

**The Strategic Ends of the Students' Union**

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

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

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

**Land Acknowledgement**

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

Start	Duration	Agenda Item	Type	Presenter	Policy Reference
8:30 PM	2 mins	Call to Order and Indigenous land acknowledgement	adm	Chair Abu-Rshaid	
8:32 PM	1 mins	Regrets	adm	Chair Abu-Rshaid	GP #2c.8
8:33 PM	2 mins	Conflicts of Interest	adm	Chair Abu-Rshaid	GP #2c.2
8:35 PM	2 mins	Adoption of Agenda <b>MOTION</b> that the Board of Directors adopt the agenda as presented	D	Chair Abu-Rshaid	
8:37 PM	2 mins	<u>Adoption of the Consent Agenda - Monitoring Reports</u> Board Job Description Board Members' Code of Conduct Chair of the Board & CRO Role Vice Chair's Role Global Board Management Unity of Control Accountability of the President Delegation to the President Monitoring Executive Performance Monitoring Executive Performance-Performance Feedback Treatment of Consumers Treatment of Staff Hiring Practices- Unpaid Staff Transition of Staff Hiring Practices- Paid Staff Ends Policy <b>MOTION</b> that the Board of Directors adopt the consent agenda as presented	D	Chair Abu-Rshaid	GP #2b GP #2c GP #2d GP #2e BMD #1 BMD #2a BMD #2b BMD #2c BMD #2d1 BMD #2d2 EL #2a EL #2b EL #2j EL #2m EL #2n Ends
8:39 PM	30 mins	Senate Election	D	Chair Abu-Rshaid	
9:09 PM	2 mins	Comments from the Chair of the Board & CGO	fi	Chair Abu-Rshaid	
9:11 PM	4 mins	Comments from the President & CEO	fi	President Spenler	
9:15 PM	4 mins	Comments from the Executive Director & COO	fi	ED Champagne	
9:19 PM	4 mins	Finance Committee Midterm Report Final Report	D	Chair Abu-Rshaid	GP #2q2
9:23 PM	4 mins	DIC Reports Executive Succession Board Committee Structure	D	Chair Abu-Rshaid	EL #2h GP #2g
9:27 PM	10 mins	2024 Elections Report	fd	GC Cui	
9:37 PM	10 mins	2024-2025 Governance & Elections Budgets	D	Chair Abu-Rshaid	
9:47 PM	5 mins	Student Life Levy Waterloo Endorsement Letter	D	ED Champagne	
9:52 PM	2 mins	In-Camera Session	D	Chair Abu-Rshaid	
		<b>MOTION</b> that the Board enter into an in-camera session			
10:43 PM	2 mins	Announcements	fi	Chair Abu-Rshaid	
10:45 PM	4 mins	Action Items Summary	adm	Chair Abu-Rshaid	
10:49 PM	2 mins	Adjournment	adm	Chair Abu-Rshaid	
		<b>MOTION</b> that the Board adjourn the April 1, 2024 meeting			
<b>Total</b>	<b>2 hours &amp; 19 mins</b>				

**LEGEND:**  
 fi, For Information  
 fd, For Discussion  
 D, Decision required  
 adm, Administrative task

## **Governance Process #2b “Board Job Description”**

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

Signed,

Chair of the Board and Chief Governance Officer Wilfrid Laurier University Students’ Union

March 28th, 2024

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

**POLICY GP#2b1: The Board will:**

**1. Provide linkage between the organization and the ownership on**

**Governance matters**

**a. With assistance from each Director at least once per applicable term.**

CGO INTERPRETATION

I define “linkage” as connecting with and acquiring feedback from the moral ownership of the organization.

I define “governance matters” as any items that fall within the jurisdiction of the Board that aim to improve the quality of the governance structure of the organization.

I define “assistance” as aid in setting up, facilitating, and/or cleaning up after events.

I define “applicable term” as any term in which ownership linkage events are offered on either campus.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board is executing a plan that is complete with initiatives, feedback

forms, and outcomes.

