



## **Board of Directors Meeting**

### **Agenda Package**

**6:00pm - October 21, 2024**

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**The Students' Union 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.**

Students will benefit from:

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

# Board of Directors Agenda Package - October 21, 2024

Start	Duration	Agenda Item	Type	Presenter	Policy Reference
6:00pm	1 min	Call to Order	adm	Chair Russo	
6:01pm	2 mins	Indigenous Land Acknowledgement	adm	Chair Russo	
6:03pm	2 mins	Regrets	adm	Chair Russo	GP #2c.8
6:05pm	1 min	Conflicts of Interest	adm	Chair Russo	GP #2c.2
6:06pm	2 mins	Adoption of Agenda	D	Chair Russo	
		<b>MOTION</b> that the Board of Directors adopt the agenda as presented			
6:08pm	1 min	<u>CONSENT AGENDA</u> President's Monitoring Reports: EL #2c - Compensation & Benefits EL #2g - Communication & Support to the Board	D	Chair Russo	
		<b>MOTION</b> that the Board of Directors approve the Consent Agenda			
6:09pm	2 mins	Minutes Approval - October 7, 2024	D	Chair Russo	GP #2c
		<b>MOTION</b> that the Board of Directors approve the October 7, 2024 meeting minutes			
6:11pm	4 mins	Comments from the Chair of the Board & CGO	fi	Chair Russo	
6:15pm	4 mins	Comments from the President & CEO	fi	President Jesseau	
6:19pm	4 mins	Comments from the Executive Director and COO	fi	ED Champagne	
6:23pm	4 mins	Call for Referendum Questions	fi	DPRA Muller	
6:27pm	10 mins	Milton Constitutional Change	fd	ED Champagne	
6:37pm	10 mins	Finance Committee Midterm Report	D	Chair Russo	GP #2g2
		<b>MOTION</b> that the Board of Directors accept the Finance Committee midterm report			
6:47pm	8 mins	Ownership Linkage Committee Report	D	Chair Russo	GP 32g1
		<b>MOTION</b> that the Board of Directors accept the Ownership Linkage Committee midterm report			
6:55pm	2 mins	Announcements	fi	Chair Russo	
6:57pm	2 mins	Action Item Summary	adm	Chair Russo	
6:59pm	1 min	Adjournment	adm	Chair Russo	
		<b>MOTION</b> that the Board of Directors adjourn the meeting			
<b>Total: 1 hour</b>					

### LEGEND

fi, For information  
 fd, For discussion  
 D, Decision required  
 adm, Administrative task

**MONITORING REPORT**  
**PRESIDENT & CHIEF EXECUTIVE OFFICER**

**Executive Limitation #2c – Compensation & Benefits**

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. 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,

A handwritten signature in black ink, appearing to read "Ben Jesseau". The signature is fluid and cursive, with a large initial "B" and "J".

Ben Jesseau

President & Chief Executive Officer

Date completed: October 11<sup>th</sup>, 2024

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## SECTION – EL #2c, 1

Compensation & Benefits

EL #2c

**With respect to employment, compensation and benefits to employees, consultants, contract workers and unpaid staff, the President may not cause or allow jeopardy to fiscal integrity or public image.**

The President will not:

1. Change the President's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenue can be safely projected.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. incur unfunded liabilities;
  - b. provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited; or
  - c. allow any employee to lose benefits already accrued from any foregoing plan.

## CEO INTERPRETATION

I interpret “**change the President’s own compensation and benefits**” as the President altering their annual salaried pay, entitlements and other perks offered through the contract without approval of the Board. This excludes yearly increases concerning the Consumer Price Index (CPI), or benefit amendments that are made for all employees of the Students’ Union.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The President’s salary and benefits package complies in full with the Students’ Union Employee & Operational Policies.
- The President signs an employment contacts authorized by the Chair of the Board.
- The President’s salary does not exceed the salary of the preceding President by an amount greater than an increase equivalent to the Ontario All-Item Consumer Price Index (unless otherwise approved by the board).

## EVIDENCE

1. President & CEO’s Contract (Appendix A)

I report this section as **COMPLIANT**.

## SECTION – EL #2c, 2

Compensation & Benefits

EL #2c

**With respect to employment, compensation and benefits to employees, consultants, contract workers and unpaid staff, the President may not cause or allow jeopardy to fiscal integrity or public image.**

**The President will not:**

1. Change the President's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenue can be safely projected.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. incur unfunded liabilities;
  - b. provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited; or
  - c. allow any employee to lose benefits already accrued from any foregoing plan.

## CEO INTERPRETATION

I interpret “**deviate materially**” as compensation that is drastically different, either with an increase or a decrease from the standard fair market rate.

I interpret “**geographic market**” as the post-secondary environment comparable to other Students' Union/Associations in Ontario that do similar work to our Organization.

I interpret “**professional market**” as the environment in which current and prospective employees compete for an employment opportunity at various organizations based on their skillset and experience.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students' Union posts the estimated salary on job postings and hires applicants that have requisites for the job posted. The final salary for newly hired staff is determined using:
  - geographic market
  - external comparisons
  - internal comparisons
- Current employees have the ability to review their job descriptions and present a case for enhanced compensation and benefits to their direct supervisor.

## SECTION – EL #2c, 2

Compensation & Benefits

EL #2c

**With respect to employment, compensation and benefits to employees, consultants, contract workers and unpaid staff, the President may not cause or allow jeopardy to fiscal integrity or public image.**

**The President will not:**

1. Change the President's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenue can be safely projected.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. incur unfunded liabilities;
  - b. provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited; or
  - c. allow any employee to lose benefits already accrued from any foregoing plan.

- The Students' Union bases new hire wages on the supervisory aspects of the role and compares them to other similar roles in the organization. We also compare to the market.

### EVIDENCE

1. The Students' Union Senior Leadership is currently completing the final stages of a full compensation review for the staff to ensure all staff salaries are competitive and do not deviate materially from the geographic/professional market; working with an external Human Resources Consultant.
2. Senior Leadership evaluated the compensation level for two recent job postings using to ensure consistency with current staff compensation.

I report this section as **COMPLIANT**.

## SECTION – EL #2c, 3

Compensation & Benefits

EL #2c

**With respect to employment, compensation and benefits to employees, consultants, contract workers and unpaid staff, the President may not cause or allow jeopardy to fiscal integrity or public image.**

**The President will not:**

1. Change the President's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenue can be safely projected.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. incur unfunded liabilities;
  - b. provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited; or
  - c. allow any employee to lose benefits already accrued from any foregoing plan.

## CEO INTERPRETATION

I interpret “**obligations**” as committed contractual compensation based in legal standards pertaining to compensation and/or benefits to employees.

I interpret “**safely projected**” as conducting a financial analysis while taking into consideration current and future fluctuations of cash flow and assets.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Student executive contracts only include one year.
- The budget is set annually and approved by the Board and includes all salaries and benefits anticipated for the year.
- All employment agreements and contracts have a termination clause which is consistent with statute obligations.

## SECTION – EL #2c, 3

Compensation & Benefits

EL #2c

**With respect to employment, compensation and benefits to employees, consultants, contract workers and unpaid staff, the President may not cause or allow jeopardy to fiscal integrity or public image.**

**The President will not:**

1. Change the President's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenue can be safely projected.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. incur unfunded liabilities;
  - b. provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited; or
  - c. allow any employee to lose benefits already accrued from any foregoing plan.

## EVIDENCE

1. Student executive contracts only include one year (see appendix A as an example).
2. The budget is set annually and approved by the Board and includes all salaries and benefits anticipated for the year.
  - a. When new staff roles are created, they are either budgeted for in advance and approved by the Board, and/or the Director, Finance & Administration is consulted to ensure the appropriate amount of funds are available.
3. All employment agreements and contracts have a termination clause which is consistent with statute obligations (see appendix A as an example).

I report this section as **COMPLIANT**.



## SECTION – EL #2c, 4

**With respect to employment, compensation and benefits to employees, consultants, contract workers and unpaid staff, the President may not cause or allow jeopardy to fiscal integrity or public image.**

**The President will not:**

1. Change the President’s own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenue can be safely projected.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. incur unfunded liabilities;
  - b. provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited; or
  - c. allow any employee to lose benefits already accrued from any foregoing plan.

