



Board of Directors Meeting Open Session Agenda Package April 14th, 2025

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 - April 14, 2025

Start	Duration	Agenda Item	Type	Presenter	Policy Reference
7:00 PM	1 min	Call to Order	adm	Chair Russo	
7:01 PM	2 mins	Indigenous Land Acknowledgement	adm	Chair Russo	
7:03 PM	2 mins	Regrets	adm	Chair Russo	GP #2c.8
7:05 PM	1 min	Conflicts of Interest	adm	Chair Russo	GP #2c.2
7:06 PM	2 mins	Adoption of Agenda	D	Chair Russo	
		MOTION that the Board of Directors adopt the agenda as presented			
7:08 PM	1 min	CONSENT AGENDA EL #2j – Hiring Practices – Unpaid Staff EL #2f – Asset Protection	D	Chair Russo	
		MOTION that the Board of Directors approve the Consent Agenda			
7:09 PM	2 mins	Meeting Minutes Approval - March 24th & April 7th, 2025	D	Chair Russo	GP #2c
		MOTION that the board of Directors approve the March 24th & April 7th, 2025 meeting minutes			
7:11 PM	3 mins	Comments from the Chair of the Board & CGO	fi	Chair Russo	
7:14 PM	4 mins	Comments from the President & CEO	fi	President Jesseau	
7:18 PM	4 mins	Comments from the Executive Director and COO	fi	ED Champagne	
7:22 PM	5 mins	Leanne Holland Brown Donation Approval	D	President Jesseau	
7:27 PM	10 mins	Annual Plans & Achievements End of Year Summary	fd	Chair Russo	
7:37 PM	52 mins	In-Camera Session	D	Chair Russo	
		MOTION that the Board of Directors proceed to the in-camera session			
8:29 PM	2 mins	Announcements	fi	Chair Russo	
8:31 PM	2 mins	Action Item Summary	adm	Chair Russo	
8:33 PM	1 min	Adjournment	adm	Chair Russo	
		MOTION that the Board of Directors adjourn the meeting			
Total	1h 34 min				

LEGEND

fi, For information

fd, For discussion

D, Decision required

adm, Administrative task

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2j – Hiring Practices – Unpaid Staff

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: April 11th, 2025

SECTION – EL #2j, 1

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
 - b. are readily available and easily understood by hiring staff and applicants;
 - c. accurately describe situations in which an applicant would not be considered for a position; and
 - d. follow a well-defined and widely recognized practice.
2. Operate without protection against improper access to public candidate information.
3. Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.
4. Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant university partners.
5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**up-to-date**” as regularly reviewed.

I interpret “**special circumstances**” as specifically unique situations, which vary on a case-to-case basis as per circumstances and allow making exceptions from policy.

I interpret “**readily available**” as accessible by all interested parties inquiring for information and being provided in an accessible format compliant with AODA, as requested by a person(s).

I interpret “**easily understood**” as not making it complex or difficult to understand for staff and applicants and that it can be explained in a concise manner while articulating the content of the message.

I interpret “**accurately describe**” as specifically outlining unique circumstances

I interpret “**well-defined and widely recognized practice**” as a policies and procedures comparable to organizations within the sector.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Hiring policies and procedures are reviewed at least once every 12 months, and are updated as necessary.

SECTION – EL #2j, 1

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The President will not:

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5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

- There is a clearly outlined “special circumstances” section in the Students’ Union’s hiring procedures that describes when it is viable to deviate from policy and make an exception.
- Potential applicants can access the hiring procedures without barriers and should any questions arise, Students’ Union staff within the hiring procedure will be able to answer them.
- There are clearly outlined expectations of situations where potential applicants will not be considered for a position in the hiring procedures.
- The hiring policies that are used are fair and equitable and allow opportunities for all undergraduate students;
- The unpaid staff hiring policies are similar to other student organizations in Ontario.

EVIDENCE

1. Volunteer Recruitment Procedures (included in Appendix A)
2. Potential applicants can reach out to the SU-Desk staff, via email or in person, during their hours.
3. Contact information for the VP: Volunteer Operations and AVPs: Volunteer Operations are available on the website and can be contacted by any student who has a question about unpaid staff hiring.
4. Queen’s AMS Hiring Policy, as a comparison to our Volunteer Recruitment Procedures (Appendix B)

I report this section as **COMPLIANT**.

SECTION – EL #2j, 2

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

1. Operate without up-to-date written hiring procedures that:
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CEO INTERPRETATION

I interpret “**protection**” as preventative measures taken proactively to avoid negative outcomes and/or damage.

I interpret “**improper access to public candidate information**” as data relating back to specific individuals and applicants which is confidential and private in nature and acquired through the hiring process. This means limiting who can acquire such knowledge and limit it to only those who are relevant to access it for hiring.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There are specific procedures for accepting, storing and recording any personal information from applicants that prevent access from the public.
- Hiring information is available only to those who require access within the organization including Hiring and Recruitment volunteers, Volunteer Operations staff, Human Resources, employees in the Finance and Administration department, and Senior Leadership as needed.

SECTION – EL #2j, 2

Hiring Practices – Unpaid Staff

EL #2j

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5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
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EVIDENCE

1. Unpaid Staff Interview Script (Appendix C)
 - a. Script that is read by Hiring and Recruitment representation before each interview.
2. Online Personnel Info
 - a. All online information is password protected with access monitored and granted by the VP: Volunteer Operations.
3. Volunteer Recruitment Procedures (included in Appendix A)

I report this section as **COMPLIANT**.

SECTION – EL #2j, 3

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

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CEO INTERPRETATION

I interpret “**unnecessarily complex or restrictive**” as overtly confusing, difficult to understand and not within the scope of the position being applied to.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Hiring procedures are consistent and determined by the level of position being applied for (General Volunteer, Executive, Coordinator)

EVIDENCE

1. Volunteer Recruitment Procedures (included in Appendix A)
 - a. Procedures are outlined for each type and level of volunteer position offered by the Students’ Union.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 4

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

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CEO INTERPRETATION

I interpret the above statement as articulated.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The hiring procedures dictate that previous performance appraisals and documented disciplinary action must be taken into account and considered.

EVIDENCE

- a. Volunteer Operations staff have records of previous performance appraisals for volunteers, as well as documentation of any conduct procedures.
- b. The Vice President: Volunteer Operations is given the authority to designate a “do not rehire” designation for significant conduct or performance concerns, in coordination with the supervising Vice President.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 5

Hiring Practices – Unpaid Staff

EL #2j

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CEO INTERPRETATION

I interpret “**providing access**” as ensuring personalized feedback is available to applications with further details including positive and constructive feedback at the request of the applicant.

I interpret “**operationally feasible**” as feedback within reason given the volume for certain positions

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Applicants are explained the feedback process (and how to request such feedback) during their interview or applicable procedure.
- Applicants are given feedback relative to their hiring experience, and the VP: Volunteer Operations and/or the AVP: Volunteer Operations make themselves available should the applicant want more information.

EVIDENCE

1. Feedback process are outlines in our Volunteer Recruitment Procedures (included in Appendix A).
2. Unpaid staff interview preamble (Appendix C)
 - a. This script is read at the start of all unpaid staff interviews. It outlines how and where concerns can be addressed.

I report this section as **COMPLIANT**.

SECTION – EL #2j, 6

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

The President will not:

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 - a. accurately describe special circumstances under which deviation from policy would be acceptable;
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CEO INTERPRETATION

I interpret “**unaware**” as an applicant’s lack of owed knowledge regarding the aforementioned policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Applicants are aware of the existence of policies during the process and they are made available for viewing by the Students’ Union.
- Applicants are informed of the process available to them should they feel they have not been accorded their rights as outlined in the policy.

EVIDENCE

1. Processes and procedures are identified in communication to applicants.
2. Volunteer Recruitment Procedures (included in Appendix A)
3. Unpaid staff interview preamble (Appendix C)

I report this section as **COMPLIANT**.

SECTION – EL #2j, 7

With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.

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5. Operate without providing access to personalized feedback and coaching to applicants that will assist them in future applications when operationally feasible.
6. Allow applicants to be unaware of this policy.
7. Fail to provide a way to be heard for persons who believe that they have not been accorded a reasonable interpretation of their rights under this policy.

CEO INTERPRETATION

I interpret “**be heard**” as an avenue/communication medium for candidates to utilize in the event they believe they have not been accorded a reasonable interpretation of their rights under this policy

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Applicants have an avenue/communication medium for candidates to utilize in the event they believe they have not been accorded a reasonable interpretation of their rights under this policy
- These avenue(s)/communication medium(s) are accessible

EVIDENCE

1. The VP: Volunteer Operations and AVPs: Volunteer Operations email addresses are easily located under the Executive Leadership contact page, as well as that of the President & CEO.
2. Approved Operating Policies (included in Appendix A):
 - a. Volunteer Recruitment Procedures
 - b. Safe Disclosure Policy

I report this section as **COMPLIANT**.

Appendix A: Students' Union Operational Policies

All current operating policies approved by the President & CEO (or designate) can be found on the Students' Union website at: <https://www.yourstudentsunion.ca/su-policies>

PDF or physical copies of these policies can be made available at the request of the Board.

Hiring and Appointment Policy and Procedures Manual

ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY

Responsibility	Human Resources Office
Approved by	Board of Directors
Date initially approved	February 26, 1998
Date last revised/approved	March 27, 2024



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Purpose and Scope of this Policy

This Policy is intended to apply to all positions offered by the Alma Mater Society of Queen's University (AMS), including but not limited to, full-time and part-time paid positions either hourly waged, salaried, or commissioned, as well as volunteers. The purpose of this Policy is to be a proactive measure in ensuring equitable and fair hiring throughout the AMS. It is necessary for providing hiring panels and applicants with a consistent and accessible document for reference throughout each hiring period.

Terminology and Definitions

"Assistant Managerial Staff" refers to all other managerial staff in the Services, Offices, and Commissions who are not a part of Senior Management.

"Corporate Caucus" refers to employees and volunteers that work in the AMS services under the Vice President (Operations).

"Direct Supervisor" refers to the specific Director, Commissioner, Head Manager, or member of the Executive who directly oversees the employee.

"Executive" refers to the person or persons who have been elected as the President, Vice President (Operations), and Vice President (University Affairs).

"Executive-Elect" refers to the person or persons who have been elected as the President, Vice-President (Operations), and Vice-President (University Affairs) for the next academic session.

"Full-time" refers to a position that works thirty (30) or more hours per week.

"Government Caucus" refers to employees and volunteers that work in the AMS offices and commissions under the President and the Vice President (University Affairs).

"General waged staff" refers to hourly-waged staff who work for the AMS outside of the major services.

"Major Service" refers to any corporate service under the portfolio of the Vice President (Operations) including Queen's StuCons, The Queen's Pub, Common Ground Coffeehouse, Walkhome, Studio Q, *The Queen's Journal*, Tricolour Outlet, the Printing and Copy Centre, the AMS Food Bank, and the Peer Support Centre.

"Part-time" refers to a position that works less than thirty (30) hours per week.

"Permanent Staff" refers to the person or persons who are full-time salaried and permanent staff of the AMS.

“Preferences” refers to a list of alternate AMS roles provided by an applicant to support placement if unsuccessful in their initial application. A preference does not denote a commitment on behalf of the AMS to any position; it is purely an expression of interest.

“Rehire” refers to an hourly-waged staff who held an hourly-waged position in the previous academic year and has been selected to hold the same hourly-waged position in the current academic year.

“Senior Management” collectively refers to the Executive, Commissioners, Directors, and Head Managers at the Major Services.

“Service Staff” refers to an hourly-waged staff at a Major Service that does not act in a supervisory capacity.