2. The Board takes into consideration the feedback that the moral ownership offers in policy development and boardroom discussion.
3. Each director has assisted in Ownership Linkage events.
4. No Ownership Linkage event is cancelled due to a lack of Director

## EVIDENCE

1. The Board is committed to engage with the Ownership through online and in person events.
2. The Board has remained cognizant of ownership needs in all discussion. It has aimed to actively engage with the ownership to hear their concerns. These concerns are then brought forward during Ends-based and generative discussion.
3. No Ownership Linkage event has been cancelled due to a lack of Director participation.
4. The Board of Directors Ownership Linkage Committee meets on a regular basis (twice a month)

I report this section as **COMPLIANT**

## **POLICY GP#2b2: The Board will:**

2. **Develop written governing policies that realistically address the broadest level of all organizational decisions and situations, namely as Ends, Executive Limitations, Governance Processes and Board Management Delegation policies**
  - a. **With a review process entailing the Direct Inspection of all active policies**
    - i. **Each policy will be reviewed within four years in order to:**
      1. **Ensure the evidence presented is appropriate and up to-date**
      2. **Ensure the wording of the policy is sound;**
      3. **Ensure the scope of the organization is captured in the policy.**

## CGO INTERPRETATION

I interpret “written governing policies” as the policies that provide guidance for the Organization and the Board itself.

I interpret “realistically address the broadest level of all organizational decisions and situations” to mean that the Board will think practically and reasonably when developing and administering policies.

I define “review process” as the schedule outlining the dates of direct inspection that can be found within GP#2h. I define “direct inspection” to mean that all policies and their monitoring reports will be analyzed in-depth within a four-year cycle.

I further this definition to mean that individual committees are mandated to directly inspect specific policies. I define “sound” as meaning that the policy is worded in such a way that appropriately achieves its desired end.

I define “scope of the organization” to be the Mission, Vision, and Guiding Principles of the Students’ Union, in addition to the Ends.

#### OPERATIONAL DEFINITION

1. Compliance will be demonstrated when:
2. The Board has policies that do not unnecessarily restrict the President/CEO from performing his or her duties.
3. The Board strikes a Direct Inspection committee for each policy being reviewed in a given year, as per the schedule found in GP#2h.
4. All Direct Inspection committees struck in a given year submit a final report to the Board.

#### EVIDENCE

1. All policies that were reported too restrictive have been repealed, as evidenced in the Policy Manual. The current President has not reported any policies as being too restrictive.
2. The Board has struck a Direct Inspection committee for some policies that can be found in the 2023-2024 year of the policy review cycle and will be finishing the rest before April.
3. All Direct Inspection committees struck during the 2023-2024 year have submitted a final report to the Board.

I report this section as **COMPLIANT**

#### **POLICY GP#2b3: The Board will:**

- 3. Assure successful organizational performance on Ends and Executive Limitations.**

#### CGO INTERPRETATION

I define “assure” as taking appropriate action through policies to ensure positive organizational performance.

I define “successful organizational performance” as being in compliance with Executive Limitations and Ends policies.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board enforces a monitoring schedule of Executive Performance according to BMD#2d1.
2. To date, all Executive Limitation policies are either in compliance, or have a robust plan to bring them into compliance.

#### EVIDENCE

1. The Board approved a monitoring schedule for the President/CEO according to BMD#2d1.
2. To date all Governance policies have been reported as compliant

I report this section as **COMPLIANT**.

**GLOBAL POLICY STATEMENT GP#2b: As an informed and collective agent of the ownership, the Board will provide specific job outputs that ensure appropriate organizational performance.**

#### CGO INTERPRETATION

I interpret “informed and collective agent of the ownership” as an active, involved, and dedicated Board that speaks as a whole on behalf of the ownership of the organization. This is done in order to ensure the well-being of all students at Wilfrid Laurier University whether it is of the present or the future.