## CEO INTERPRETATION

I interpret “**unpredictable**” as deviating from established standards and creating circumstances based in uncertainty, which pose a risk to the Organization.

I interpret “**inequitable**” as unfair and unjust circumstances pertaining to compensation and benefits for staff.

I interpret “**unfunded liabilities**” as financial risks caused by a lack of cash flow and assets, deviating from contributions and earnings.

I interpret “**basic level of benefits**” as the pension and other perks offered to all full-time employees who have been with the Students’ Union since 2008, which are required to sustain a healthy financial lifestyle without strains.

I interpret “**benefits**” as a service and perks provided through employment that have cash value upon termination or resignation including lieu time, unused vacation days.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students’ Union uses the defined contribution model for its employees.
- All full-time employees have at least the basic level of benefits as defined above.
- Employees do not lose out on any benefits that have been previously accrued.

## SECTION – EL #2c, 4

Compensation & Benefits

EL #2c

**With respect to employment, compensation and benefits to employees, consultants, contract workers and unpaid staff, the President may not cause or allow jeopardy to fiscal integrity or public image.**

**The President will not:**

1. Change the President's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenue can be safely projected.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - a. incur unfunded liabilities;
  - b. provides less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited; or
  - c. allow any employee to lose benefits already accrued from any foregoing plan.

## EVIDENCE

1. All full-time employees have at least the basic level of benefits as defined above.
2. Employees do not lose out on any benefits that have been previously accrued, and an Human Resources Information System (Dayforce) is used to ensure employee entitlements are appropriately tracked and updated.

I report this section as **COMPLIANT**.

THIS AGREEMENT made Wednesday April 25 2024,  
BETWEEN:

**WILFRID LAURIER UNIVERSITY  
STUDENTS' UNION**

A corporation without share capital  
Incorporated under the laws of  
Province of Ontario, (Hereinafter called  
"The Students' Union" or "Employer"),  
OF THE FIRST PART,

-And-

**BEN JESSEAU**

Of the Province of Ontario  
In the City of Waterloo,  
(Hereinafter called "Employee"),  
OF THE SECOND PART.

**WHEREAS** the parties here to have concluded negotiations with respect to the Employment of Employee by The Students Union and are desirous of setting forth the terms and conditions of such employment;

**AND WHEREAS** Employee represents to The Students' Union that they are under no restriction or disability, which would prevent Employee from carrying out the terms, conditions, and obligations of this agreement.

**NOW THEREFORE** the parties hereto mutually covenant and agree as follows:

- 1) The Employee recognizes that they cannot be an active Students' Union volunteer or club member while working in a paid position due to conflicts of interest amongst the roles, their reporting structures, and the responsibilities thereof.
- 2) The Students' Union agrees to employ the Employee as the *President & CEO* commencing Wednesday May 1<sup>st</sup> 2024, and concluding on Wednesday April 30<sup>th</sup> 2025. The Employee's supervisor is the Chair of the Board, and Board of Directors.
- 3) The Students' Union agrees to pay the Employee for services rendered with a salary in the amount of \$55,636.00. The Employee will be paid at regular intervals on a bi-weekly basis as consideration for services rendered pursuant to this Agreement. The salary stated in this contract is calculated as remuneration for 2080 hours total.
- 4) Please see attached Appendix A for additional benefits.
- 5) Employee shall devote their entire time, skill, and attention to this employment during the term hereof. Any additional employment opportunities must be discussed with the Employee's supervisor prior to acceptance, to ensure the Employee has the time and ability to take on additional employment.
- 6) Employee's employment hereunder shall continue for the term of this agreement or until termination in accordance with the provisions hereof. It is understood that the terms and conditions of this agreement shall continue in force notwithstanding, and the position and/or the duties performed by Employee, as outlined in the included job description, may change from time to time.
- 7) The Students' Union may terminate this agreement without cause by giving the Ontario Employment Standards Act minimum notice period in writing, or equivalent Termination Pay. Whereupon such notice period, employment will terminate at the expiration of such notice

but in the meantime the Employee and the Students' Union shall continue to perform their obligations pursuant to this agreement. Upon an Employer initiated without cause termination, the Employee will be compensated with the minimum Ontario Employment Standards Act requirements.

- 8) The Students' Union may terminate this agreement for cause at any time by reason of Employee's dissipation, violation of instructions or rules of the Employer, or failure to comply with any of the agreements on the part of Employee. Upon an Employer initiated with cause termination, the Employee is not owed compensation, nor notice.
- 9) In the event that the Employee wishes to terminate this agreement, they may do so by providing the Students' Union with a minimum of two weeks' notice. Whereupon such notice, employment will terminate at the expiration of such notice but in the meantime the Employee and the Students' Union shall continue to perform their obligations pursuant to this agreement.
- 10) Employees shall not, either during the term of their employment or at any time thereafter, disclose to any person, firm, or corporation any *confidential or privileged* information concerning the business or affairs of The Students' Union. This includes any information that the Employee may have acquired in the course of or incidental to their employment hereunder or otherwise, whether for their own benefit, or to the detriment, or intended or probable detriment, of The Students' Union.

**IN WITNESS WHEREOF**, the parties hereunto have set their hands:

**Signed and Delivered**

**Wilfrid Laurier University Students' Union**  
in the presence of



Ben Jesseau  
President & CEO 2024-25

Date:



Gabrielle Russo  
Chair of the Board 2024-25

Wednesday April 25<sup>th</sup> 2024

Date:

-And-



Shawna Wey  
Human Resources Consultant

Wednesday April 25<sup>th</sup> 2024

Date:

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**Appendix A – Contract Benefits**

All aspects of the Employee's benefits are contained within, and are active from May 1<sup>st</sup> 2024 to April 30<sup>th</sup> 2025 or unless otherwise prescribed therein:

- 1) Health & Dental Benefits – The Employee will be placed on the Wilfrid Laurier University Undergraduate Student Health & Dental Plan from September 1<sup>st</sup> 2024 to August 31<sup>st</sup> 2025.
  - a. If the employee is not currently covered by the Undergraduate Student Health & Dental Plan and wishes to purchase coverage for the May 1<sup>st</sup> 2024 to August 31<sup>st</sup> 2024 period, they may do so for a prorated fee, and must notify Human Resources by Friday May 3<sup>rd</sup> 2024.
- 2) Vacation Entitlement – The Students' Union shall provide the Employee with 80 hours (10-days) of vacation entitlement available to that Employee at the start of their contract. All hours allotted must be taken by the end of the contract term, while at such time as may be acceptable to their supervisor, having regard to its operation.
- 3) Education Benefit – The Employer has developed an Educational Assistance Program that supports 100% reimbursement for eligible tuition or course fees up to 2 courses for the duration of the contract period or for 2 professional development opportunities at a maximum of \$600 per opportunity. The Employee will have the opportunity to take advantage of this program for mutually agreed upon education initiatives that will benefit both the Employee and The Students' Union. Further details regarding the program can be obtained through the Human Resources department.
- 4) Phone Stipend – The Employee shall maintain a personal mobile phone plan and is entitled to a \$60 reimbursement per month for the duration of their employment term. Phone reimbursements can be submitted to the Finance department monthly, but no later than every term (4-month period).
- 5) Parking Pass – The Students' Union will provide the Employee with an Orange Level parking permit (residence parking) for the duration of their contract term if required, at a value of approximately \$1,100.00 per year. The Human Resources department can provide the Employee with a pass upon request.

**MONITORING REPORT**  
**PRESIDENT & CHIEF EXECUTIVE OFFICER**

**Executive Limitation #2g – Communication & Support to the Board**

This interpretations-based monitoring report is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of its adherence to the Executive Limitation policies as established by the Board of Directors. 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,

A handwritten signature in black ink, appearing to read "Ben Jesseau". The signature is fluid and cursive, with the first letter of each word being significantly larger and more stylized.