“SGPS” refers to the Society of Graduate and Professional Students at Queen's University. These students do not pay into the majority of AMS fees, excluding them from some hiring processes.

“Supervisor” refers to an hourly-waged staff who acts in the capacity of a Manager when required, while reporting to the department’s managerial team.

Policy Statement

The AMS shall act in full compliance with all applicable Ontario and federal legislation and thus shall not discriminate between applicants on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.

While our intention is to always follow the policies and procedures of the AMS, unexpected circumstances can and will present themselves from time to time, and where left being unresolved poses a threat or risk to the organization action must be taken.

In a case where we have exhausted all available possibilities to fill a position, exceptions can be made, provided it aligns with the federal and provincial guidelines, for the AMS to develop an appropriate resolution, outside of organizational policies and procedures. Management must seek consultation with the acting executive and human resources officer, both parties must come to an agreement before taking any action.

Roles and Responsibilities

All applicants to AMS positions and individuals conducting interviews for AMS positions are responsible for understanding their rights and obligations as outlined by this Policy.

All hiring panels have an obligation to be familiar with this Policy, act in the spirit of the Policy, and comply with their responsibilities as outlined in the Policy.

The Human Resources Office has a responsibility to support this Policy and actively promote compliance to the Policy.

The Human Resources Office shall be responsible for making applicants and hiring panels aware of this document and informing them how to access it at any time.

Policy and Program

Section 1: Guiding Principles

1.1 The AMS shall seek to attract student applicants who possess the attributes necessary for them to perform their work to a high standard of competency and efficiency.

1.2 The AMS shall seek to recruit and hire students from all member faculties.

1.3 The AMS shall seek to offer opportunities to as many students as possible, without compromising the general welfare of its operations. Where two or more applicants are evaluated equally for a position, the position will be granted to the candidate(s) with less prior AMS experience than previous or current AMS employees.

1.4 Prior AMS experience shall not be a prerequisite for any AMS position.

Section 2: Eligibility

2.1 To be eligible for an AMS position, all prospective employees and volunteers shall:

- a) Be an AMS Member at the time of applying and for the duration of their position.
- b) Be in good academic standing as defined by their program.
- c) Be enrolled in a minimum of 18.0 units per academic year (September 1 – April 30).
- d) Be legally able to work in Canada.

2.2 An exception to 2.1 is provided for students seeking full-time managerial positions in the AMS; students must be enrolled in a minimum of 3.0 units in each of the fall and winter semesters they would hold the position. This allowance for full-time managerial employees to fall below the full-time student threshold reflects consideration of the exceptional workload and responsibility associated with these positions.

2.2.1 An exception to 2.1 (c) is provided for applicants to a position who are currently enrolled in an Internship and thus not completing the minimum course load requirement. This is only applicable during the application period, and the student must meet the 60% threshold by the first day of their term, should they be the successful candidate.

2.2.2 Students who wish to be considered for a full-time managerial position are expected to be enrolled in a maximum of 3 courses (9.0 units) in each of the fall and winter terms. Should they wish to enrol in more than that maximum, an accommodation plan (see Appendix Four) must be put in place with input from all three executive members, the

Human Resources Officer, and the GM (if a Director or Commissioner) or the Operations Officer (if a Head Manager).

- a) This plan must be written, signed by the applicant and direct report, and communicated to all stakeholders to ensure the success of the role.
- b) It is the responsibility of the direct report to submit the written plan to the applicant before their contract is signed.

2.3 All students who wish to be an employee or volunteer receiving honorarium must have a valid social insurance number at the time they are applying for a position and for the duration of their involvement in the AMS with respect to that position.

2.4 The eligibility requirements set out in this Policy are applicable at the time of hiring and must be satisfied over the duration of the individual's employment. Students working during the summer months must be returning to Queen's University, as AMS members, in the ensuing academic year.

2.5 Students who have worked in the service for the previous year but are not returning AMS members may be eligible to be hired to work during the summer months for a limited part-time work contract if a service is impeded from fully functioning due to a lack of available staff and where additional staff are deemed necessary. In order to become eligible for this employment exemption, the individual must obtain a written letter of exemption from the Executive. This letter must be kept in the employee's staff file.

- a) Individuals who have been terminated from the AMS for disciplinary reasons within the last year or have received seven (7) or more demerits during their employment in the given service, shall not be eligible for exemption.
- b) Individuals who applied for rehire and were not rehired shall not be eligible for exemption.

2.6 AMS managerial staff may be permitted to also work part-time at an AMS service during summer months only if all other options set out in Policy have been explored, and the service still requires additional staff on a temporary basis. Managerial staff who are granted this exemption to work outside their portfolio shall not exceed 44 hours of work per week, without written permission from the Executive.

2.7 The eligibility requirements for general volunteers may be extended to include SGPS members who have paid the full slate of mandatory SGPS activity fees at the time of hiring and throughout the period of their appointment at the discretion of the Executive. The Executive shall exercise this discretion only in such cases where a shortage of qualified applicants fulfilling said eligibility requirements impairs an AMS service or committee

that fulfills an essential function for the student body at large. Prior to waiving the above eligibility requirements, all reasonable efforts will be made to ensure the position has been made available to AMS members.

2.8 Eligibility requirements for Service Staff at Walkhome and the Student Life Centre may be extended to include SGPS members who have paid the full slate of mandatory SGPS activity fees, including the service-specific fee, at the time of applying and throughout the period of their appointment.

2.8.1 Walkhome is to reserve 15% of their staff positions for SGPS members who have fulfilled these eligibility requirements. If for reasons beyond the service's control this requirement cannot be met, the Walkhome Head Manager will consult the Vice President (Operations).

2.9 Eligibility shall in all cases be dependent on an applicant's ability to fulfill the requirements of the position for which they apply. This shall include those requirements which precede the official May 1st start date and shall include, but not be limited to, participation on hiring panels for managers/staff/volunteers where mandated, availability for ratification by the Assembly or Board of Directors where mandated, and compliance with full transition responsibilities. Any applicant unable to fulfill any or all these job requirements shall be deemed ineligible.

2.10 AMS committees may offer ex-officio/advisory roles to members of the community. However, insofar as these individuals are not students and thus have not paid student activity fees, which fund committee activities, they shall not be eligible for full-fledged voting membership.

2.11 Generally, no student shall hold more than one remunerated position within the AMS and, under no circumstances shall a student be employed at the same time by more than one Major Service. However, where a situation arises involving the possible remuneration of a student in more than one position, and both positions are of a casual work, minimum wage, honoraria, or otherwise very limited form of remuneration, then the relevant hiring body may appeal to the Executive to permit hiring the student for an additional position. The Executive shall be free to exercise its discretion in this limited scenario, where it deems practicality, fairness, and expediency to clearly outweigh the principle of offering positions to as many different students as possible.

2.12 Students holding positions for which they are eligible to receive an honorarium not exceeding \$1000 shall be eligible to hold staff positions within AMS Services. It is the student's responsibility to ensure that they are not holding a staff position while receiving

an honorarium exceeding \$1000. Failure to comply may result in termination from either or both positions.

2.13 Any students currently under an Administrative Pub Ban are ineligible to apply to work at The Queen's Pub or Queen's StuCons, in any capacity.

Section 3: Eligibility of Previous Employees

3.1 A student who has been an Assistant Manager of a corporate service is eligible to become the Head Manager of that same service.

3.2 A student who has been a Head or an Assistant Manager at a corporate service shall be eligible to serve as a Head or Assistant Manager of a different corporate service.

3.3 Unless circumstances warrant otherwise, positions in leadership are expected remain in the same position for no more than one (1) year. These include Supervisors, Assistant Managers, and Senior Managers. In general, these employees must:

- a) Move upwards in the service, office, or commission they currently work in;
- b) Move to another service, office, or commission whether downwards, upwards, or across.

3.4 . No employee or volunteer will be able to volunteer with or be employed in a position for which they were responsible for supervising in the past.

3.5 Exceptions to the above restrictions may be made by the Human Resources Office and the supervising Executive member in the event that the hiring panel decides that none of the other applicants are in any way capable of satisfying the job description, or there is some other extraordinary circumstance.

3.6 No member of the Human Resources team may be able to manage an application for a position in which they intend to apply.

3.7 Members of the Executive shall not be eligible to apply for salaried, waged, or volunteer positions in the year in which they hold or have held an Executive position. The Board of Directors/Assembly shall have the right to waive the restriction on eligibility for a volunteer position should they determine circumstances so warrant.

3.8 A student who has been previously terminated from or has otherwise left an AMS position for disciplinary reasons, shall not be eligible for employment within the AMS until the conclusion of the academic year *after* the year in which their employment/appointment ended.

3.9 A student who has been previously terminated from or has otherwise left an AMS position for disciplinary reasons, shall not be eligible for employment within the AMS until the conclusion of the academic year *after* the year in which their employment/appointment ended.

Section 4: Work Study Applicants

4.1 Students accepted into the Work Study Program shall be eligible to apply for AMS waged and salaried positions. They shall be permitted to apply in both spring and fall hiring periods but will not bypass any pre-selection process.

4.2 The AMS shall honour the requirements of the Work Study Program, including those of wages and termination protocol.

4.3 If a student receives a Work Study entitlement after they have worked shifts as part of their current Employment Contract, their wage shall be adjusted accordingly for the full work period they are entitled. Any wage adjustment shall last until the employee has worked the full value of their entitlement, after which time their wage shall be readjusted to the regular AMS wage for their position.

4.4 It shall be the responsibility of the student to inform their direct supervisor of their acceptance into the Work Study Program within the academic year it applies. The student shall monitor their remuneration to ensure they are receiving the accurate pay rate.

4.5 The AMS requires a copy of the executed Work Study contract issued by Queen's Student Affairs to prove receipt of entitlement and execution of contract by the AMS. This documentation will be stored in the employee's staff file.

4.6 Students receiving Work Study entitlements who are not rehired at a service in the spring hiring period may not re-apply for the same service in the fall hiring period.

4.7 Students shall sign both a Work Study contract and an AMS Employment Contract. It is the responsibility of the student to ensure they have signed both contracts.

Section 5: Job Descriptions

5.1 Prior to the election of the new AMS Executive each year, the Human Resources Office shall ensure that all job descriptions are current, appropriate, and complete.

5.2 An official set of job descriptions shall be maintained by the Human Resources Office. The Human Resource Office shall ensure that a current set of job descriptions is available on the AMS application system during the recruitment and hiring process.

Section 6: Recruitment

6.1 All positions shall be suitably advertised, one week in advance to the deadline of its first posting. In particular, the Human Resources Office will be responsible for ensuring that positions are well-publicized to those whose membership is traditionally underrepresented in the AMS.

6.2 All AMS managerial staff shall support and participate in recruitment efforts as determined by the Human Resources Office and the Executive.

6.3 The Human Resources Office shall have responsibility for establishing the final fall/spring hiring schedules.

Section 7: Applicants and Applications

7.1 The application page shall contain the following information:

- a) Statement that AMS is an equal opportunity employer;
- b) General eligibility requirements and information on how to access the full list of requirements;
- c) Statement that hiring will be done in accordance with the Hiring and Appointment Policy and Program;
- d) The job description;
- e) Uploading mechanism for supporting materials (i.e., cover letter, resumé, portfolio, etc.) where applicable;
- f) Space to request accommodations;
- g) Names, positions, relationship to the applicant and contact information of references, where appropriate, and affirmation the applicant has notified references that they may be contacted;
- h) List of suggested relevant contacts for applicants to inquire about the position;
- i) Due date and time for submission of application;
- j) Information on the interview posting, including dates when interviews will be held; and,
- k) Statement that an incomplete application package constitutes a basis for rejection of the applicant.