I define “specific job outputs” as the governance duties, such as ownership linkage initiatives, policy monitoring and development, performance evaluations of the President/CEO and the Board, and Ends development through strategic visioning. I define “ensure appropriate organizational performance” as conducting the proper evaluations of the President/CEO, whether through policy monitoring or mid-/end-of-term performance reviews, to allow the organization to function legally, prudently, and ethically.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All other sections of this policy are reported as compliant.

**EVIDENCE**

1. All other sections of this policy reported as compliant

I report this section as **NON-COMPLIANT**

## Governance Process #2c “Board Members’ Code of Conduct”

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

Signed,

Chair of the Board and Chief Governance Officer

Wilfrid Laurier University Students’ Union

March 28th, 2024

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

**POLICY STATEMENT GP#2c1: The Board will: Have loyalty to the ownership, uncontested by loyalties to staff, other organizations, or any personal interest as a consumer.**

CGO INTERPRETATION

I interpret “loyalty to the ownership” to mean that the Board will act on the needs of the undergraduate students of Wilfrid Laurier University: the ownership of the Corporation.

I interpret “uncontested by loyalties to staff” as avoiding the favoring of opinions of staff members on certain Board decisions or actions.

I define “other organizations” as any organization that is not the Laurier Students’ Union. I define “personal interest as a consumer” as Board concerns fueled by individual interactions with the products or services offered by the Organization.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Board discussion is focused on governance matters for the moral ownership such as Ends, Strategic Visioning, and Performance Monitoring rather than consumer concerns.

#### EVIDENCE

1. The Board has focused on governance matters in the Boardroom by referring to the Board’s policies (Executive Limitations, Ends, BMDs, Governance Processes) and the Ends of the Organization.

I report this section as **COMPLIANT**

**POLICY STATEMENT GP#2c2: The Board will: Avoid conflict of interest with respect to their fiduciary responsibility.**

#### CGO INTERPRETATION

I define “conflict of interest” as personally benefitting (materially or financially) from any decision or action made in a working capacity of the Organization.

I define “fiduciary responsibility” as the obligation of Directors to act for the benefit and well-being of the Laurier Students’ Union.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All sections of GP#2c2 are reported as compliant.



## EVIDENCE

1. All sections of GP#2c2 are reported as compliant.

I report this section as **COMPLIANT**

**POLICY STATEMENT GP#2c2a: There must be no self-dealing or business by a Board member with the organization. Board members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict**

## CGO INTERPRETATION

I interpret “self-dealing or business” as an individual Board member using their position for any purpose other than Board-mandated duties, as outlined in the Governance Process policies.

I define “vendors” as any business that operates on the Brantford or Waterloo campuses. I define “association” as any entity that represents a membership that has a common purpose and formal structure other than the Laurier Students’ Union.

Compliance will be demonstrated when:

1. Board members disclose all conflicts of interest.
2. Individual Board members have not directly engaged in an agreement with a business or association on behalf of the Students’ Union.

## EVIDENCE

1. Each meeting provides an opportunity for Directors to declare conflicts of interest. This has yet to be used this year.
2. There have been no reports of a conflict of interest for any agreement with any business or association by a Board member on behalf of the Students’ Union.

I report this section as **COMPLIANT**

**POLICY STATEMENT GP#2c2b: When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, that Board member shall withdraw without comment not only from the vote, but also from the deliberation**

## CGO INTERPRETATION

I define “an issue” as a matter that requires Board decision. I define “unavoidable conflict of interest” as a circumstance that renders a Board member incapable of making a fair and balanced decision on a particular matter. I further define this to mean that said Board member is unable to relieve themselves of said circumstance to allow for a fair decision.

I define “withdraw from deliberation” as removing oneself from the Board table and refraining from comment as an observer of Board discussion. I define “vote” as not being able to approve, oppose, or abstain from any decision item.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Any member with a conflict of interest does not participate in either deliberation nor voting.