Ben Jesseau

President & Chief Executive Officer

Date completed: October 16<sup>th</sup>, 2024

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## SECTION – EL #2g, 1

Communication & Support to the Board

EL #2g

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
5. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Allow the Board to be without a workable mechanism for official Board, Officer or Committee communications.
8. Deal with the Board in a way that favours or privileges certain Board members over others, except when:
  - a. Fulfilling individual requests for information; or
  - b. Responding to Officers or Committees duly charged by the Board.
9. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board's monitoring schedule.
10. Allow the Board to be without a consent agenda containing items delegated to the President yet required by law or contract to be Board-approved, along with applicable monitoring information.
11. Allow the Board to be without any vital information pertaining to a change in status, tone, or temperament of any official negotiations or advocacy efforts.
12. Contradict or interfere with the dissemination of any written organizational position to government or media from the Board as a whole or any director on behalf of the Board, unless said communication violates acceptable organizational standards of conduct, practice, regulations or policies.
13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret **"Be without monitoring data"** as the President failing to present the Board with the required monitoring reports.

I interpret **"timely"** as presenting monitoring reports at least 72 hours ahead of time unless otherwise approved by the CGO.

I interpret **"accurate, understandable, and directly addressing provisions of the Board policies being monitored"** as a report that:

- 1) Does not include and substantive errors which alter the Board's ability to complete its task of monitoring the President;
- 2) Uses consistent formatting as well as reasonable, clear and relevant evidence that supports the report;
- 3) Uses operational definitions that relate to the appropriate interpretation and evidence that is clearly relatable to the operational definitions provided.



## SECTION – EL #2g, 1

Communication & Support to the Board

EL #2g

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3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
5. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Allow the Board to be without a workable mechanism for official Board, Officer or Committee communications.
8. Deal with the Board in a way that favours or privileges certain Board members over others, except when:
  - a. Fulfilling individual requests for information; or
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11. Allow the Board to be without any vital information pertaining to a change in status, tone, or temperament of any official negotiations or advocacy efforts.
12. Contradict or interfere with the dissemination of any written organizational position to government or media from the Board as a whole or any director on behalf of the Board, unless said communication violates acceptable organizational standards of conduct, practice, regulations or policies.
13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All monitoring data is submitted to the Governance Coordinator and/or Chair of the Board a minimum of 72 hours prior to the beginning of the Board Meeting unless otherwise permitted by the Chair.
- The Data is complete and consistent with the policy requirements stated above.
- The Board has deemed the CEO interpretations reasonable.

## EVIDENCE

1. All monitoring reports - including evidence within those reports - have followed the interpretation above and have been provided to the Governance Coordinator in a timely manner.

I report this section as **COMPLIANT**.



## SECTION – EL #2g, 2

The President may not permit the Board to be uninformed or unsupported in its work.

The President will not:

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
5. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
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8. Deal with the Board in a way that favours or privileges certain Board members over others, except when:
  - a. Fulfilling individual requests for information; or
  - b. Responding to Officers or Committees duly charged by the Board.
9. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board's monitoring schedule.
10. Allow the Board to be without a consent agenda containing items delegated to the President yet required by law or contract to be Board-approved, along with applicable monitoring information.
11. Allow the Board to be without any vital information pertaining to a change in status, tone, or temperament of any official negotiations or advocacy efforts.
12. Contradict or interfere with the dissemination of any written organizational position to government or media from the Board as a whole or any director on behalf of the Board, unless said communication violates acceptable organizational standards of conduct, practice, regulations or policies.
13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret "significant incidental information" as any material changes that occur within the operations of the Students' Union which may, rightly or wrongly, compromise the integrity or the organization.

I interpret "material external and internal changes" as any alteration, which changes the intended purpose that leads to having an impact on the Board's ability to fulfill its mandate.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The President provides the Board with consistent, timely and relevant updates throughout the year.
- The President is consistently updating the Chair of the Board in imminent and immediate changes.

## EVIDENCE

1. The President has kept the Board aware of operational proceedings with thorough updates at each board meeting.

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 3

Communication & Support to the Board

EL #2g

The President may not permit the Board to be uninformed or unsupported in its work.

The President will not:

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
5. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Allow the Board to be without a workable mechanism for official Board, Officer or Committee communications.
8. Deal with the Board in a way that favours or privileges certain Board members over others, except when:
  - a. Fulfilling individual requests for information; or
  - b. Responding to Officers or Committees duly charged by the Board.
9. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board's monitoring schedule.
10. Allow the Board to be without a consent agenda containing items delegated to the President yet required by law or contract to be Board-approved, along with applicable monitoring information.
11. Allow the Board to be without any vital information pertaining to a change in status, tone, or temperament of any official negotiations or advocacy efforts.
12. Contradict or interfere with the dissemination of any written organizational position to government or media from the Board as a whole or any director on behalf of the Board, unless said communication violates acceptable organizational standards of conduct, practice, regulations or policies.
13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret "**unaware**" as having no knowledge of a situation or fact pertaining to a potential long-term impact on the organization.

I interpret "**strategic projects**" as projects that have significant short, intermediate and/or long-term implications for the organization and are focused on achieving outcomes relevant to the Ends and Strategic Plan of the Students' Union.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The President makes the Board aware of, through regular monitoring and updates, all changes to, or creation of, strategic projects, as well as changes to any negotiations within the Students' Union.

## EVIDENCE

1. The Board was provided with a brief outlining the Annual Plan for the current year (Appendix A).
2. The Board has been regularly updated with Reports from the President and Executive Director, including updates from all departments.

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 4

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
5. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
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13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project; |

## CEO INTERPRETATION

I interpret this policy statement to mean that the President must communicate to the Board either directly or through the Chair when they believe the Board may not be in compliance with its GP or BMD policies. This communication should be straightforward, respectful and timely.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The President communicates with the Chair of the Board where the actions of the board may place them in non-compliance with the Students' Union policies in a timely manner, should that become the case.

## EVIDENCE

1. The President has read and understood the Board policies for the current fiscal year, and the President is able to quickly and easily communicate with the Board Chair as needed.
2. No circumstance has required the President to step in so far this year, but the President is prepared to as needed.

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 5

The President may not permit the Board to be uninformed or unsupported in its work.

The President will not:

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
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12. Contradict or interfere with the dissemination of any written organizational position to government or media from the Board as a whole or any director on behalf of the Board, unless said communication violates acceptable organizational standards of conduct, practice, regulations or policies.
13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret "decision information" as monitoring data, including all evidence that requires approval from the Board as well as information affecting the overall strategic position of the Students' Union.

I interpret "relevant trends" as any issues or updates from the Students' Union or the University that would be useful for the Board to fulfill its mandate.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Sections 1 and 3 of this policy are in compliance.
- The President periodically updates the Board with departmental updates, or major initiatives (including those of the university) when appropriate.

## EVIDENCE

1. The appropriate sections (1 and 3) are in compliance.
2. The President and Executive Director provide Board Updates at each meeting, which contain departmental updates as well as institutional updates whenever they are relevant.

I report this section as **COMPLIANT**.



## SECTION – EL #2g, 6

The President may not permit the Board to be uninformed or unsupported in its work.

The President will not:

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
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13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret "unnecessarily complex or lengthy form" as evidence being presented in a way that is no more and no less than what is reasonably determined by the Board of Directors in order to complete their mandate.

I interpret "monitoring" as information that is reporting on the compliance of the President using the Executive Limitations as set out by the Board.

I interpret "Decision preparation" as information gathered and prepared with the purpose to use it as support for the Board in making a decision.

I interpret "other" as all updates and information the President brings to the board outside of that required to fulfill mandates.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All information, monitoring and updates provided to the board are clear, complete and concise, as defined by the President's interpretation of the material.
- The President makes further information available to allow the Board to better understand any outstanding issues.
- The President submits monitoring reports separate from any other proposals.
-

## SECTION – EL #2g, 6

Communication & Support to the Board

EL #2g

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
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13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## EVIDENCE

1. Evidence for monitoring reports have been provided where appropriate.
2. Briefs have been provided to the Board in advance of meetings for any topics requiring a decision to be made.
3. The Board has not communicated that any reports or updates are unnecessarily lengthy.

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 7

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
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13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I Interpret **"a workable mechanism"** as accessible communication channels to connect with the President and the student body, including but not limited to, physical and electronic forms of communication.