7.2 The exact same set of approved questions shall be used for **all** AMS positions of the same level. In order to enhance accessibility, recruitment, and to be consistent with the principle of AMS experience not being a prerequisite for AMS positions, the questions

shall be broad in nature and largely designed to elicit responses regarding desired qualities, attributes, motivation, and character.

7.3 Until given the opportunity for an interview, all initial applications shall be seen on the online application system by the respective hiring panel

7.4 All applications shall be scored on online application system

7.5 For rehire applicants refer to section 16.

7.6 Each service management team shall submit to the Human Resources Office a list of rehire applicants in order of preference.

Section 8: Pre-Interview Notice for Applicants

8.1 Applications for all positions shall be submitted to the AMS online application system. Applications may be briefly reviewed by the Human Resources Office to ensure proper execution of the lottery and to confirm eligibility of applicants.

8.2 Whenever possible, names of candidates and their interview times shall be posted at least 24 hours in advance of their interview times, for all positions. In the event this provision is not met, the hiring panel shall acquire written or verbal confirmation from applicants regarding their interview times. This shall be noted on the application page.

8.3 Should an applicant miss their initial scheduled interview without notice, the hiring panel reserves the right to not reinterview the applicant.

Section 9: Waged Staff and Volunteer Pre-Selection

9.1 Applications are evaluated on the basis of qualities, attributes, motivations, and character required for the position in which the applicant is applying. The Talent Acquisition Manager verifies applicants' eligibility for the position to ensure applicant meets the predetermined criteria.

9.2 After scoring eligible applicants' responses to application questions with predetermined criteria on the online application system, hiring panels shall make every effort to have a maximum of a 3:1 ratio of eligible applicants taken to an interview to the number of positions available, subject to the approval of the Human Resources Office.

9.2.2 In the event that there are ties in scores on the online application system between eligible applicants, every effort shall be made to take the higher ratio of eligible applicants to an interview.

9.3 For any waged staff, committee member, or general volunteer positions, where the total number of interviews would exceed 200, the Department Head shall have the authority, subject to the approval of the Human Resources Office, to reduce the number of applicants to receive interviews to 200 via one of the following two methods:

- a) The number of applicants to receive interviews may be reduced based on an evaluation of the applicants' written responses to the questions that appear on the online application system.
- b) The number of applicants to receive interviews may be reduced through a lottery. The logistics of the lottery shall be determined by the Human Resources Office, which is responsible for administering the lottery. Up to 20% of total eligible applicants may be removed from the lottery process if their applications are determined to be insufficient in satisfying the hiring panel's pre-determined criteria.

Section 10: Hiring Panels

10.1 The Executive-elect and all members of AMS hiring panels shall participate in a Hiring Equity Training as directed by the Human Resources Office, prior to hiring any AMS position.

10.2 The hiring panel for Senior Managers (Directors, Commissioners, or Head Managers), must consist of 1 Permanent Staff member and 2 Executive-Elect.

10.3 The hiring panel for Assistant Managers that report directly to a Permanent Staff member must consist of 1 Permanent Staff member and 1 Executive-Elect, or 2 Permanent Staff members.

10.4 The hiring panel for Assistant Managers that report directly to a Senior Manager must consist of 1 Executive-Elect and 1 Senior Manager. If the Executive-Elect is not available, a Permanent Staff member can substitute.

10.5 The hiring panel for Supervisors must consist of 1 Senior Manager and 1 Assistant Manager.

10.6 The hiring panel for Waged Staff and Volunteers must consist of 1 Senior Manager and 1 Assistant Manager. If a department has a Staff Relations Assistant Manager, efforts shall be made to ensure that is the AM involved in the panel. If either the Senior Manager and/or all Assistant Managers are unavailable, an Executive-Elect and/or Permanent Staff Member may substitute.

10.7 New member of the Board of Directors are ratified by the Corporation at the Corporate Annual General Meeting. They shall be recommended by a Nominating Committee as outlined in Section 3.3.2 of the Corporate By Laws.

10.8 Members of a hiring panel shall declare a conflict of interest in advance of an interview where there is any significant existing or past relationship with an applicant. Where reasonable, no hiring panel member shall conduct an interview with an applicant who is their current or former partner, current, former, or planned housemate, or to whom they are directly related. The person shall remove themselves from the interview process and find a suitable replacement where/if necessary. Members of the hiring panel that know an applicant shall speak last when deliberating on the applicant.

10.9 The hiring panel shall ultimately be responsible for all hiring decisions and shall be the sole hiring panel should a second round of interview occur, unless otherwise specified by the Executive and/or the Human Resources Office.

Section 11: Interviews

11.1 All applicants for the same position shall be asked the same set of core interview questions subject to each round. All questions must be finalized prior to that specific position's first interview and approved by the Human Resources Department.

11.2 In the event that an applicant has identified a secondary or tertiary position for which the hiring committee may not be the same, the applicant may be asked to conduct a second interview for the differing panel.

11.3 Follow-up questions designed to elicit a clearer response, eliminate confusion, or address a particular area of concern or uncertainty that may have arisen may be asked after an applicant has answered a question. Hiring panels may also ask follow-up questions based on answers provided in their written application. To preserve fairness, such questions should be kept to a minimum and should be posed only when there is substantial reason.

11.4 A second round of interviews may be held at the discretion of the hiring panel, the Executive-Elect and the Human Resources Office. The panel is not obligated to include all applicants in the second round.

11.5 Either round of interview, at the discretion of the Executive-Elect and in consultation with the Human Resources Office, may include an interactive component.

11.6 If, at the conclusion of interviews and application review, the hiring panel is not satisfied with any of the applicants, then it may reopen the entire process, once all

applicants have been notified of being unsuccessful. Similarly, if the panel receives what it deems to be too few applications, then it may extend the application and re-advertise if the interview panel feels as if the applicants aren't deemed to be an appropriate fit for the position

Section 12: Interview Evaluation of the Applicant

12.1 Each member of the hiring panel shall complete a written evaluation of the applicant while the interview is taking place directly on the online application system where it is confidentially kept and stored by the Human Resources Office.

12.2 Evaluations on individual applicants may occur during the interview process, however, no comparisons shall be made between applicants until all interviews have concluded for the respective position.

12.3 Evaluations on individual applicants shall refer primarily to the essential criteria pre-determined by the hiring panel and is based upon the evaluation rubric found in Appendix Two. All criterion is reviewed by the Human Resources Office prior to the scheduling of interviews.

Section 13: Reference Checks

13.1 Reference contacts for managerial applicants are required, however, it is at the discretion of the hiring manager whether or not referees are contacted

Section 14: Selection

14.1 Selection of the successful candidate shall be made on the basis of the interviews, applications,

14.2 The hiring panel for managerial positions shall have the authority to offer an applicant a managerial position for which they did not apply, subject to the approval of the responsible Executive Elect.

Section 15: Post-Interview Notice to Applicants

15.1 The hiring panel shall strive to notify all applicants of the outcome of the hiring panel's decision within 96 hours of the last interview,

15.2 The hiring panel shall email the successful applicant(s) first. At this time, confidentiality shall be requested of the applicant and maintained by the hiring panel, until all unsuccessful applicants have been notified.

15.3 The successful candidate will be given 48 hours to consider the position they have been offered if necessary. Once an applicant has accepted the position, the hiring panel shall make every reasonable effort to notify all unsuccessful applicants as soon as possible

15.4 Rehire applicants of AMS Service Staff positions shall be notified of their successful rehiring not before the third week of April of the year in which their current contract is completed. Should services close prior to this week, and/or if all eligible rehire applicants are successful, applicants may be notified earlier subject to the approval of the current Vice President (Operations) and Human Resources Office.

Section 16: Rehires

16.1 Services, the general office, and the IT department shall be permitted to rehire up to a maximum of 30% of their total Service Staff or general volunteers.

16.2 If the service plans to hire six (6) or more total Supervisors, the outgoing management team has the authority to rehire a maximum of two (2) Supervisors from the current team. If the service plans to hire a total of less than six (6) Supervisors, the outgoing management team has the authority to hire a maximum of one (1) Supervisor from the current team.

16.3 The eligibility of applicants for rehire is subject to Section 2 and 3 of this Policy.

16.4 Notwithstanding limits on the rehire rate, Queen's StuCons and Queen's Pub Services are permitted to rehire as many staff as desired for rehire.

16.5 Notwithstanding the limits on rehire rate, Common Ground Coffeehouse is permitted to rehire up to a maximum of 50% of their total service Staff.

16.6 The rehiring of individuals will be based on their ability to aid in the training of new employees; their ability to provide leadership to new employees; and the level of continued excellence they would provide.

16.7 Employees' disciplinary record will be made available to the rehire hiring panel to assist in the decision-making process. No employee shall be rehired within their service if they have accumulated seven (7) or more demerits, to ensure that only those with exceptional past performance are rehired.

Section 17: Commencement of Employment

17.1 Prior to commencing work, all employees and appointees shall be made fully aware of their job descriptions, any remuneration, time requirements, and all relevant rules and regulations. They shall also be made aware of this Policy and the AMS Standards of Performance and informed as to how to access them at any time.

17.2 All incoming members of Senior Management shall be required to sign a Confidentiality and Non-Disclosure Agreement prior to the commencement of their employment. It shall be the responsibility of the Executive-Elect and the outgoing Human Resources Office to ensure that this occurs no later than the last day of April.

17.3 All employees shall be required to sign an Employment Contract prior to commencement of their employment. No employee shall receive remuneration without having signed a contract. This contract shall reference their job description, remuneration, time requirement, entitlement to notice on dismissal, and all relevant rules, regulations, and any policy by which the employee is governed.

17.4 All volunteers shall be required to sign a Volunteer Agreement prior to commencement of their position. No volunteer shall receive remuneration without having signed an agreement. This agreement shall reference their volunteer responsibilities, any remuneration (if applicable), time requirement, entitlement to notice on dismissal, and all relevant rules, regulations, and any policy by which the volunteer is governed.

Section 18: Ratification

18.1 All successful applicants for the position of office directors and service head managers shall be informed that offers of employment are contingent on ratification by the Board of Directors.

18.2 The Board shall normally refuse to ratify only if it deems the hiring process to have been sufficiently flawed so as to have substantially affected the hiring panel's decision; or if it concludes on the basis of clear and compelling evidence that has come before it, that the integrity and general welfare of the corporation or one of its services would be placed in jeopardy. In the event the Board does not ratify someone, it shall direct the hiring panel to either select another candidate from the original pool of applicants or to reopen applications.

18.3 All successful applicants for the position of commissioner, and members of the judicial affairs office and judicial committee shall be informed that offers of employment are contingent on ratification by the Assembly.

Section 19: AMS Committees Functioning as Collectives

19.1 Prior to hiring new committee members, a chair and any existing committee members may request that their committee function as a collective, meaning that new members will not go through an interview process. These committees have unlimited enrolment, and the nature of the interview process has not/will not lead to detection of traits/criteria that would allow for rejection of the said individual (i.e., the demonstration, verbal or otherwise, that would undermine the mandate of the committee). Approval for this committee to function as a collective must be sought from the Department Head and the Human Resources Office.

19.2 Student volunteers will still be required to fill out a volunteer information form, as a means to gather information, and the chair may include a supplemental application form with more specific questions regarding their particular committee if they desire. Any application form must be approved by the Human Resources Office. As well, an informal meeting may be requested between the chair and member to communicate information (i.e., if a member joins half-way through the year and needs to be filled in on what the committee has done to date.)

19.3 The decision to function as a collective is only valid for that academic year and may be overturned by the chair and members, and/or by the Department Head and Human Resources Office should circumstances arise where it is felt that interviews are necessary.