#### EVIDENCE

1. No member has discussed or voted on an issue on which they have declared a conflict of interest.

I report this section as **COMPLIANT**

**POLICY STATEMENT GP#2c2c: Board members will not use their positions to obtain employment in the organization for themselves, or anyone else. A Board member must resign from their position prior to becoming a paid employee of the Organization. A Board member must declare a conflict of interest upon submitting their nomination for an elected position and remove themselves from Board deliberation until the conclusion of any general meeting**

#### CGO INTERPRETATION

I define “use their position” as abusing the power and authority that comes with being a Director for personal gain.

I define “obtain employment” as acquiring a paid position within the Laurier Students’ Union. I interpret “prior to becoming a paid employee” as immediately before the start date of said employment contract.

I define “upon submitting” as providing the Chief Governance Officer and Board of Directors a written statement of a potential nomination for an elected position at least 48 hours before the submission.

I define “until the conclusion of any general meeting” any time during the campaigning period.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Board members do not sit on hiring committees for Students' Union staff that do not report to the Board.
2. Board members do not instruct the President/CEO on how to conduct hiring except when explicitly outlined in an Executive Limitation.
3. Board members have not obtained paid positions for themselves in the Union because of their current position.
4. Any Board member who becomes a paid employee of the Organization resigns before starting their contract.
5. Any Board member participating in elections declares a conflict of interest and does not vote throughout the duration of elections.

## EVIDENCE

1. Board members have not sat on any Students' Union hiring committees except for the Board Secretary position, Chief Returning Officer (AGM), and Deputy Returning Officer (SGM) position.
2. There have been no reports about Board members instructing the President how to conduct hiring outside of the Executive Limitations.
3. No Board member has obtained a paid contract within the Laurier Students' Union.
4. All board members that participated in elections have declared conflict of interest

I report this section as **COMPLIANT**

**POLICY STATEMENT GP#2C2d: Board Members who will be serving as a Coordinator of a committee of the Organization within the upcoming fiscal year, shall declare a conflict of interest when presented with the operating budget**

## CGO INTERPRETATION

I define "Coordinator of a committee of the Organization" as any coordinator-level position of the Laurier Students' Union that is internally funded and operated.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Any Board Members serving concurrently as a Coordinator within the Organization declare a conflict of interest when presented with the budget.

#### EVIDENCE

1. One Director currently serves as a Coordinator

I report this section as **COMPLIANT**

#### **POLICY STATEMENT GP#2c3: The Board will: Avoid exercising individual authority over the Organization and the President**

#### CGO INTERPRETATION

I define “exercise individual authority” as individual Board members using their discretion to evaluate the performance of, or delegate duties to, any paid or unpaid employee, including the President/CEO.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All delegation to the President or Students’ Union staff comes from officially passed motions of the Board or is provided by the President/Staff at their own discretion.

#### EVIDENCE

1. There are no reports of a Board member individually delegating duties to any employee of the Union.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP#2c3a: Board members must recognize the lack of authority vested in individuals when interacting with the President and staff, except when explicitly Board-authorized**

#### CGO INTERPRETATION

I define “lack of authority” as an individual Board member’s inability to delegate tasks to, define parameters of, and supervise the duties of any paid or unpaid employee of the Laurier Students’

Union, as this can only be done by the Board as a whole through developing and monitoring Executive Limitations and Ends policies.

I define “explicitly Board-authorized” as the Board delegating a specific duty to a Board member, complete with limitations and a devised plan. Other than that, Board members must abide by the Unity of Control (BMD#2a), which dictates that the President/CEO only has to act on matters that are binding through a motion. The President/CEO does not have to respond to unauthorized requests from individual Board members, particularly if it requires too much time and resources.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Board members clearly understand that their role is to act as a collective, not as individuals.

#### EVIDENCE

1. The Board has received training on governance principles, including the lack of individual authority of Directors.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c3b: Board members must recognize the same limitation and the inability of any Board member to speak for the Board to the public, press or other entities, except explicitly stated Board decisions**

#### CGO INTERPRETATION

I define “recognize” as self-disciplined acknowledgement and understanding. I define “limitation” and “inability” in the same vein as being prohibited from doing.

I define “public” to mean anyone within the Laurier communities.

