Board relevant material by the CGO.
2. Ensure that all Board documents and filings are accurate, current and timely.
3. Have access to Board documents.
4. The compilation and facilitation of the Board's mid-year and end-of-year evaluation of the Chair.