Section 20: General Office Support Staff/Casual or Limited Term Work

20.1 In the event that a Head Manager determines their service needs to hire additional staff in response to either employee loss or increased work volume, they may request to open a hiring period, which is subject to the approval of the Vice President (Operations) and the Human Resources Office.

20.2 For services that remain open during the summer and require waged staff, every effort shall be made during the spring hiring period to ensure that positions are filled from the spring applicant pool. However, in the event a position(s) is not filled or if the service requires summer staff for unforeseen circumstances, then the service may undertake hiring during the summer upon receiving the authorization of the Vice President (Operations) and the Human Resources Office

20.3 All summer staff must fulfill the eligibility requirements laid out within this Policy; excluding being enrolled in classes for that particular summer with returning term. Past

employees who have graduated and will not be returning AMS members may only work over the summer after all efforts have been made to fill the positions AMS members.

Section 21: Fall Term Hiring Period

21.1 To enhance accessibility by all AMS members to AMS employment opportunities, normally at least 15% of remunerated staff positions in the corporate services shall be set aside and filled in a separate hiring period conducted at the beginning of the fall term.

21.2 Given the training and licensing requirements mandatory for all students who are hired to work for Queen's StuCons, The Queen's Pub, and Common Ground Coffeehouse, these services shall not be required to hire in the fall if it is not necessary.

21.3 Given the requirements of Tricolour Outlet to operate during Orientation Week with a full staff, Tricolour Outlet shall conduct hiring for 100% of their staff in the spring hiring period, subject to the approval of the Vice President (Operations).

21.4 Insofar as the intent of the fall hiring period shall be to provide opportunities for both students unable to participate in the spring hiring period, and for those utilizing the Work Study program, eligibility shall be restricted to those applicants who satisfy at least one of the following requirements: Positions reserved for posting during the fall hiring period should be given priority to the following AMS members:

- a) Members who are in their first year of study at Queen's University;
- b) Members who were on exchange or otherwise studying off campus as a requirement of their academic program during the spring hiring period, this includes students returning from the Bader International Study Centre;
- c) Members who have been awarded Work Study funding that will be applied towards the position for which they are applying (regardless of whether they were unsuccessful applicants during the previous spring hiring period);
- d) Members who were unable to apply during the spring period due to extenuating circumstances, subject to the approval of the Human Resources Office.

21.5 Positions filled in the winter that have since been made vacant should be made available to any eligible AMS member.

21.6 Relevant hiring panels shall base their selection from the applicant pool solely on merit and thus shall not give preference to Work Study students on the basis of any perceived financial advantage accruing to an AMS service arising from wage subsidies available under the Work Study Program.

Appendix One: Application and Interview Rubric

This is the rubric used to score both no-named application questions and interviews:

Score	Demonstration of Required Quality
5	Applicant demonstrates required quality thoroughly in their response. Their answer shows they will excel in all aspects of this position requirement and exceeds the expectations of the panel.
4	Applicant adequately demonstrates required quality in their response.
3	Applicant demonstrates required quality somewhat but would be able to meet this position requirement with little training.
2	Applicant demonstrates little of the required quality in their response and would need some training to meet this requirement of the position.
1	Applicant did not demonstrate required quality in their response and would require a great deal of training in order to meet position requirement.
0	Applicant did not demonstrate required quality in their response, and it is unlikely training would allow them to meet this expected requirement.

Appendix Two: Official Accommodation Plan for Senior Managers

To Take More than 9.0 Units per Semester

Employment as a Senior Manager for the Alma Mater Society (AMS), be it as an Office Director, Commissioner, or Head Manager, is a full-time position with a weekly commitment ranging between 30 and 40 hours, depending on the position. At Queen’s University, each 3.0-unit course is expected to average approximately 10 hours of work per week. With this in mind, the AMS has a policy that limits Senior Managers to a maximum of 9.0 units per semester (see section 2.2.1 of the **Hiring and Appointment Policy and Program Manual**). The AMS understands that, due to personal circumstances, some Senior Managers may need to enrol in additional units per semester. While this is highly discouraged, this Official Accommodation Plan has been created so that both the applicant can have a successful term as a Senior Manager while also maintaining a heavier course-load.

This accommodation plan is intended to be filled out after a discussion with the applicant’s direct report during the job offer. This discussion should lead to a mutual understanding that even though the applicant is not eligible for the role, they will be offered the position. This accommodation plan must be reviewed by appropriate stakeholders and signed by both the direct report and the applicant before an employment contract is signed.

The ideal time frame for the completion of this document is as follows:

1. Applicants will identify if they plan on taking more than 9.0 units per semester in their interview. If so, they will be considered ineligible for the role.
2. If they are the sole applicant, or for other reasons the only applicant fit for the role, the direct report will inform them during the job offer that a discussion must ensue over the coming days regarding an accommodation plan.
3. The direct report must, once discussed with the applicant, complete the accommodation plan (see next page).
4. The plan must be reviewed by all appropriate stakeholders and signed by both the applicant and the direct report.
5. An employment contract may be shared and signed.

Should this plan be accepted, the direct report is to review the performance of the employee after the first month of each term. It is important to understand that the AMS is under no obligation to accommodate employees who are ineligible for the role in which they are hired to. Should this plan prove to be ineffective in allowing the employee to complete their contractual obligation, they will be eligible to undergo a review of employment in accordance with the Standards of Performance.

Monitoring

Monitoring for compliance of this accommodation plan will be carried out by...

Responsibility and/or contact person	HR Office
Approved by	Board of Directors
Date Initially Approved	March 30, 2023
Date of Last Revision	n/a
Date of Next Review	March 30, 2025
Related Policies, Procedures, and Guidelines	Hiring and Appointment Policy and Procedures, Standards of Performance

Accommodation Plan

Applicant Name:	[Insert Name]	Position:	[Insert Position Name]
Direct Report:	[Name of President, VPOPS, VPUA]	Term:	[Insert Term]
Reason for requesting accommodation:	[To be filled out by direct report after a discussion with the applicant.]		
Recommended accommodation plan:	[To be filled out by direct report after a discussion with the applicant. Needs to include specific, measurable, attainable, relevant, and timely goals that can allow the applicant to successfully complete their role while also being enrolled in an excess on 9.0 credits each semester. The plan must also state a specific timeline to review the performance of the employee. For example, an actionable accommodation may be reducing the duties of the role. If this is the solution, this plan must also state who will take on those roles and how this will be communicated across the organization.]		

Review Process

Stakeholder Position	Date of Accommodation Plan Reviewal
President-Elect <i>(if not the Direct Report)</i>	
Vice-President (Operations)-Elect <i>(if not the Direct Report)</i>	
Vice-President (University Affairs)-Elect <i>(if not the Direct Report)</i>	
Human Resources Officer	
General Manager <i>(only if position is a Commissioner or Director)</i>	
Operations Officer <i>(only if position is a Head Manager)</i>	

Signatures

Applicant

Date of Signature

Direct Report

Date of Signature

THIS ENTIRE PLAN MUST BE COMPLETED BEFORE AN EMPLOYMENT CONTRACT IS SIGNED AND THEN PLACED IN THE APPLICANT'S EMPLOYEE FILE

Monitoring

Monitoring for compliance with this Policy and relevancy of this Policy will be carried out by the Human Resources Office each year, specifically leading up to and during hiring periods in the fall and winter semesters.

Contact person	<i>Talent Acquisition Manager</i>
Date of next review	<i>January 2025</i>
Related policies, procedures, and guidelines	<i>AMS Standards of Performance AMS Volunteer Policy and Procedures Manual</i>
Policies superseded by this policy	<i>Not applicable.</i>

Volunteer Interview Preamble Script

Thank you for joining us today. Today's interview is going to be 30 minutes in length and will cover a variety of topics. You will be asked three behavioural questions through which we will ask you to relate your past experiences to the position. You will have up to 3 minutes to answer these questions. Additionally, we will give you time to present your prepared case response, in which you will have up to 5 minutes to discuss. The interview will then conclude with any additional questions you or the interview panel may have. Keep in mind that this interview is confidential and we ask that you keep the questions confidential to maintain the integrity of the hiring process. If you would like feedback on how your interview went or if you feel you were treated unjustly in this interview, please email the VP of Volunteer Operations at sahudson@wlu.ca. Do you have any questions before we start?

MONITORING REPORT
PRESIDENT & CHIEF EXECUTIVE OFFICER

Executive Limitation #2f – Asset Protection

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 capitalized and prominent.

Ben Jesseau

President & Chief Executive Officer

Date completed: April 11th, 2025

SECTION – EL #2f, 1

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret “**prudent replacement value**” as the approximate amount of \$9,000,000.00 as this covers the Students' Union business operations and its real estate holdings.

I interpret “**liability losses**” as injury or damages to the aforementioned parties including paid and unpaid staff.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- An agreement is held with a reputable insurance broker/agency to cover all assets, property, businesses and employee wages/honorariums of the Students' Union, an adequate coverage would be \$9,000,000.00.

EVIDENCE

1. Insurance Coverage (Appendix A)
 - a. This shows that our current coverage meets the requirements as described above.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 2

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret “**improper wear and tear**” as consciously ignoring adequate storage maintenance, cleaning procedures and other processes regarding maintenance for Students' Union facilities and/or equipment.

I interpret “**insufficient maintenance**” as procedures of preservation not meeting the needs of restoration and failing to put in processes to perform such activities when there is a need.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A process for regular maintenance is agreed upon with Wilfrid Laurier University Facilities & Asset Management. This serves agreement includes:
 - Building maintenance, as WLU owns the Fred Nichols Campus Centre, the Research and Academic Centre West for Golden Grounds, the OneMarket for the Belmont.
 - Building maintenance for the Brantford Student Centre as property of the Students' Union.
- Operations staff are trained on the procedure to request needed repair and maintenance.

SECTION – EL #2f, 2

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. Make any capital purchase:
 - a. wherein normally prudent protection has not been given against conflict of interest;
 - b. of more than \$5,000 without having obtained comparative prices and quality unless a regular or preferred supplier has been established; and
 - c. of more than \$5,000 without a stringent method of assuring the balance of long-term quality and cost.
6. Split orders to avoid the order meeting capital purchase criteria (#5).
7. Allow property, information and files to be exposed to loss or significant damage.
8. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than R-3 rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

EVIDENCE

1. Appendix B of the Operating Procedures Agreement (Appendix B)
 - a. This agreement sets out a plan for regular maintenance on all required spaces on the Waterloo campus.
 - b. This section also includes regular maintenance on all required spaces on the Brantford campus.
 - c. Note: The OPA does not currently contain language surrounding the Belmont, as the agreement has not been fully renegotiated since the Belmont opened. However, the Belmont is still getting regular maintenance, and it is being included in the ongoing renegotiation of the OPA.
2. The Office & Facilities Administrator is trained on the procedure to request needed repair and maintenance.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 3

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
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11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers. |

CEO INTERPRETATION

I interpret “**unnecessarily expose the organization**” as haphazardly commit acts that expose the organization to risk that cannot be operationally justified and/or mitigated.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students' Union has multiple risk management policies and procedures in effect including the following areas:
 - Occupational Health and Safety
 - Human Resources
 - Liquor License
 - Food Handling Policies and Training
 - General Event Risk Management
- The Students' Union is able to deal with any claims should they be presented.