I define “press” as any media outlets, such as the Cord, Sputnik, the Record, and the likes.

I interpret “other entities” as any business, organization, association, agency, or establishment that is not the Laurier Students’ Union.

I interpret “for the Board” as representing their statement as the Board’s opinion rather than their own.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. There has been no situation where an article has been released or a report has come to the Board or Chair, of a Director misrepresenting their own personal opinion as that of the Board as an entity.

#### EVIDENCE

1. No reports have been received nor article published featuring a Director speaking on behalf of the whole on a topic that was not explicitly decided by the Board.

I report this section as **COMPLIANT**

**POLICY STATEMENT GP#2c3c: Board members must refrain from expressing individual judgments of performance of employees or the President, unless participation in Board deliberation pertains to whether the President has achieved any reasonable interpretation of Board policy**

#### CGO INTERPRETATION

I interpret “expressing individual judgments of performance” as an explicit job performance evaluation that is made by a single Board member. Board members must not individually evaluate the performance of any employee, and the President/CEO.

I interpret “participation in Board deliberation” as discussing, as a whole, whether the President/CEO has been in compliance with the Executive Limitations, Ends, and any other Board policy that pertains to the CEO’s performance.

I define “any reasonable interpretation” as an interpretation to Board policy that is prudent, legal, and ethical, based on commonly accepted business standards and practices.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Individual Board members do not evaluate the performance of any employee.
2. Performance evaluation is limited to the President’s compliance with Board policies.

#### EVIDENCE

1. Individual Board members have not been reported as having evaluated the performance of any employee.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c4: The Board will: Respect the confidentiality appropriate to issues of a sensitive nature.**

CGO INTERPRETATION

I define “respect” as demonstrating loyalty to the Laurier Students’ Union by not disclosing certain information.

I interpret “confidentiality appropriate to issues of a sensitive nature” to mean that any matter that pertains to human resources, contract negotiations, or any other sensitive matter that can negatively impact the outcome of a pending decision is held in confidence. This further means that Board members cannot publicly or privately divulge confidential information to anyone, until the information is declassified.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. There have been no reports of Board members divulging confidential information.

EVIDENCE

1. There have been no reports of Board members divulging confidential information.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c5: The Board will: Be properly prepared for Board deliberation.**

CGO INTERPRETATION

I interpret “properly prepared” as having read the entire agenda package and any supporting documentation prior to Board meetings.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All Board members are aware of all relevant information regarding the agenda before the Board meeting is called to order.

## EVIDENCE

1. There have been no instances where it has been apparent, or that Directors have indicated, that they are not aware of the contents of a Board meeting agenda.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c6: The Board will: Support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the Board members' personal position on the issue.**

## CGO INTERPRETATION

I define "support" as providing context to members on, adding unbiased opinions of, and honouring the finality of decisions that were made as a Board.

I define "legitimacy and authority" as a decision that the Board came to as a whole, which is binding and represents the will and moral ownership of the Laurier Students' Union.

I define "final determination" as a passed motion and thus, final decision. Board decisions can, however, be re-evaluated by the Board, but until then, the decision must be respected by all Board members.

I interpret "personal position of the issue" as an individual Board member's opinion.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Board members do not openly discredit any decision that has been made by the Board.

## EVIDENCE

1. The Board has consistently moved forward with decisions made as a collective.

I report this section as **COMPLIANT**

**POLICY STATEMENT GP#2c7: The Board will: See that all Board documents and filings are accurate, current and timely.**

## CGO INTERPRETATION



I define “accurate” as verifying the validity of the minutes and Board decisions.

I define “current” as being up-to-date and relevant. I define “timely” as a manner that does not compromise the time-sensitive nature of certain organizational matters. Essentially, the Board’s duty is to make sure that all Board matters are being documented in a responsible manner.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Minutes are reviewed and approved at the beginning of every meeting, when appropriate.
2. The Policy Manual is updated within 5 business days of all Board meetings to reflect changes that were made.