I interpret **"official"** as any Board-directed work whether from committees, the Board as a whole or individually.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The board, representatives of committees, or board officers have access to all relevant resources in the organization to complete its communication tasks such as:
  - Direct Communication Resources: including but not limited to; an email account and access to relevant materials and chat functions through Microsoft Teams.
  - Indirect Resources: including but not limited to; Students' Union Rooms booking access, Board Minutes, access to basic office materials (photocopying, printing etc.) and the archiving or Board communications.

## SECTION – EL #2g, 7

Communication & Support to the Board

EL #2g

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
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13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## EVIDENCE

1. The President provides accessible communications channels through Outlook and Microsoft Teams.
2. The President provides Directors and the Board with the above stated resources.

I report this section as **COMPLIANT**.



## SECTION – EL #2g, 8

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
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13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret "favours or privileges" as treatment that one Board member may receive over another. Requests for information shall be delivered as long as they are reasonable in nature, regardless of who asked. Officers and Committees will be treated differently only on the grounds that the information may pertain to their specific mandate as decided on by the Board.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Board does not formally communicate any challenges or grievances with the above interpretation.

## EVIDENCE

1. The Board has not communicated any challenges or grievances.

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 9

The President may not permit the Board to be uninformed or unsupported in its work.

The President will not:

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
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13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret this policy statement to mean that the President shall bring any instances of anticipated, or current non-compliance to the attention of the Board, as soon as it can be reasonably done. Regardless of the submitted Monitoring Agenda, the President must be prepared to submit a report within a timeframe of at least 7 business days.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Board is made aware of all instances of non-compliance prior to the Board meeting.

## EVIDENCE

1. All instances of non-compliance have been communicated in the agenda package sent out prior to the Board Meeting.
2. A briefing note was provided to the Board to outline non-compliance with certain Executive Limitations, as well as the plan going forward. (Appendix B)

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 10

Communication & Support to the Board

EL #2g

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
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13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret this policy statement to mean that the President must provide the Board with all consent agenda items based on the monitoring schedule set by the Board. This includes any additional relevant information.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Board receives all consent agenda materials by the predetermined deadline.

## EVIDENCE

1. The President has provided all monitoring reports in a timely manner as well as any other consent agenda items, as needed.

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 11

The President may not permit the Board to be uninformed or unsupported in its work.

The President will not:

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
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11. Allow the Board to be without any vital information pertaining to a change in status, tone, or temperament of any official negotiations or advocacy efforts.
12. Contradict or interfere with the dissemination of any written organizational position to government or media from the Board as a whole or any director on behalf of the Board, unless said communication violates acceptable organizational standards of conduct, practice, regulations or policies.
13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project; |

## CEO INTERPRETATION

I interpret "vital information" as data that is imperative to the decision making process.

I interpret "change in status, tone or temperament" as a drastic change that could significantly impact the student body, the Board, the Students' Union or any other important partner to the organization.

I interpret "official negotiations or advocacy efforts" as the status of interactions with external or institutional partners that focus on providing solutions for students.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Board is informed of any relevant information to any major negotiation or advocacy efforts that directly impact the Students' Union.
  - This includes but is not limited to the Operating Procedures Agreement (OPA) and the Student Affairs Administrative Agreement (SAAA).

## EVIDENCE

1. The board has been provided with regular updates through the President about the status of SAAA and OPA renegotiations.

I report this section as **COMPLIANT**.



## SECTION – EL #2g, 12

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
5. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Allow the Board to be without a workable mechanism for official Board, Officer or Committee communications.
8. Deal with the Board in a way that favours or privileges certain Board members over others, except when:
  - a. Fulfilling individual requests for information; or
  - b. Responding to Officers or Committees duly charged by the Board.
9. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board's monitoring schedule.
10. Allow the Board to be without a consent agenda containing items delegated to the President yet required by law or contract to be Board-approved, along with applicable monitoring information.
11. Allow the Board to be without any vital information pertaining to a change in status, tone, or temperament of any official negotiations or advocacy efforts.
12. Contradict or interfere with the dissemination of any written organizational position to government or media from the Board as a whole or any director on behalf of the Board, unless said communication violates acceptable organizational standards of conduct, practice, regulations or policies.
13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;

## CEO INTERPRETATION

I interpret this policy statement as the President will refrain from interfering with the communication efforts of the Board for government and media entities unless the purpose of the outreach is not in accordance with organizational norms or conduct, or against policies including duplicating the message of the operating body or showing bias while presenting information.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Board as a whole is able to create and send out communications to government and media entities with the exclusion of the aforementioned occasions.
- The President will approach the board and properly communicate to them the reasoning behind any communication that is deemed not conducive to organizational norms of conduct and policies.

## EVIDENCE

1. There have been no communication pieces that have been sent out to the mentioned parties by the Board.

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 13

**The President may not permit the Board to be uninformed or unsupported in its work.**

**The President will not:**

1. Allow the Board to be without monitoring data required by the Board according to its policy "Monitoring Executive Performance" in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored, and including the President's interpretations consistent with the "Delegation to the President" policy, as well as relevant data.
2. Allow the Board to be unaware of any significant incidental information it requires including anticipated adverse media coverage, threatened or pending lawsuits and material external and internal changes.
3. Allow the Board to be unaware of changes to, or creation of strategic projects, practices, or negotiations in a timely manner that may have a long term impact on the Organization.
4. Allow the Board to be unaware that, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and President.
5. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Allow the Board to be without a workable mechanism for official Board, Officer or Committee communications.
8. Deal with the Board in a way that favours or privileges certain Board members over others, except when:
  - a. Fulfilling individual requests for information; or
  - b. Responding to Officers or Committees duly charged by the Board.
9. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board regardless of the Board's monitoring schedule.
10. Allow the Board to be without a consent agenda containing items delegated to the President yet required by law or contract to be Board-approved, along with applicable monitoring information.
11. Allow the Board to be without any vital information pertaining to a change in status, tone, or temperament of any official negotiations or advocacy efforts.
12. Contradict or interfere with the dissemination of any written organizational position to government or media from the Board as a whole or any director on behalf of the Board, unless said communication violates acceptable organizational standards of conduct, practice, regulations or policies.
13. Operate without providing reports to the Board on any current and/or outstanding capital projects with budgets over \$10,000 up to and upon their completion.
  - a. Quarterly Reports as at the end of each academic term prior to the implementation phase of the project;
  - b. Monthly reports beginning at the implementation phase of the project.

## CEO INTERPRETATION

I interpret this policy statement as being transparent with the Board regarding any current or outstanding capital projects with budgets over \$10,000.

I interpret "providing reports" as ensuring that clear and understandable updates and data is accessible to all members of the Board at the time is requested or as outlined in the above policy statement.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The President provides reports on capital expenditures over \$10,000 to the Board that follows subsection (a) and (b).

## EVIDENCE

1. All capital expenditures over \$10,000 have been brought to the board for review and approval (i.e. new fleet vehicles).

I report this section as **COMPLIANT**.

## SECTION – EL #2g, 14

Communication & Support to the Board

EL #2g

b. Monthly reports beginning at the implementation phase of the project.

14. Allow the Board to be without a formal report on the progress of the Strategic Plan at the end of each fiscal year.

## CEO INTERPRETATION

I interpret “**formal report**” as a document prepared by the President available to the student body and presented to the Board.

I interpret “**progress**” as the actions the Students’ Union has taken over the fiscal year to incorporate the Strategic Plan.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The President provides the progress of the Strategic Plan to the Board in period 12 or 13.

## EVIDENCE

1. This will be completed in period 12 as per the monitoring schedule.

I report this section as **COMPLIANT**.

July 3<sup>rd</sup>, 2024

## **Overview of Priorities**

In collaboration with the President's Operations Group, our Executive Team has gone through the annual planning process and developed key priorities for each of our departments for the upcoming year. The annual plans cover a wide range of projects and initiatives, that all tie back to the ends of the organization as outlined in the board's policy manual, as well as the organizations guiding principles. This year, our annual plan is centered around 3 central priorities, these priorities will guide the work we do as an organization as a whole, as well as the projects that each department works towards; a full list of the projects that work toward each priority is available as an appendix to this document (Appendix A). Our priorities are:

- 1. Enhancing the Campus Community***
- 2. Provide Opportunities to Learn & Grow***
- 3. Improve Access to Programs, Resources, & Supports***

Each of these priorities align with the vision that we as an executive team have for the Students' Union over the course of the next year, as well as the needs that we have seen in our membership. A full list of the projects in each department will be working towards have been provided as an appendix to this document, along with the ends and guiding principles that they align with (Appendix B).