EVIDENCE

1. Risk Management Policies (Included in Appendix C).
 - a. Safe Alcohol Handling and Service Policy
 - b. Events and Activities Risk Management Policy
 - c. Conflict of Interest Policy
 - d. Safe Disclosure Policy
 - e. Health & Safety Policy
 - f. Prevention of Workplace Violence Policy
 - g. Workplace Harassment and Discrimination Policy

SECTION – EL #2f. 3

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

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11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers. |

2. All staff requiring Food Handling training will not perform their duties until this training is completed.
3. The Students' Union is prepared to appropriately address any claims that have or will be presented, see the In-Camera brief from the July 2024 Board Meeting for further evidence.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 4

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
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11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret “**Board-appointed auditor’s standards**” as in framework laid out by the auditors (who are appointed by the membership at the Annual General Meeting), which establish a level of quality and attainment, and follow procedures that allow the auditors to reach the conclusion that the financial statements present fairly, in all material aspects, the financial position of the Students’ Union for the fiscal year.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students’ Union meets the Auditor’s standards and the audit report expresses an opinion without reservation.

EVIDENCE

1. The Board received and approved the Auditor’s report for the 2023/2024 fiscal year, which demonstrated compliance.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 5

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
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3. Unnecessarily expose the organization, its Board, or staff to claims of liability.
4. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
5. **Make any capital purchase:**
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10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret “**prudent protection**” as completing the process of putting the asset(s) and property through policy and procedures, established by the Board in advance of the purchase to ensure there are no conflicts and careful thought and consideration have been given prior to the purchase.

I interpret “**conflict of interest**” as deciding pertaining to a capital purchase which directly results in a personal gain for the President and CEO over the interests of the Organization.

I interpret “**having obtained comparative prices and quality**” as the Students' Union budget manager intentionally seeking competitive pricing methods when inquiring about a capital purchase.

I interpret “**unless a regular or preferred supplier has been established**” as a supplier who has been vetted and has proven record to provide a quality product as a competitive price with experience.

I interpret “**a stringent method of assuring the balance of long-term quality and cost**” as going through a strict process to ensure reasonable warranty guarantee on capital purchases.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A policy is established and enforced to prevent conflicts of interest as defined above.

SECTION – EL #2f, 5

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
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11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

- No capital purchases are made from an employee or from a company wholly owned by an employee with adequate approval from superiors.
- The Students' Union takes action to compare capital purchases over \$5,000 with multiple suppliers unless a preferred supplier has been identified.
- All capital purchases exceeding \$5,000 are purchased through vetted and reputable sources, and when possible have a reasonable warranty that will ensure that value is provided during its life expectancy.

EVIDENCE

1. Conflict of Interest Policy (included in Appendix C)
2. We have a list of preferred suppliers for regular large purchases (i.e. merch orders) that is managed by the Programming & Events Manager, and when we not using a preferred supplier staff are aware multiple quotes must be procured.
3. Capital purchases have been made through vetted and reputable sources and have been done in conjunction with Laurier departments (ICT and FAM).

I report this section as **COMPLIANT**.

SECTION – EL #2f, 6

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

1. Be uninsured against theft, fire and casualty losses to a prudent replacement value and against liability losses to Board members, staff, volunteers and the Organization itself.
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CEO INTERPRETATION

I interpret “**split orders**” as dividing an order of a project into separate purchases to hide the true total cost of the purchase.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- Capital purchases are not split across multiple payments, invoices, or orders to remain under the \$5,000 threshold.

EVIDENCE

1. Any single expense line over \$5,000 are required to be pre-approved by the Vice-President: Volunteer Operations during the budgeting process to ensure compliance. (Appendix D)
2. The President is made aware of any major purchases not budgeted for. Anything not previously budgeted for over \$10,000 is brought to the Board for approval.
 - a. Seen through the over \$10,000 report and ad-hoc Board approvals that have been requested.
3. The Board was presented with a comprehensive over 10k report for the 2025/2025 fiscal year.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 7

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

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10. Change the Organization's name or substantially alter its identity in the community.
11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret “**property**” as Students’ Union physical assets including but not limited to the Turret, Wilf’s, Golden Grounds, the Belmont, SU-Desk(s), Students’ Union offices in Waterloo and Brantford, Student Centre in Brantford and storage spaces.

I interpret “**information**” as the Students’ Union online resources including SAGE Program, the NEST, as well as other digital and physical files.

I interpret “**loss or significant damage**” as not properly secured, maintained to a point of damage beyond or theft beyond repair or irrecoverable.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Students’ Union has procedures and resources in place to ensure reasonable precaution in taking to protect property, information and files; these could include:
 - Electronic Security Systems
 - Video surveillance
 - Money handling systems/safes
 - Secure procedures and resources to transfer cash
 - Secure physical and electronic locations

SECTION – EL #2f, 7

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The President will not:

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11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

EVIDENCE

1. The FNCC and the Brantford Student Centre are equipped with electronic systems and video surveillance, that were updated this fiscal year.
2. The Students' Union and its businesses have safes in locked offices to protect cash and other assets as needed.
3. Servers are in a fire and temperature protected WLU server room, and are frequently backed up.
4. Physical files are stored in lock filing cabinets or in secure off site storage locations.
5. Access to digital files is audited once per fiscal year during the Executive transition process.
6. Employees lose access to their @wlu.ca emails when no longer employed by the Students' Union, unless they are otherwise employed by WLU.
 - a. Access to digital files is also removed from the account's permissions, regardless of retention by the employee.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 8

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

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11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret “**insecure instruments**” as any mechanism that is not safe and deemed high risk for an investment.

I interpret “**operational transactions**” as day-to-day business proceedings including online banking systems, payroll, accounts payable and accounts receivable.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- All Students' Union investments are made following the aforementioned protocol excluding operational transactions.

EVIDENCE

1. As seen in the Statement of Financial Position dated December 31st, 2024, that was presented to the Board, the Students' Union holds no such investments.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 9

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

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11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret “**endanger**” as to put at risk.

I interpret “**public image**” as perceptions the public and external parties have towards the Students' Union and its staff.

I interpret “**credibility**” as the quality of being trustworthy, professional and having integrity.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There is no risk raised by the Board of the Organization's public image.
- The President has policies & procedures in place to mitigate the risk of any damage to the image or credibility of the organization.

EVIDENCE

1. The Board of Directors has not notified the President of any actions that have risked either the Organization's public image, or its credibility in the eyes of the stakeholder.
2. Marketing Communications Policy (included in Appendix C)
3. Representing the Students Union Agreement (Appendix F) – which has been signed by each staff member in the 2024/2025 year.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 10

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

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11. Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.

CEO INTERPRETATION

I interpret “**identity in the community**” as familiarity behind the Students' Union brand and our work to the public and external partnerships. This includes perceived identity from external bodies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- The Board of Directors approves all substantial alterations to the Mission, Vision, Values, publicly identifiable or recognizable marks, logos and name.

EVIDENCE

1. The operations team has made no substantial alterations.

I report this section as **COMPLIANT**.

SECTION – EL #2f, 11

Asset Protection

EL #2f

The President may not allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

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9. Endanger the Organization's public image, or credibility.
10. Change the Organization's name or substantially alter its identity in the community.
11. **Compromise the independence of the Board's audit or other external monitoring or advice, such as by engaging parties already chosen by the Board as consultants or advisers.**

CEO INTERPRETATION

I interpret “**compromise the independence**” as engaging in actions which interfere with the integrity of auditing process, its advising or external monitoring.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- There are no complaints from the auditors or external consultants based President's or any staff's behaviour.
- The Board raises no concerns regarding the aforementioned interpretation.

EVIDENCE

1. No issues or complaints have been raised in reference to the above interpretation by any parties.

I report this section as **COMPLIANT**.

A vertical blue bar on the left side of the page, with a black bar to its left. A white circle is positioned on the blue bar, containing a grey globe graphic.

Commercial Insurance Summary Renewal

Prepared especially for

*Wilfrid Laurier University Students'
Union*

through the facilities of

HUB International Ontario Limited - St.
Catharines

Main: (905) 688-1534
Email: jim.henry@hubinternational.com

Prepared by Jim Henry, C.C.I.B.

Commercial Insurance Summary

Renewal



Policy No. 501421725

Declarations

Effective 2024-05-01

Novex Insurance Company (hereinafter called the Insurer or the Company), in consideration of the premium specified, agrees to indemnify the Insured in accordance with these Declarations and the attached forms.

Insured

Wilfrid Laurier University Students' Union

Postal Address of Insured

75 University Avenue W.

Fred Nichols Campus Centre 2nd Flr

Waterloo, Ontario N2L 3C5

Main: 519-884-0710

Fax: 519-884-7723

Locations and Loss Payees

Per attached Locations and Loss Payees schedule

Insurance Broker

HUB International Ontario Limited - St. Catharines

211 Martindale Road, Suite D3

St. Catharines, Ontario L2S 3V7

Main: (905) 688-1534

Fax: (905) 688-9381

Period of Coverage (12:01 a.m. standard time at the Postal Address of the Insured)

From **May 1, 2024** to **May 1, 2025**

Form of Business

Corporation

Description of Business Operations

University Students' Union/Bar

Summary of Insurance Coverage and Annual Premium

Type of Coverage	Annual Premium	Minimum Retained Coverage Premium
Property	Incl	Nil
Equipment Breakdown	Incl	Nil
Crime	Incl	Nil
Liability	Incl	Nil
Umbrella Liability	Incl	Nil
Other	Incl	Nil
Total Annual Premium	\$83,670	
Premium Payable (excl. appl. taxes)	\$83,670	
Minimum Retained Policy Premium	\$20,917	

Commercial Insurance Summary

Locations and Loss Payees



Policy No. 501421725

Declarations

Effective 2024-05-01

1. 75 University Avenue W., Fred Nichols Campus Centre 2nd Flr, Waterloo, Ontario N2L 3C5

Contents

Pitney Bowes Global Credit Services - Orangeville
Box 278 Stn A
Orangeville, Ontario L9W 2Z7

In the event of policy cancellation, the insurer will endeavour to provide 15 days written notice to the loss payee. Re: Postage Machine.

2. 103 Darling Street, Brantford, Ontario N3T 2K8

3. 1 Market Street, Brantford, Ontario N3T 6C8

Equipment

RCAP Leasing Inc.
5575 North Service Road, Suite 300
Burlington, Ontario L7L 6M1

In the event of policy cancellation, the insurer will endeavour to provide 15 days written notice to the loss payee with respect to lease #97246-315689 Re: POS System

4. 150 Dalhousie Street, Brantford, Ontario N3T 2J4

Additional Insured

The Policy is extended to cover the following named as an Additional Insured with respect to the liability arising out of the operations of the Named Insured:

- Wilfrid Laurier University.
- All clubs, associations, and societies that are affiliated, ratified, and unincorporated

Further, the Policy shall not be cancelled, reduced, materially changed or altered without prior written notice. The prior written notice will not be less than 60 days.

Commercial Insurance Summary

Schedule of Insurance



Policy No. 501421725

Declarations

Effective 2024-05-01

Form No.	Type of Coverage	Deductible	Co-Insurance	Limit/Amount
Property				
BF02N (02-18)	Commercial Building and/or Contents - Broad Form	10,000	90%	8,910,000
	Blanket coverage applies			
	Replacement Cost Endorsement			
	Stated Amount - Waiver of Co-Insurance Endorsement			
	Commercial Building/or and Contents Form			
E023N (07-17)	Flood Endorsement			
	At Loc 1 (75 University Avenue W., Fred Nichols Campus Centre 2nd Flr, Waterloo, Ontario)	25,000		
	At Loc 2 (103 Darling Street, Brantford, Ontario)	25,000		
	At Loc 3 (1 Market Street, Brantford, Ontario)	25,000		
	At Loc 4 (150 Dalhousie Street, Brantford, Ontario)	25,000		
E021N (07-17)	Earthquake Shock Endorsement			
	At Loc 1 (75 University Avenue W., Fred Nichols Campus Centre 2nd Flr, Waterloo, Ontario)			
	Deductible percentage - 3%			
	Deductible minimum amount - \$100,000			
	At Loc 2 (103 Darling Street, Brantford, Ontario)			
	Deductible percentage - 3%			
	Deductible minimum amount - \$100,000			
	At Loc 3 (1 Market Street, Brantford, Ontario)			
	Deductible percentage - 3%			
	Deductible minimum amount - \$100,000			
	At Loc 4 (150 Dalhousie Street, Brantford, Ontario)			
	Deductible percentage - 3%			
	Deductible minimum amount - \$100,000			
BF26N (10-11)	Electronic Data Processing (Broad Form)			
	EDP equipment and media	10,000	90%	
	Electronic Data Processing Form			90,000
	Replacement Cost Endorsement			
	Property of Others at the Insured Premises	2,500		
EP40N (03-19)	Edge Complete 3.0			
E042N (05-17)	Sewer Back Up Endorsement			
	At Loc 1 (75 University Avenue W., Fred Nichols Campus Centre 2nd Flr, Waterloo, Ontario)	2,500		
	At Loc 2 (103 Darling Street, Brantford, Ontario)	2,500		
	At Loc 3 (1 Market Street, Brantford, Ontario)	2,500		
	At Loc 4 (150 Dalhousie Street, Brantford, Ontario)	2,500		
E199N (06-20)	Virus and Bacteria Exclusion Endorsement			
E201N (04-21)	Cyber Incident Exclusion			

Commercial Insurance Summary

Schedule of Insurance



Policy No. 501421725

Declarations

Effective 2024-05-01

Form No.	Type of Coverage	Deductible	Co-Insurance	Limit/ Amount
GE0001	Course of Construction Endorsement			500,000
2485N (01-10)	Declaration of Emergency Endorsement			
BI14N (10-11)	Profits - Actual Loss Sustained Maximum indemnity period in months - 24 Profits - Actual Loss Sustained Form			3,113,000
BI07N (10-11)	Extra Expense			1,000,000
E033N (03-09)	Ordinary Payroll Profits Form (180 Days)			986,301
BI05N (01-11)	Contingent Business Interruption Profits - Recipient Property			250,000
EP41N (02-18)	Business Interruption Extension 3.0			
Equipment Breakdown				
BM12N (07-21)	Equipment Breakdown Max Limits of Insurance - Included Option 3 Coverage	10,000		
Crime				
C112N (03-20)	Crime 2.0 Coverage Employee Dishonesty	1,000		250,000
	Theft, Robbery or Burglary			30,000
	Fraud - Limit per Coverage			
	3.1 Money Orders or Counterfeit Money			25,000
	3.2 Forgery or Alteration			25,000
	3.3 Computer Fraud			50,000
	3.4 Funds Transfer Fraud			25,000
	Expenses - Blanket Limit			10,000
	4.1 Professional Fees			
	4.2 Theft, Robbery or Burglary Reward			
	4.3 Medical Expenses			
	4.4 Computer Data Restoration Expenses			
	Service Extension (aggregate)			10,000

Commercial Insurance Summary
Schedule of Insurance



Policy No. 501421725

Declarations

Effective 2024-05-01

Form No.	Type of Coverage	Deductible	Co-Insurance	Limit/Amount
Liability				
LR20N (03-19)	Commercial General Liability Max			
	Products and Completed Operations Hazard Aggregate Limit			5,000,000
	Coverage A - Bodily Injury and Property Damage Property Damage Deductible	5,000		5,000,000
	Coverage B - Personal Injury and Advertising Liability			5,000,000
	Coverage C - Medical Payments			25,000
	Coverage D - Tenants' Legal Liability Additional Insured Extension Commercial General Liability Max Wording Liquor Liability Participants Injury	1,000		5,000,000 0
GE0002	S.P.F No. 6 - Standard Non-Owned Automobile Liability Policy			5,000,000
	S.P.F No. 6 - Standard Non-Owned Automobile Liability Policy Form			
L219N (10-11)	Legal Liability for Damage to Hired Automobiles (SEF 94)	500		50,000
L220N (01-15)	Contractual Liability Endorsement (SEF 96)			
L221N (03-09)	Excluding Long Term Leased Vehicle Endorsement (SEF 99)			
L257N (10-11)	Reduction of Coverage for Lessees or Drivers of Leased Vehicles Endorsement (OEF 98B)			
EL40N (03-19)	Liability Edge 3.0			
L307N (03-19)	Abuse Limitation Endorsement (Per Occurrence Basis)			
	Deductible - 10%			
	Sublimit:			
	Aggregate			500,000
	Each Claim			500,000
GE0003	Athletics Activities			
GE0004	Student Peer Counselling Extension			
	Aggregate Limit			500,000

Commercial Insurance Summary
Schedule of Insurance



Policy No. 501421725

Declarations

Effective 2024-05-01

Form No.	Type of Coverage	Deductible	Co-Insurance	Limit/Amount
D002N (09-17)	Non-Profit Organization Liability (D&O) (Claims Made Form)			
	A- Insured Person Non-Indemnifiable Liability: Aggregate Limit of Liability			5,000,000
	B- Insured Person Indemnifiable Liability: Aggregate Limit of Liability			5,000,000
	C- Insured Organization Liability: Aggregate Limit of Liability			5,000,000
	Employment Practices Wrongful Act: Aggregate Limit of Liability			1,000,000
	Fiduciary Wrongful Act: Aggregate Limit of Liability			1,000,000
	Total Aggregate Limit of Liability per Policy Period			5,000,000

D150N (08-17) Abuse Exclusion (D&O)

Umbrella Liability

UL01N (08-19)	Commercial Umbrella Coverage			5,000,000
	Self insured retention - 10,000			
	Underlying insurance, as per attached schedule			
	Commercial Umbrella Wording			

U285N (08-19) Edge Umbrella Liability Limitation Endorsement

U295N (03-19) Commercial Umbrella Liability Abuse Exclusion Endorsement

Other

G011N (09-22) General Conditions

G021N (09-22) Commercial Policy Conditions and Statutory Conditions

Minimum Retained Premium 25%

Annual Premium:

\$83,670

APPENDIX B – FACILITY AND ASSET MANAGEMENT OPERATIONS

1. General

- 1.1 The University shall, in all cases, supervise activities for the supply of custodial, grounds, maintenance, service for repairs, and minor renovations to the FNCC and/or SC. Such maintenance and repairs will be performed at the full cost of the Union unless specified otherwise in this appendix. In the process of managing the affairs of the FNCC and SC, the Union must comply with all relevant and current University policies.
- 1.2 The employees and agents of the University shall have the right of access at all times to the FNCC and/or SC.
- 1.3 The LLC and the AVP, FAM, prior to implementation, must review any plans for structural change, major renovations or capital improvement to the Union Space.

2. Waterloo Campus: Fred Nichols Campus Centre

2.1 Building Services

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance of the FNCC and all HVAC and infrastructure associated systems that service the building on a shared basis. Laurier will cover 23% and the Union 77%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the FNCC, including but not limited to the following:
 - (1) Elevators
 - (2) Systems under regulation by TSSA
 - (3) Mechanical Systems
- c) The Union shall reimburse the University for the cost of repairs required for the regulated equipment and systems listed in b) except where negligence on the part of the University has contributed to the repair requirement. The University is responsible to communicate any required repairs to these systems upon discovery of the concern.
- d) The costs related to the elevator systems in the FNCC will be shared using the same formula (Laurier 23% and Union 77%). Capital replacement will also follow the same formula in addition to a specific financing plan will be arranged with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- e) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the FNCC.
- f) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work.

2.2 Utilities

- a) The University shall supply utilities to the FNCC with the costs shared between the two parties using the same formula as defined above in Building Services (University 23% and Union 77%). This formula reflects the common use of space in the buildings for student study space, access to other buildings and space occupied by the University for Departments of the University.
- b) For the purposes of annual budgeting the University will provide the Union with the actual breakdown of usage for the preceding calendar year (January 1 – December 31) by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year.
- c) For clarity, electricity is directly metred for the FNCC and will be summarized monthly with reports being sent to the Union within thirty (30) days of the end of the month.. The charge for water and gas is based on a sq. ft. percentage and modified usage formula.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

2.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated cost for the associated supplies. Any additional work required beyond what is defined will be invoiced separately as agreed upon between the parties.

Cleaning Schedule:

Monday to Sunday daily requirements Nights (10:00 pm – 6:30 am, 2 people)

24 Hour Lounge & Cubicles:	Garbage stations, glass cleaning
Washrooms:	Full cleaning
Food Court:	Floors, washrooms, glass, handrails, garbage receptacles
Wilf's:	Full cleaning (Kitchen cleaning between 3am to 5am)
International News:	Floors, garbage
Hallways:	Dust mop, floor scrubber machine
Turret/Hawks Nest:	Full cleaning (Floors / all washrooms) OT as required
Foot Patrol office:	Full cleaning, garbage
South stairwell:	Loading area, doors, glass, elevator (floors/tracks/stain steel)
Quad entrance stairwell:	Full cleaning

Saturday and Sunday (12pm - 6pm, 1 person)

24 Hour Lounge Cubicles:	Tables, garbage, vacuum
Washrooms:	Full cleaning
Student Affairs Office, Campus Clubs room:	Saturday - Dust & Vacuum only
Student Union Office & Board room:	Sunday - Dust & vacuum only, collect front, back garbage stations inside main office
Cashier Office:	No cleaning on weekends
Quad Front Entrance:	Garbage, glass cleaning

Food Court:	Public washroom cleaning
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Monday to Friday (6 a.m. to 2:30 pm, 1 person) Before 8a.m.

Boardroom, Conference Rooms, Kitchenette & High Table:	Full cleaning
NE and NW Stairwells:	Full cleaning
U-Desk:	Wednesday full cleaning, garbage daily, computer counter

Monday to Friday After 8a.m.

Cubicles, Food Bank, Microwave & Campus Clubs Room:	Tables, vacuum, dust, garbage, glass spot cleaning, door handles, garbage stations
Washrooms:	Clean, dust mop, wet mop, flush toilet after clean, stainless
Quad Front Entrance:	Garbage (2x daily), glass cleaning, hand rail disinfectant, stainless ledges
Food Court:	Public washrooms – Check up
Turret & Hawks Nest:	Floors, walls spot cleaning, washrooms, tables, garbage
Wilf's:	Washrooms check up
North Elevator:	Floors, tracks & stainless steel
Cashier Office:	Friday morning clean up

General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly),
- Replace light bulbs as needed
- Summer projects will be determined by Union staff and communicated to FAM staff. Charges related to projects will be covered by the Union
- All supplies and equipment required will be paid for by the Union

2.4 Grounds and Waste Management

- a) The University and the Union will each contribute 50% of the cost of repairs and disposal services in relation to the compactor.
- b) It is anticipated that the waste removal process using the compactor will be changed within the term of this agreement which will require the parties to revisit the cost sharing of that new process once confirmed.
- c) The Union will be solely responsible for the costs associated with recycling and organic waste collection related to the operations of the FNCC.

3. Brantford Campus: Student Centre

3.1 Building Services

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance at the SC and all HVAC and infrastructure associated systems that service the building on a shared basis. The University will cover 50% and the Union 50%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the SC, including but not limited to the following:
 - (1) Elevators
 - (2) Systems under regulation by TSSA
 - (3) Mechanical Systems
- c) The costs related to the elevator systems in the SC will be shared using the same formula (University 50% and Union 50%). Capital replacement will follow the same formula in addition to a specific financing plan arranged, if requested, with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- d) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the SC.
- g) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work..