## **Enhancing the Campus Community**

The community on and across our campuses is a large focus for our team this year and is at the core of many of our projects and initiatives. As a team we are aiming to create a strong sense of belonging among students, with the goal of making Laurier feel like a welcoming home for everyone. This involves enabling students to find their peers and support networks, fostering connections between students and the community. We aim to create and support unique spaces that are tailored to various, with the goal of ensuring inclusivity and representation across campus, providing venues where students can gather, collaborate, and celebrate themselves and one another. We hope to expand and build on social opportunities, to encourage interaction and engagement, promoting a vibrant campus life across all of our campuses. All of this work will be done collaborating closely with campus partners to further strengthens these efforts, leveraging collective resources to enhance student experiences and enrich the overall campus community at Laurier.

## **Provide Opportunities to Learn & Grow**

As an organization, we are striving to provide opportunities to our members that enhance their growth and development as both a student, and as a person, inside and beyond the classroom. One of the key focuses within this work is empowering our student volunteers; providing them with meaningful responsibilities and autonomy in their roles, ensuring they engage in impactful work that contributes meaningfully to both their personal growth and our community. Our focus is largely on the importance of student life beyond the classroom, and the impact those experiences can have. We aim to provide activities and leadership opportunities that foster well-rounded development for all of our members. We also aim to prepare students for life beyond Laurier by offering diverse opportunities that enhance their skills, knowledge, confidence to take on



whatever is next for them. Furthermore, we are committed to setting students up for success by providing resources and support systems that nurture their academic and personal achievements. Ultimately, we aim to support the holistic growth and development of every student at Laurier, equipping them with the tools and experiences needed to thrive during their time at Laurier and beyond.

### **Improve Access to Programs, Resources, & Supports**

The Students' Union provides a wide range of programming, resources, and support services to our members, and as an organization we believe that promoting and improving students' access to those services is crucial. Ultimately, we want to work towards equitable access for all students is a primary objective, striving to eliminate barriers and create a campus environment where every student is set up to succeed. Centralizing information for students about available programs and services is key to enhancing this accessibility, making it easier for students to navigate and utilize the services that cater to their unique needs and circumstances. Our priorities also focus on intentionally educating students about the various available supports, empowering them to make informed decisions about what they need. Collaboration with our campus partners plays a crucial role in this initiative, facilitating the sharing of resources and strategies to improve access across various student groups. Furthermore, we want to direct efforts towards reaching new groups of students who may not traditionally have been as engaged with our services or offerings, ensuring that all members of the community have the opportunity to benefit equally from the opportunities and support systems available through the Students' Union.

*More information about any project listed in the appendices or anything mentioned in this summary can be made available at the Board's request.*

## Appendix A: Organizational Projects by Associated Annual Plan Priority



## 2024/2025 ANNUAL PLAN PROJECTS & ASSOCIATED PRIORITIES

July 3<sup>rd</sup>, 2024

<b><u>Provide Opportunities to Learn &amp; Grow</u></b>	
<b>Project Title</b>	<b>President's Group Lead</b>
Student Experience Equity Fund	President & CEO
Student Leadership Course Credit	President & CEO
June Volunteer Hiring	VP: Volunteer Operations
September Volunteer Hiring	VP: Volunteer Operations
January Volunteer Hiring	VP: Volunteer Operations
Coordinator Conference	VP: Volunteer Operations
Orientation Training	VP: Volunteer Operations
Hiring Carousels	VP: Volunteer Operations
Student Executive Hiring	VP: Volunteer Operations
Clubs Fairs	VP: Clubs & Associations
Presidents Training	VP: Clubs & Associations
Local Advocacy Week	VP: Government & Stakeholder Relations
Brantford GSR Robustness & Representation	VP: Government & Stakeholder Relations
Addressing Engagement & Awareness (Waterloo)	VP: Government & Stakeholder Relations
Improve Volunteer Recruitment, Retainment and Experience	VP: Programming & Services Brantford
Fostering Empowerment and Autonomy In Committees Across All Roles	VP: Programming & Services Brantford
Increasing Volunteer Autonomy at All Levels	VP: Programming & Services Waterloo
Volunteer Training and PD Of Volunteers	VP: Programming & Services Waterloo

<b><u>Enhancing the Campus Community</u></b>	
<b>Project Title</b>	<b>President's Group Lead</b>
Diversification Of SU Reach	President & CEO
Student Engagement & Visibility	President & CEO
High Risk Weekend Programming	President & CEO
Fall Volunteer Appreciation	VP: Volunteer Operations
Winter Volunteer Appreciation	VP: Volunteer Operations
Winter Volunteer Appreciation	VP: Volunteer Operations
End Of Year Volunteer Appreciation	VP: Volunteer Operations
Outstanding Volunteer Award	VP: Volunteer Operations
SU Showdown	VP: Volunteer Operations
Reframing SU Support for Clubs	VP: Clubs & Associations
Faculty Associations Roundtable	VP: Clubs & Associations
Accessibility/ Awareness & Outreach of Committees	VP: Government & Stakeholder Relations
Social Media Awareness Campaigns	VP: Government & Stakeholder Relations
Stakeholder Programs, Events & Initiatives	VP: Government & Stakeholder Relations
Mural & Beautification of Campus	VP: Government & Stakeholder Relations
Rename, Revamp and Reintroduce the Safe Walk Program	VP: Programming & Services Brantford & VP: Programming & Services Waterloo
Reinvigorate Food Bank	VP: Programming & Services Brantford & VP: Programming & Services Waterloo
Improve Collaboration & Cohesion Between Departments/Committees	VP: Programming & Services Brantford
Furthering Brantford Student Experience as Unique, Exciting, And Intentionally Different Than Waterloo	VP: Programming & Services Brantford
Building Coordinator Community	VP: Programming & Services Waterloo
Increasing Volunteer Buy-In and Retention	VP: Programming & Services Waterloo
Increasing The First Year Focus of Orientation	VP: Programming & Services Waterloo
Building Relationships with Campus Partners Regarding Food Insecurity	VP: Programming & Services Waterloo
Shinerama Revival	VP: Programming & Services Waterloo

<b><u>Improve Access to Programs, Resources, &amp; Supports</u></b>	
<b>Project Title</b>	<b>President's Group Lead</b>
President's Advisory Council	President & CEO
Relationships With Campus Partners	President & CEO
Operational Policy & Procedure Updates & Review	President & CEO
SU Perks	VP: Volunteer Operations
Clubs Procedures Revamp	VP: Clubs & Associations
Clubs' Tracker Development	VP: Clubs & Associations
Clubs Policy Updates	VP: Clubs & Associations
Clubs' Storage	VP: Clubs & Associations
Authoring OUSA Policy Papers	VP: Government & Stakeholder Relations
OUSA General Assemblies	VP: Government & Stakeholder Relations
OUSA Student Advocacy Conference	VP: Government & Stakeholder Relations
Creating Committee Purpose Statements & Operating Manuals	VP: Programming & Services Brantford & VP: Programming & Services Waterloo
Organize And Upgrade Brantford Committee Space	VP: Programming & Services Brantford
Establishing Robust Relationships with Campus Partners	VP: Programming & Services Brantford
Structure and Simplification to The Department	VP: Programming & Services Waterloo
Improving The Use of Waterloo Committee Space	VP: Programming & Services Waterloo

**Appendix B: Organizational Projects by Department, with Associated Ends & Guiding Principals**



**2024/2025 ANNUAL PLAN  
DEPARTMENTAL PROJECT BREAKDOWN**

July 3<sup>rd</sup>, 2024

<b><u>President &amp; CEO</u></b>		
<b>Project Title</b>	<b>Organizational End</b>	<b>Guiding Principal</b>
President's Advisory Council	A safe, sustainable, and empowering environment.	Student-Driven
Student Experience Equity Fund	An organization that advocates for an affordable, accessible, and high quality academic experience.  Products and services that cater to the financial needs of students.	Provide Opportunities & Approachable & Accessible
Relationships with Campus Partners	An organization that advocates for an affordable, accessible, and high quality academic experience.	Provide Opportunities
Programming & Stigmatization Around High-Risk Weekends	Diverse and inclusive social interaction.	Community-Focused
Engagement & Visibility with Students	Diverse and inclusive social interaction.	Student-Driven
Student Leadership Course Credit	An organization that advocates for an affordable, accessible, and high quality academic experience.	Provide Opportunities
Diversification of SU Reach	Diverse and inclusive social interaction.	Community-Focused & Approachable & Accessible
Managing The Organization as a Whole	An organization that advocates for an affordable, accessible, and high quality academic experience.	Student-Driven & Accountable
Policy & Procedures Updates	A safe, sustainable, and empowering environment.	Approachable and Accessible & Adaptable

<b><u>Volunteer Operations</u></b>		
<b>Project Title</b>	<b>Organizational End</b>	<b>Guiding Principal</b>
June Hiring	Products and services that cater to the needs of students.	Provide Opportunities
Coordinator Conference	Diverse and inclusive social interaction.	Provide Opportunities
SU Perks	Products and services that cater to the needs of students.	Student Driven
Orientation Training	Diverse and inclusive social interaction.	Provide Opportunities
September Hiring	Products and services that cater to the needs of students.	Provide Opportunities
Fall Volunteer Appreciation	Products and services that cater to the needs of students. Diverse and inclusive social interaction.	Community Focused
Student Executive Hiring	A safe, sustainable, and empowering environment.	Approachable and Accessible
Outstanding Volunteer Award	A safe, sustainable, and empowering environment.	Student Driven
January Hiring	Products and services that cater to the needs of students.	Provide Opportunities
Winter Volunteer Appreciation	Products and services that cater to the needs of students. Diverse and inclusive social interaction.	Community Focused
SU Showdown	Products and services that cater to the needs of students. Diverse and inclusive social interaction.	Community Focused
Hiring Carousels	Diverse and inclusive social interaction.	Provide Opportunities
End of Year Volunteer Appreciation	Diverse and inclusive social interaction.	Student Driven
Volunteer Recruitment and Retention	A safe, sustainable, and empowering environment.	Approachable and Accessible

<b><u>Clubs &amp; Associations</u></b>		
<b>Project Title</b>	<b>Organizational End</b>	<b>Guiding Principal</b>
Process Timelines	An organization that advocates for an affordable, accessible, and high-quality academic experience.	Approachable and Accessible
Presidents Training	A safe, sustainable, and empowering environment.	Community-focused
Reframing Support for Clubs & Associations	Diverse and inclusive social interaction.	Approachable and Accessible
Clubs Ongoing Tracker	Diverse and inclusive social interaction.	Provide opportunities
Clubs Fairs	Diverse and inclusive social interaction.	Community-focused
Policy Updates (Events & Finance)	An organization that advocates for an affordable, accessible, and high-quality academic experience.	Accountable
Improve Club Storage Space	Products and services that cater to the needs of students	Student-Driven
Faculty Association Roundtables	Diverse and inclusive social interaction.	Student-Driven

<b><u>Government &amp; Stakeholder Relations</u></b>		
<b>Project Title</b>	<b>Organizational End</b>	<b>Guiding Principal</b>
Policy Governance Strategic Plan (OUSA)	Products and services that cater to the needs of students	Student-Driven
Authoring OUSA Papers	An organization that advocates for an affordable, accessible, and high-quality academic experience.	Adaptable
GSR Committee Improvements	Products and services that cater to the needs of students	Community-focused
Standing in Solidarity with Survivors	A safe, sustainable, and empowering environment.	Accountable
OUSA General Assemblies	An organization that advocates for an affordable, accessible, and high-quality academic experience.	Student-Driven
Student Advocacy Conference (OUSA)	Products and services that cater to the needs of students	Adaptable
Advocacy, LAW, Stakeholder Relations	Products and services that cater to the needs of students	Provide opportunities
OUSA Campaign - What is OUSA?	An organization that advocates for an affordable, accessible, and high-quality academic experience.	Student-Driven
Writing "Policy Passions" (OUSA)	Diverse and inclusive social interaction.	Provide opportunities
Social Media Awareness Campaign	Diverse and inclusive social interaction.	Approachable and Accessible
GSR Robustness & Representation (Brantford)	Diverse and inclusive social interaction.	Community-focused
Addressing Engagement & Awareness (Waterloo)	Diverse and inclusive social interaction.	Provide opportunities
FNCC Mural	A safe, sustainable, and empowering environment.	Approachable and Accessible
Relationships with Key Stakeholders: CSEDI, ISS/ISC, LI	Diverse and inclusive social interaction.	Accountable
AVP Projects Passion Projects	A safe, sustainable, and empowering environment.	Approachable and Accessible



<b><u>Programming &amp; Services Brantford</u></b>		
<b>Project Title</b>	<b>Organizational End</b>	<b>Guiding Principal</b>
Rename and Reintroduce the Safe Walk Program	A safe, sustainable, and empowering environment. Diverse and inclusive social interaction.	Adaptable & Approachable and Accessible
Reinvigorate & Expand the Reach & Offerings of Food Bank	A safe, sustainable, and empowering environment. Products and services that cater to the needs of students	Adaptable & Approachable and Accessible
Improve Volunteer Recruitment, Retainment and Experience	A safe, sustainable, and empowering environment. Diverse and inclusive social interaction.	Student Driven, Provide Opportunities, & Community Focused
Creating Committee Purpose Statements & Operating Manuals	A safe, sustainable, and empowering environment. Products and services that cater to the financial needs of students.	Provide Opportunities, Community-Focused & Approachable and Accessible
Fostering Empowerment and Autonomy in Committees Across All Roles	A safe, sustainable, and empowering environment. Diverse and inclusive social interaction.	Provide Opportunities, Student Driven & Community-Focused
Organize and Upgrade Committee Space	A safe, sustainable, and empowering environment. Diverse and inclusive social interaction.	Provide Opportunities
Improve Collaboration & Cohesion Between Departments/Committees	A safe, sustainable, and empowering environment. Products and services that cater to the financial needs of students.	Provide Opportunities, Community-Focused, & Approachable and Accessible
Establishing Robust Relationships with Campus Partners	An organization that advocates for an affordable, accessible, and high quality academic experience. A safe, sustainable, and empowering environment.	Community Focused & Approachable and Accessible
Furthering Brantford Student Experience as Unique, Exciting, and Intentionally Different than Waterloo	An organization that advocates for an affordable, accessible, and high quality academic experience. Diverse and inclusive social interaction.	Student Driven, Provide Opportunities & Community-Focused

<b><u>Programming &amp; Services Waterloo</u></b>		
<b>Project Title</b>	<b>Organizational End</b>	<b>Guiding Principal</b>
Building Coordinator Community	Diverse and inclusive social interaction.	Community Focused
Increasing Volunteer Autonomy at All Levels	A safe, sustainable, and empowering environment.	Student Driven
Increasing Volunteer Buy in And Retention	A safe, sustainable, and empowering environment.	Community Focused
Structure And Simplification to The Overall Department	A safe, sustainable, and empowering environment.	Approachable and Accessible
Improving The Use of Committee Space and Storage	An organization that advocates for an affordable, accessible, and high-quality academic experience	Community Focused and Accessible
Intentional And Purpose Specific Programming	An organization that advocates for an affordable, accessible, and high-quality academic experience	Community Focused
Food Bank Remodel	Products and services that cater to the financial needs of students.	Adaptable
Safe Walk Rebrand	A safe, sustainable, and empowering environment.	Adaptable
Committee Purpose Statements and Manuals	A safe, sustainable, and empowering environment.	Accountable & Approachable and Accessible
Shinerama Revival	A safe, sustainable, and empowering environment.	Adaptable
Orientation Week: First Year and Community Experience	Diverse and inclusive social interaction.	Community Focused
Volunteer Training & PD Of Volunteers	An organization that advocates for an affordable, accessible, and high-quality academic experience	Provide Opportunities
Orientation: Keeping The Experience First-Year Focused	A safe, sustainable, and empowering environment.	Community Focused
Build Relationships with Campus Partners Regarding Food Insecurity	Products and services that cater to the financial needs of students.	Community Focused & Approachable and Accessible

August 6th, 2024

**Overview:**

As an organization, we are currently in the process of completing a fairly extensive review of our operations-level policies, these include both operational policies and employee policies that were out of date. As a result of this review, many policies are currently still under review and uncompleted. This has resulted in a considerable number of Executive Limitation Policies being listed as Non-Compliant in the Monitoring Reports being presented in this agenda (full list provided below). Our staff are working to get all of these policy documents up to date and approved as soon as possible, and this has been made a priority by the operations team. Once these policy documents are updated and approved, I anticipate that all of the Executive Limitations listed as non-compliant in these reports will be compliant.