3.2 Utilities

- a) The University shall supply utilities to the SC with the shared cost between the two parties using the same formula (University 50% and Union 50%). This formula reflects the common use of space in the buildings for student study space and space occupied by the University for administrative departments of the University. This will replace the annual payment provided by the University to the Union that previously was in place from the Office of Student Affairs.
- b) For the purposes of annual budgeting the University will provide the Union with the breakdown of usage for the preceding calendar year (January 1 – December 31 by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year.
- c) Golden Grounds is a Union operated business that occupies space outside of the SC. The cost recovery rate for Golden Grounds will be all inclusive for cleaning and utilities and will be confirmed for budget purposes as per the same schedule as described in section (b). The rate for this space will be \$15 per square foot for each year for the term of the Agreement, including optional extensions.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

3.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated costs for the associated supplies. Any additional work required will be invoiced separately as agreed upon between the parties.

Cleaning Schedule:

Monday to Friday daily requirements (3:00 am – 7:30 am, 1 person)

Front entrance and elevator lobby	Full cleaning, garbage
WLUSU Offices:	Floors, washrooms, glass, handrails, garbage receptacles
Washrooms:	Full cleaning
24 Hour Lounge	Full cleaning
Student Affairs Offices:	Full cleaning (Kitchen cleaning between 3am to 5am)
Wellness Centre:	Floors, garbage
All Hallways:	Dust mop, floor scrubber machine
Foot Patrol/Clubs office:	Full cleaning
Stairwells:	Full cleaning
Multi-Purpose Room:	Full cleaning

General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly)
- Replace light bulbs as needed
- Set-ups requests in the Multi-Purpose Room
- Afternoon policing of spaces when required
- All supplies and equipment required will be paid for by the Union

Appendix C: Students' Union Operational Policies

All current operating policies approved by the President & CEO (or designate) can be found on the Students' Union website at: <https://www.yourstudentsunion.ca/su-policies>

PDF or physical copies of these policies can be made available at the request of the Board.

January 2025

Key Dates

- January 16th: Budget Process Overview with President's Group
- January 30th: Budget Training at President's Group (w/ Chirs)
- February 3rd: Budget Templates Sent to VPs
- February 24th: Last Day for Budget Change Approvals
- **March 3rd: Budget Submissions Due (at 8:00 AM)**

Approval Requirements

Any of the following scenarios require pre-approval from the President:

- Any budget line (account code) that is over \$50,000.00 (regardless of amount in 2024/2025)
- Any budget line increasing by more than \$10,000.00
- Any budget line decreasing by more than \$10,000.00
- The removal or addition of any budget lines/accounts
- A single item over \$10,000.00 (in detailed budget breakdown)
 - Note: These will also require Board approval, which will be done in the Budget Presentation.

Any of the following scenarios require pre-approval from the Vice President: Volunteer Operations

- Any budget line increasing by more than \$5,000.00
- Any budget line decreasing by more than \$5,000.00
- A single item over \$5,000.00 (in detailed budget breakdown)
 - Note: These expenses will require competitive quotes from at least 3 vendors at the time of the expense, or the use of a pre-approved vendor.
- A budget line changing by more than 30% (either increase or decrease)

These approvals can be done in a meeting to review the budget with the President and/or VPVO or can be submitted in writing for approval.

Budget Considerations

- Coordinator stipends require all departments to find about \$3,000.00 in savings.
- AVPs are moving to an hourly pay model, meaning they will need to be paid overtime. If your department's AVP will accrue overtime pay (over 44 hours in a week) then you must cut those funds from your budget(s), the cost of the overtime will be reflected in a central wages budget.
- Budgets should be built using variance reporting and forecasted expenses, the previous year's budgets can be used as a reference point, but you should be able to justify each number in your budget independently of last year's budget.
- AVPs and Coordinators should be a part of the budget process, especially for committee budgets, however ultimately the VP is responsible for the submission and the contents of the budgets.

REPRESENTING THE STUDENTS' UNION AGREEMENT

As an employee and/or volunteer of the Students' Union, I understand that my actions and behaviour, whether online or otherwise, can shape the way others view the Students' Union even when I am not doing so within the purview of my role. As such, and as a representative of the Students' Union, I agree to abide by the following online and in-person:

- I will not share anything about the Students' Union, nor its members, employees and alumni, that could be considered confidential or proprietary;
- I will not announce or reveal a Students' Union policy, project or initiative prior to an official announcement from the Organization being published first;
- My posts and/or actions will remain in accordance with all applicable laws, legislation, Wilfrid Laurier University policies, and Students' Union policies and procedures;
 - I will not act out of accordance with the Wilfrid Laurier University Policy 6.1 titled Prevention of Harassment, Discrimination and Sexual Misconduct, as well as the Student Code of Conduct, which I understand includes but is not limited to, sharing information that is inaccurate, hostile, violent, threatening, abusive, sexist, racist or homophobic;
- I understand that I am encouraged to post and/or act in a manner that is authentic to my personal brand but that does not negatively impact the Students' Union brand;
 - When posting and/or acting within the scope of my role, I will remain non-partisan on any legal, electoral, political or socially divisive issue(s);
 - When posting and/or acting within a personal capacity outside of my role, I will make it clear that my opinion is not that of the Students' Union if I chose to take a stance on any legal, electoral, political or socially divisive issue(s);
 - I will not wear my Students' Union uniform, or branded clothing items, when posting and/or acting within a personal capacity outside of my role if doing so could negatively impact the Students' Union brand;
 - I will read and follow my department's Students' Union Branding Style Guide when creating or sharing content within the scope of my role; and
 - I understand that I may be asked to share official Students' Union content on my personal social media profile from time to time, and that while this is encouraged, it is my own personal decision to post.

I, _____ (*first and last name*), hereby confirm that I have read, understand and agree to the terms within the Marketing and Communications Policy, as well as this Agreement. I understand that failure to abide by these terms may result in disciplinary action up to and including the termination of my position with the Students' Union.

Date:

Signature:



Wilfrid Laurier University Students' Union
Board of Directors

DATE: March 24, 2025

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

Board of Directors Present:

Chair of the Board & Chief Governance Officer: Gabrielle Russo;
Vice Chair of the Board: Lulia Habtemichael;
Directors: Noah Espiritu, Natalie Bounket, Avinash Godse-Shah, Aya Ijam, Nicole Lehecka,
Daniel Rubinoff, Bilal Tariq, Griffin St. George;

Staff Present:

Director, Policy, Research & Advocacy: Ian Muller;

Gallery Present:

President & Chief Executive Officer: Ben Jesseau;
President, Publisher & Chair at WLUSP: Umaymah Suhail;
Board Secretary: Zhanna Latysheva
Board Elects: Sawaab Anas, Evan Rutherford, Conal Murphy, Giulia Di Lollo, Robert Bilodeau,
David Zhao, Adam Ward, Corey Ferguson, Lucas Chegahno,

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

The meeting was called to order via Zoom on March 24, 2025, at 7:03 PM. We acknowledge that the offices of the Wilfrid Laurier Students' Union are on the traditional territory of the Neutral, Anishinaabe and Haudenosaunee peoples.

2. **Regrets**, Chair Russo

- Director Russolo and Director Nakshatra, and ED Champagne sent regrets.

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

- No conflicts of interest were reported.

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

MOTION (Director Ijam/Director Rubinoff) that the Board of Directors amend the agenda to add the discussion regarding Wilf's oven. **CARRIED.**

MOTION (Director St George/Director Tariq) that the Board of Directors adopt the amended agenda. **CARRIED.**

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

MOTION (Director Godse-Shah/Director Bounket) that the Board of Directors adopt the consent agenda EL #1 - Global Executive Constraint, EL #2c - Compensation & Benefits, EL #2d - Financial Conditions & Activities, EL #2l - General Meetings & Elections as presented. **CARRIED.**

6. **Approval of Meeting Minutes - March 10, 2025**, Chair Russo

MOTION (Vice Chair Habtemichael/Director St. George) that the Board of Directors approve the March 10, 2025, meeting minutes as presented. **CARRIED.**

7. Comments from the Chair of the Board & CGO, Chair Russo

- Board meeting on April 7th, 2025, to take place at 8 PM.
- Volunteer gifts have been distributed to the Board members.

8. Comments from the President & CEO, President Jesseau

- The hiring process for the VP of Student Affairs has been initiated, and the new hires are expected to start by the end of Summer.
- The Memorandum of Understanding (MoU) with Greek Life is currently in progress.
- RFP for Health and Dental: Two providers have already been met, with a third meeting scheduled for next Monday. The new health and dental plan is set to begin on September 1st.
- The budget for orientation activities is currently being finalized.
- Consultations for the Segaram project are ongoing to ensure that it meets the needs of all students.
- The VPs and AVPs have been successfully hired.
- Volunteer Appreciation Week is scheduled to take place soon.

9. Finance Committee Final Report, Chair Russo

MOTION (Vice Chair Habtemichael/Director Espiritu) That the Board approve the report Finance Committee Final Report. **CARRIED.**

10. Board Chair & Vice-Chair Elections, Chair Russo

- Lulia Habtemichael was elected as the new Board Chair.
- Corey Ferguson was elected as the new Vice-Chair.

11. Wilf's Oven, Chair Russo

- The main operational oven in Wilf's Restaurant & Bar is reaching the end of its life. The Hospitality Team has been repairing the oven for the past 2-3 years to keep it running, however, due to the oven's age replacement parts are increasingly unavailable.
- The Hospitality Team has sourced a new oven with a total price of approximately \$30,000. Delivery and installation of the oven will take from 14-16 weeks.

MOTION (Director Bounket/Director Lehecka) that the Board of Directors approve the purchase of the identified replacement stove at a value of up to \$35,000 and that an initial payment of \$15,000 be approved from the 2024-2025 operating budget. **CARRIED**

MOTION (Director St. George/Director Ijam) that the Board of Directors, DPRA Muller and Secretary Latysheva move to the in-camera session at 7:57 PM. **CARRIED**

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



Wilfrid Laurier University Students' Union
Board of Directors
DATE: April 7, 2025

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

Board of Directors Present:

Chair of the Board & Chief Governance Officer: Gabrielle Russo;
Vice Chair of the Board: Lulia Habtemichael;
Directors: Noah Espiritu, Natalie Bounket, Aya Ijam, Nicole Lehecka, Devananda Nakshatra,
Anya Russolo, Bilal Tariq;

Staff Present:

Director, Policy, Research & Advocacy: Ian Muller;
Executive Director & COO: Phil Champagne
Director, Finance & Administration: Chris Turner

Gallery Present:

Vice President: Volunteer Operations: Sarah Hudson;
Board Secretary: Zhanna Latysheva

1. **Call to Order**, Vice Chair Habtemichael

The meeting was called to order via Zoom on April 7, 2025, at 8:04 PM. We acknowledge that the offices of the Wilfrid Laurier Students' Union are on the traditional territory of the Neutral, Anishinaabe and Haudenosaunee peoples.

2. **Regrets**, Vice Chair Habtemichael

- Director Godse-Shah and Director Rubinoff sent regrets.
- Director St. George was absent.

3. **Conflicts of Interest**, Vice Chair Habtemichael

- No conflicts of interest were reported.

4. **Adoption of Agenda**, Vice Chair Habtemichael

MOTION (Director Bounket/Director Tariq) that the Board of Directors amend the agenda to remove the approval of meeting minutes. **CARRIED**.

MOTION (Director Russolo/Chair Russo) that the Board of Directors adopt the amended agenda. **CARRIED**.