**Non-Compliant Executive Limitations**

The following Executive Limitations are currently non-compliant per the submitted monitoring reports:

1. Executive Limitation #1
2. Executive Limitation #2b
  - a. Executive Limitation #2b1
  - b. Executive Limitation #2b2
  - c. Executive Limitation #2b3
  - d. Executive Limitation #2b4
3. Executive Limitation #2f
  - a. Executive Limitation #2f3
  - b. Executive Limitation #2f5
    - i. Executive Limitation #2f5a
4. Executive Limitation #2j
  - a. Executive Limitation #2j1a
  - b. Executive Limitation #2j1b
  - c. Executive Limitation #2j1c
  - d. Executive Limitation #2j1d
  - e. Executive Limitation #2j2
  - f. Executive Limitation #2j3
  - g. Executive Limitation #2j4
  - h. Executive Limitation #2j6
  - i. Executive Limitation #2j7
5. Executive Limitation #2n
  - a. Executive Limitation #2n1
  - b. Executive Limitation #2n3
  - c. Executive Limitation #2n6
  - d. Executive Limitation #2n7

## Explanation & Next Steps

Our staff are in the process of reviewing and updating a number of our operations-level policy, many of which tie into the executive limitations listed above. These policy documents have historically been used as evidence of compliance for the executive limitations, and are our staff's way of building out clear expectations for compliance with our staff team. Some of the policy documents that tie into executive limitations that are currently under review are:

1. Paid Staff Hiring Procedures
2. Volunteer Hiring Procedures
3. Conflict of Interest Policy
4. Grievance & Whistleblower Policy
5. Staff Disciplinary Procedures
6. Volunteer Standards & Conduct Policy

Our staff are reviewing all of our policy documents, however these 6 have direct ties to the non-compliant executive limitations.

In the meantime, the President's Operations Group (the President, Executive Director, Vice Presidents, and Directors), in conjunction with Human Resources, are working with staff to fill in any gaps in knowledge to make processes clear to remain as compliant as possible with the Executive Limitations listed above. To the best of my knowledge, **no actions have been taken that contradict an Executive Limitation**; however due to the lack of approved policies and procedures, I still reported them as non-compliant.

I am happy to provide more information to context to the Board as needed/requested.



**Ben Jesseau**  
President & Chief Executive Officer  
Wilfrid Laurier University Students' Union

August 6<sup>th</sup>, 2024



Wilfrid Laurier University Students' Union  
Board of Directors

DATE: October 7, 2024

LOCATION: 2<sup>nd</sup> Floor, Fred Nichols Campus Centre  
75 University Ave. W, Waterloo, N2L 3C5 and Online via Zoom  
Board of Directors Meeting

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**Board of Directors Present:**

Chair of the Board & Chief Governance Officer: Gabrielle Russo;

Vice Chair of the Board: Lulia Habtemichael;

Directors: Natalie Bounket, Avinash Godse-Shah, Aya Ijam, Daniel Rubinoff, Anya Russolo,  
Griffin St. George, Bilal Tariq, Devananda Nakshatra;

**Staff Present:**

Policy, Research & Advocacy Director: Ian Muller;

Executive Director & COO: Phil Champagne;

**Gallery Present:**

President & Chief Executive Officer: Ben Jesseau;

Board Secretary: Zhanna Latysheva;

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1. **Call to Order**, Chair Russo

The meeting was called to order via Zoom on October 7, 2024, at 7:22 pm. We acknowledge that the offices of the Wilfrid Laurier Students' Union are on the traditional territory of the Neutral, Anishnaabe and Haudenosaunee people.

2. **Regrets**, Chair Russo

- Director Espiritu and Director Lehecka sent their regrets.

3. **Conflicts of Interest**, Chair Russo

- No conflicts of interest were reported.

4. **Adoption of Agenda**, Chair Russo

**MOTION** (Director Tariq/Director St. George) that the Board of Directors amends the agenda to include the Report EL2b GP2C. **CARRIED.**

**MOTION** (Vice Chair Habtemichael/ Director Nakshatra) that the Board of Directors adopts the amended agenda. **CARRIED.**

5. **Adoption of Consent Agenda**, Chair Russo

**MOTION** (Director Russolo/Director Ijam) that the Board of Directors adopt the consent agenda as presented. **CARRIED.**

6. **Adoption of DIC Report**, Chair Russo

**MOTION** (Director Bounket/Director Godse-Shah) that the Board of Directors adopt the EL #2B

and GP #2C Direct Inspection Committee report as presented. **CARRIED.**

7. **Approval of Meeting Minutes - September 23, 2024**, Chair Russo

**MOTION** (Director St. George/Director Habtemichael) that the Board of Directors approve the minutes as presented. **CARRIED.**

8. **Comments from the Chair of the Board & CGO**, Chair Russo

- Reminder about meeting requirements across campuses.
- Upcoming meeting with Adam Lawrence on November 4<sup>th</sup>.

9. **Comments from the President & CEO**, President Jesseau

- Updates regarding EDI Audit, housing issues, Milton Leadership Council, UPass Negotiations, Greek Life Engagement.
- Volunteer Appreciation Event scheduled for October 21st; board members invited to attend.
- Performance Reviews for the executive team.
- Successful Truth and Reconciliation Event held last week; will become an annual tradition.
- Students advised to take precautions for personal property during reading week.
- New furniture for the Waterloo Board Room is in progress, positive feedback received from Brantford.

10. **Comments from the Executive Director & COO**, ED Champagne

- Update on the Seagram project; KPMG meeting scheduled for October 28<sup>th</sup>.
- Upcoming camera installations in the Fred Nichols Campus Center during reading week.

11. **Elections Policy & Election Dates**, DPRA Muller

- Presented for approval; no changes from the previous year.

**MOTION** (Director Iijam/Director Tariq) that the Board of Directors adopts elections policy and dates. **CARRIED**

12. **Fleet Vehicle Replacement Proposal**, ED Champagne

- Proposal to reallocate \$100,000 for the purchase of two new student union vans for the Waterloo and Brantford campuses.
- Explanation of the vans' use and benefits (foot patrol, Hawk Walk, carpool policy).

**MOTION** (Director St. George/Director Godse-Shah) that the Board of Directors approves the purchase of two vans. **CARRIED**

13. **Announcements**, Chair Russo

- No announcements.

**14. Adjournment.** Chair Russo

**MOTION** (Director Bounket /Director Nakshatra) that the Board of Directors adjourn the October 7, 2024, Meeting at 7:49 PM. **CARRIED.**

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The preceding reflects an accurate and complete record of the proceedings at the aforementioned meeting of the Students' Union Board of Directors.

Date Signed:

**Gabrielle Russo**

Chair of the Board & Chief Governance Officer  
2024-2025 Wilfrid Laurier University Students' Union



**RE: Response to Feedback from September 23<sup>rd</sup> Board Meeting**

Dear Board of Directors,

Thank you for providing your feedback on the year so far. I share your concern about the non-compliance that was indicated in the August 2024 monitoring reports, and the operations team is currently working to update the associated policies and procedures with those Executive Limitations. I hope to have the organizational policy review largely completed in the coming months and anticipate that those executive limitations will be compliant when they are monitored again in the coming months.

I appreciate your largely positive feedback; and look forward to continuing to work with all of you to support our undergraduate students for the rest of the fiscal year.

Sincerely,



Ben Jesseau  
President & Chief Executive Officer

As part of our upcoming #LaurierVotes election season, the Students' Union will consider the sponsorship of referendum questions.

Prior to being included on the ballot, proposed referendum question will be assessed for compliance by the Wilfrid Laurier University Committee on Non-Tuition Fee Assessment, and the Students' Union Board of Directors.

Referendum questions must include:

- The purpose and rationale for the question.
- The cost of any associated fee.
- Any inflationary costs and how they will impact the fee.
- A date of implementation.
- Eligible voting members (Which students will be charged the fee?).
- If the fee is intended to be compulsory, the justification for mandatory participation.
- The impact of this question on any previous referendum question.

Referendum questions will be evaluated by the Students' Union on the following principles:

- Questions must not violate any Canadian laws, policies of Wilfrid Laurier University, signed agreements, or the Letters Patent and by-laws of the Students' Union).
- Questions must be crafted with necessary clarity.
- Any proposed fees must adhere to the *Protocol Agreement on Non-Tuition Fees* between WLU, the Students' Union, and the Wilfrid Laurier University Graduate Students' Association (GSA).
- Fees or programs established by referendum should not duplicate existing levies or services.
- There must be a reasonable process available to administer any proposed fee.
- Any fee proposed will be considered in relation to the total existing ancillary fee burden.

We highly recommend you meet with the Students' Union in advance of submitting your referendum question. A helpful example of how to structure your question is provided below.

**Please submit your questions to Chief Governance Officer Gabrielle Russo at [suboardchair@wlu.ca](mailto:suboardchair@wlu.ca) and [sucro@wlu.ca](mailto:sucro@wlu.ca) by November 22, 2024 at NOON.**

Upon notification of your question being accepted, you will need to complete the Referendum Chair Nomination Package.

Fred Nichols Campus Centre  
75 University Ave., West  
Waterloo, ON, N2L 3C5  
519.884.0710 x3335  
yourstudentsunion.ca



Brantford Student Centre  
103 Darling Street  
Brantford, ON, N3T 2K8  
519.756.8228 x5971  
yourstudentsunion.ca

### Sample Question

*Do you support the establishment of a provincial advocacy fee of \$3.15 per student, per year, adjusted annually by the cost of inflation (Consumer Price Index)? This fee will allow the Students' Union to continue its influential provincial advocacy efforts, including initiatives supported by the Ontario Undergraduate Student Alliance.*

Implementation date: 1 May 2017

Eligible voting members: All undergraduate students

Campus: Waterloo and Brantford

October 2024

**Context:**

In the first year of undergraduate course offerings on Laurier's Milton campus students paid an interim fee structure that did not include the fees that constitute the Student Administrative Council fee. All undergraduate students on the Brantford and Waterloo campuses pay the Student Administrative Council fee, which automatically makes them members of the Students' Union.

As we look to determine when we will transition Milton students to an ancillary fee structure more consistent with Brantford and Waterloo students, changes to the Constitution and the Policy Manual are required in advance.

Until Milton students make up a higher percentage of the total Laurier undergraduate student population, we are recommending preserving the minimum requirement for Brantford Board of Director's members but not yet mandating a seat for Milton students. When eligible, a Milton student would be able to run for and hold a seat on the Board of the Directors, but we would wait for the further development of that campus before reconsidering the mandated composition of our governance body.

The Policy Manual would similarly but adjusted for meeting accessibility and committee composition requirements.

Only the Constitution change would need to be put to referendum, the Policy Manual changes can be approved by the Board of Directors.

**Change Options:**

**CONSTITUTION**

Article IV

*Section 1: A Board of Directors, comprised of twelve (12) Directors elected by the members, shall manage the business and affairs of the Corporation in all things. Of the twelve (12) Directors, no less than two (2) shall be from each campus in which the Corporation operates with the remaining Directors elected at large.*

TO:

Article IV

*Section 1: A Board of Directors, comprised of twelve (12) Directors elected by the members, shall manage the business and affairs of the Corporation in all things. Of the twelve (12) Directors, no less than two (2) shall be from **the Brantford campus**, with the remaining Directors elected at large.*

**POLICY MANUAL**

Governance Policy #2a, 7

*Be accessible to all members by attending no less than two (2) regularly scheduled Board meetings per year in each city that the Students' Union operates.*

TO:

*Be accessible to all members by **ensuring that all Board meetings are streamed live or recorded.***

OR:

*Be accessible to all members by **ensuring** no less than one (1) regularly scheduled Board meetings per year **are held on the Brantford, Milton, and Waterloo campuses.***

#### Governance Policy #2g1

*Membership shall consist of:*

- *The Chair of the Board;*
- *Four (4) Directors to be elected by the Board, with one (1) spot reserved for a representative from each campus; and*

TO:

*Membership shall consist of:*

- *The Chair of the Board;*
- *Four (4) Directors to be elected by the Board, with one (1) spot reserved for a representative from **the Brantford campus;** and*

#### Governance Policy #2g3

*Membership shall be:*

- *Two students at large, with one (1) being from each campus, who are unaffiliated with any candidate or party chair;*

TO:

*Membership shall be:*

- *Two students at large, with one (1) being from **the Brantford and Waterloo campuses,** who are unaffiliated with any candidate or party chair.*

**Submitted:** October 17, 2024

**Prepared by:** Gabrielle Russo, Chair of the Students' Union Board of Directors

## **Summary**

This report will demonstrate the Students' Union effectiveness at following its Executive Limitations policies (EL 2d, EL 2e, EL 2f) regarding its financial performance. Additionally, the committee reviewed the policies to ensure they were still appropriate and up to date.

The membership of the committee consists of Chair Russo, Director Rubinoff, Director St. George and Director Espiritu. The committee has met on one occasion since its establishment, that meeting being on October 8, 2024.

## **Committee Findings**

EL 2d: Committee findings this policy in compliance

EL 2e: Committee findings this policy in compliance

EL 2f: Committee findings this policy in compliance

## **For Discussion/Recommendations**

- After reviewing EL 2d, to have greater transparency from the Students' Union to the Board, the committee feels as though the Board should be made aware of any purchases over \$5,000.
  - In addition to the point above, EL 2f (5abc) states that the Students' Union must find comparative prices for purchases over \$5,000, however the committee was not sure how the

Board is supposed to ensure the Students' Union is compliant when the Board is only made aware of purchases under \$10,000.

Respectfully Submitted on Behalf of the Committee,

Gabrielle Russo

Chair of the Students' Union Board of Directors



**BRIEFING NOTE FOR THE BOARD**  
**Ownership Linkage Committee Midterm Report**

**Submitted:** October 16, 2024

**Prepared By:** Daniel Rubinoff, Co-Chair of the Ownership Linkage Committee, Nicole Lehecka, Co-Chair of the Ownership Linkage Committee

**Purpose:** To insight the Board of Directors on the progress of and future intentions of the ownership linkage committee

**Summary:**

The Ownership Linkage Committee was struck on August 15<sup>th</sup>, 2024 with the purpose of fulfilling the mandate prescribed under GP# 2g1. The membership of the committee is comprised by the Co-Chairs, Daniel Rubinoff and Nicole Lehecka, Natalie Bounket, Noah Espiritu, Lulia Habtehmichael, Anya Russolo, Bilal Tariq and Chair of the Board of Directors Gabrielle Russo. The committee has met two times, with planned scheduled for bi-weekly meetings beginning in September. However, due to multiple conflicts, the committee has not been consistent with meeting as a full group. We are in the process of finding new dates and times for when the committee can become most productive.

**Progress to date:**

The committee successfully operated a booth at the Get Involved Fair aimed at connecting with our ownership about board operations, and about position elections. Furthermore, the committee has planned booth in both the Waterloo campus Concourse, and Brantford campus One Market based on differing agenda topics relent to our ownership. The chairs have been in touch to book the required spaces for boothing on November 5<sup>th</sup>, 2024. Additionally, We have explored various marketing opportunities, both within our internal operations and through collaborations with other Student Union clubs.

**Future plans:**

Our future endeavours include finding more consistent meetings times that work with all member's schedules, supporting the forthcoming elections programming. Additionally, a dinner between the President and the Board member-elect is planned to follow the elections.

**What we can do better:**

To enhance our operations, we recognize the need for more intentional and proactive scheduling and programming to avoid last-minute preparations. It is imperative that we sharpen our focus on maximizing and delivering stakeholder value.