5. **Adoption of Consent Agenda**, Vice Chair Habtemichael

- GP #2B - Board Job Description
- GP #2d - Chair Job Description
- GP #2e - Vice Chair Job Description
- GP #2j - General Meetings
- EL #2a - Treatment of Consumers
- EL #2b - Treatment of Staff
- EL #2e - Financial Planning & Budgeting

- EL #2m - Transition of Staff
- EL #2n - Hiring Practices - Paid Staff

MOTION (Director Nakshatra/Chair Russo) that the Board of Directors adopt the consent agenda as presented. **CARRIED.**

6. Comments from the Chair of the Board & CGO, Chair Russo

- Discussion on upcoming training session with Anthony Massi for SU Board regarding networking and transferable skills session. The session is scheduled for the upcoming Friday, with the timing to be confirmed.
- Chair Russo encouraged board members to contact their assigned mentees and schedule meetings.

8. Comments from the President & CEO, VP Hudson

- President Jesseau was at the Athletic Banquet presenting an award and planned to join the meeting shortly.
- Update on agreements: SSA seems on track, expected draft for presentation next week. The Athletic MOU is under review, SPV/MOU is awaiting review, and the Greek Life MOU is in progress.
- VP of Student Affairs hiring is underway, with first-round interviews completed.
- Freedom of expression work continues with ongoing support.
- Transition planning with the incoming team.

9. Comments from the Executive Director & COO, ED Champagne

- There was another fire alarm at Fred Nichols Campus Center. A brief discussion about the inconvenience caused by fire drills.

10. Ownership Linkage Committee Final Report, Director Lehecka

- The committee provided a report summarizing its activities and accomplishments over the board's term.

MOTION (Director Tariq/Director Nakshatra) that the Board of Directors receive the final report. **CARRIED.**

11. Policy Manual Amendment, DPRA Muller

- Discussion on amendments to the policy manual, specifically changes to accommodate Milton students joining as SU members in the future.
- Three policy changes were proposed:
- Change to Governance Process 2A7 to ensure board meetings are streamed or recorded.
- Changes in membership language for representatives from the Brantford campus.
- Changes in language for students-at-large positions.
- These amendments are interim changes pending further integration of Milton students.

MOTION (Chair Russo/Director Lehecka) that the Board of Directors approve the policy manual amendments. **CARRIED.**

12. Direct Inspection Committee Reports, Vice Chair Habtemichael

- EL #2I - General Meetings & Elections
- BMD #2d3 - Monitoring Executive Performance - Performance Management

MOTION (Director Lehecka/Director Nakshatra) that the Board of Directors approve the DIC reports as presented. **CARRIED.**

13. Governance Budget, DFA Turner

MOTION (Director Lehecka/Director Bounket) that the Board of Directors approve the governance budget as presented. **CARRIED.**

14. Operating Budget, DFA Turner

MOTION (Chair Russo/Director Ijam) that the Board of Directors approve the operating as presented. **CARRIED.**

MOTION (Chair Russo/Director Ijam) that the Board of Directors, DPRA Muller and Secretary Latysheva move to the in-camera session at 8:40 PM. **CARRIED.**

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

Monday, April 14, 2025

Motion

Motion to approve a donation of up to \$15,000 to the Leanne Holland Brown Emergency Fund from remaining special projects and miscellaneous funds from the 2024/2025 fiscal year.

About The Leanne Holland Brown Emergency Fund

The Leanne Holland Brown Emergency Fund is able to provide emergency funding to eligible students who, as result of an unforeseen financial crisis or financial difficulties, are experiencing significant distress related to their personal well-being and/or safety. This fund is intended to act as a last resort in addressing short-term financial emergencies that impact immediate needs such as rent, food, and other living or medical expenses, and is not able to be used to subsidize the cost of tuition or student fees. Students must be currently registered in courses to be eligible.

Rational For Donation

The Leanne Holland Brown Emergency Fund is designed to help students in urgent need address challenges they are experiencing as a result of financial pressures. As an executive team this year, we have committed a lot of our work to helping students address the pressing financial pressures of today's economic state and this fund furthers the support available for students beyond the day to day support we are able to provide.

Laurier has struggled to get donations to this fund as of late, and we firmly believe it is a crucial tool in supporting students through their time at Laurier if they experience urgent financial strain.

Funding Sources

The funding for the donation is coming from the President & CEO's Special Projects budget, with some further contribution from the Executive Director & COO's miscellaneous budget. All of the funds for the donations have been accounted for in the current budget.

Action Required

Majority vote of yes.

April 11th, 2025

Overview of Our Priorities

In collaboration with the President's Operations Group, our Executive Team created a compressive annual plan for each of our departments and the organization for the year. The annual plans covered 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 was centered around 3 central priorities, these priorities served as a guide the work we did as an organization as a whole, as well as the projects that each department worked towards. Our priorities were:

- 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 had for the Students' Union over the course of the year, as well as the needs that we saw in our membership. A full list of the projects that each department completed this year have been provided as an appendix to this document, along with the ends and guiding principles that they align with.

Enhancing the Campus Community

The community on and across our campuses has been a large focus for our team this year and was at the core of many of our projects and initiatives. As a team we aimed to create a strong sense of belonging among students, with the goal of making Laurier feel like home for everyone. Some of the key work we did towards this priority this year included:

- Weekly Student Engagement sessions to ensure our Executive Team was present and involved in the campus community, and getting feedback from our membership. (President & CEO)
- Ran the new 'find your club, find your community' campaign to promote Clubs & Associations department resources to all students. (Clubs & Associations)
- Worked with Marketing committee in spotlighting club events semesterly and promoting the club opportunities all student body. (Clubs & Associations)
- Ran an End of Year Concert for the first time since the pandemic. (Programming & Services, Waterloo)
- Increased the variety of programming available on campus to reach more student communities (Programming & Services)
- Launched Brantford Exclusive Students' Union t-shirts to enhance campus pride. (Programming & Services, Brantford)
- Ran around 75 events in the Brantford community across our Programming & Services Department. (Programming & Services, Brantford)
- Ran 4 volunteer appreciations throughout the school year to bring volunteers together. (Volunteer Operations)

- Presented the outstanding volunteer award to six dedicated and hard-working volunteers across Brantford and Waterloo. (Volunteer Operations)
- Successfully lobbied Ontario government with Ontario Undergraduate Student Alliance; also writing three separate policy briefs for Local Advocacy Week for each level of government, specific to the specific needs of Waterloo and Brantford students. (Government & Stakeholder Relations)
- Participated, led, and engaged on the Religious Accommodations Working Group, Truth & Reconciliation Social Media Campaign and Collaboration with Indigenous Student Association on Federal Local Advocacy Week meetings, and our Student of Colour Market. (Government & Stakeholder Relations)
- Worked with university administration on a variety of issues, prioritizing student safety, refining two-way dialogue processes, communicating on effective solutions, and ensuring the ongoing presence of student voices in key decision-making processes. (President & CEO and Government & Stakeholder Relations)

Provide Opportunities to Learn & Grow

As an organization, we strived 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. Our focus was largely on the importance of student life beyond the classroom, and the impact those experiences can have. Ultimately, our goal was 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. Some of the key work we did towards this priority this year included:

- Ran a new Clubs & Associations events townhall with all clubs to provide opportunity to discuss feedback in real time. (Clubs & Associations)
- Introduced a revamped clubs training to all clubs presidents to ensure that resources are easily accessible throughout the year. (Clubs & Associations)
- Conducted mental health training and mass-incident bystander training with our Emergency Response Team. (Programming & Services, Waterloo)
- Encouraged volunteers to take charge of their own programming and service committees. (All Departments)
- Introduced new training for committee volunteers. (Programming & Services and Volunteer Operations)
- Created purpose statements for all four Programming & Services committees, in addition to operating manuals for Food Bank and Hawk Walk (Programming & Services)
- Organized and Upgraded the Committee Space to be an intentional hub for committee volunteers and coordinators to gather. (Programming & Services)
- Hired and onboarded hundreds of student volunteers. (Volunteer Operations)
- Provided paid employment opportunities to students through our Executive Leadership Team and other employment options. (Volunteer Operations, Member Services, Hospitality Services)
- This year we saw a great diversity of students hold positions as delegates and advocates as part of Local Advocacy Week and OUSA's General Assemblies, all of which contributed greatly to the progression of policy, community cohesion, and representation of Laurier students. (Government & Stakeholder Relations)
- Booting and social media campaigns aiming to educate students and create awareness at-large around provincial and federal elections; with specific focus on civic engagement, educating students on elections and voting, and larger conversations about democracy. (Government & Stakeholder Relations)
- SU Does Advocacy event on our Brantford campus that aimed to reflect the interconnectedness of the students' union and share how programming and advocacy is a joint operation; additionally

giving students an opportunity to connect with a panel of respected alumni and OUSA, and volunteer committees. (Government & Stakeholder Relations)

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 was crucial. Our goal was to towards equitable access for all students as a primary objective, striving to eliminate barriers and create a campus environment where every student is set up to succeed. We aimed 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 had the opportunity to benefit equally from the opportunities and support systems available through the Students' Union. Some of the key work we did towards this priority this year included:

- The negotiation of the Comprehensive Student Service Administrative Agreement, providing a framework for excellence in student services at Laurier for years to come. (President & CEO)
- The initial exploration and preliminary negotiations of a new funding model (Special Purpose Vehicle) for the Seagram Drive Projects, creating space for increased programming and support on the Waterloo campus. (President & CEO)
- Expanded partnerships on campus, including key relationship development with the Office of Student Affairs, the Office of the Provost, and various other key leaders on Laurier's campuses. (President & CEO)
- Comprehensive operating policy review and renewal. (President & CEO)
- Worked with the CSEDI and Office of Human Rights and Conflicts office to create curated training for student leaders on our Clubs & Associations. (Clubs & Associations)
- Introduced AVP office hours for drop ins, increasing ongoing support for all clubs. (Clubs & Associations)
- Re-named and re-branded Hawk Walk to break down barriers and foster a more inclusive campus community. (Programming & Services)
- Remodeling our Food Bank program to increase the variety and access offerings for students. (Programming & Services)
- Increased usage of our essential services across the board (ERT, Hawk Walk, Food Bank). (Programming & Services)
- Launched Emergency Hot Meal program in Brantford. (Programming & Services, Brantford)
- Ran in-person Consent Awareness initiatives as well as social media educational content and resources, supported by CSEDI and Office of Human Rights & Conflict Management. (Government & Stakeholder Relations)
- Restructured GSR committees to streamline service efforts, enhance the mandate and effectively educate students on their rights. (Government & Stakeholder Relations)
- Completing our annual Local Advocacy Week, advocating for: enhanced information on the City of Brantford's website "Students" portal regarding programs, resources and supports in the community for students – especially as part of housing and wellness concerns; re-establishment of the Brantford Town & Gown Committee; and new Waterloo Anti-Racism Campaigns & Initiatives. (Government & Stakeholder Relations)

April 11th, 2025

<u>President & CEO</u>		
Project Title	Organizational End	Guiding Principal
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
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
Negotiation of Key Institutional Agreements	An organization that advocates for an affordable, accessible, and high quality academic experience.	Student-Driven

<u>Volunteer Operations</u>		
Project Title	Organizational End	Guiding Principal
June Volunteer 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 Volunteer 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 Volunteer 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
Volunteer 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

<u>Clubs & Associations</u>		
Project Title	Organizational End	Guiding Principal
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 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

Government & Stakeholder Relations

Project Title	Organizational End	Guiding Principal
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
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
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

Programming & Services Brantford

Project Title	Organizational End	Guiding Principal
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

Programming & Services Waterloo

Project Title	Organizational End	Guiding Principal
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
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