#### EVIDENCE

1. The Board approves minutes at the beginning of each meeting, when appropriate.
2. The Policy Manual is in its current, most updated form.

I report this section as **COMPLIANT**.

#### **POLICY STATEMENT GP#2c7a: Policies will rigorously follow Policy Governance® principles**

#### CGO INTERPRETATION

I interpret “rigorously follow Policy Governance principles” as ensuring all policies are made with consideration to the proper reporting structure and delegation model that helps govern the Students’ Union.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Policy Governance is considered with the creation or re-evaluation of any policy.

#### EVIDENCE

1. All changes to the Policy Manual have been in accordance to Policy Governance.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c7b: Bylaw elements necessary for legal compliance and for consistency with the principles of Policy Governance® will be known to the Board**

CGO INTERPRETATION

I interpret “Bylaw elements necessary for legal compliance” as ensuring that all Board policies are within the confines of corporate, municipal, provincial, and federal laws.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board has received training on their legal and fiduciary responsibility.

EVIDENCE

1. The Board received legal and fiduciary responsibility training prior to the beginning of their term on May 1<sup>st</sup>, 2023.

I report this section as **COMPLIANT**

**POLICY STATEMENT GP#2c7c: Requirements for format, brevity and accuracy of Board minutes will be known to the Chair of the Board**

CGO INTERPRETATION

I define “format, brevity and accuracy” to mean that the Board must ensure that the Chair of the Board is informed of any errors with the style, conciseness, word-choices, or preciseness of any component in the Board minutes.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Board meetings bring up any errors in the minutes at the appropriate time during Board meetings.

EVIDENCE

1. Whenever there are issues to the minutes, Board members have proposed friendly amendments to rectify the issue.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c8: The Board will: Ensure that a Board member resigns if they:**

#### CGO INTERPRETATION

I define “ensure” as making sure that a specific deed is carried out.

I define “resigns” as terminating their position on the Board based on a failure to comply with the details of this policy.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All sub-policies of GP#2c8 are reported as compliant.

#### EVIDENCE

1. All sub-policies of GP#2c8 are reported as compliant.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c8a: The Board will: Ensure that a Board member resigns if they: Are absent from three (3) meetings on an annual basis, unless an academic conflict, medical, family or any other emergency is reported to and confirmed by the CGO**

#### CGO INTERPRETATION

I define “absent” as not being present for any part of a Board meeting without having a valid regret accepted by the Chair of the Board.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. No Director of the Board has three or more absences.

## EVIDENCE

1. No Director of the Board to date has three or more absences.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c8ai: In unanticipated circumstances the Board member will inform the CGO of the reason for their absence**

## CGO INTERPRETATION

I interpret “unanticipated circumstances” as reasons for missing a meeting that were not foreseeable until after the Agenda package had been sent out.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Directors with short-term emergencies or situations resulting in necessary absence explain the situation to the Chair in writing.

## EVIDENCE

1. In any cases where a short-term emergency or situation has occurred, the Chair has been notified in writing.

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c8aii: In anticipated circumstances the Board member will inform the CGO of the reason for their absence, as well as provide their written contributions in advance of the meeting**

## CGO INTERPRETATION

I interpret “anticipated circumstances” as any circumstance that results in a Director missing a meeting that they knew about in advance of the Agenda package being sent out.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Directors with foreseeable situations resulting in a necessary absence explain the situation to the Chair in writing.
2. Directors with anticipated absences provide the Chair with contributions on the Agenda to be read at the meeting.

#### EVIDENCE

1. Directors have provided regrets in writing on several occasions far in advance of a Board meeting.
2. Directors have provided the Chair with their contributions in advance of the meeting.

I report this section as **COMPLIANT**

#### **POLICY STATEMENT GP#2c8b: The Board will: Ensure that a Board member resigns if they: Cease to be a member in good standing of the Organization**

#### CGO INTERPRETATION

I interpret “a member in good standing of the Organization” as being an undergraduate student at Wilfrid Laurier University who is a fee-paying member. Additionally, I interpret “member in good standing” as being without a general “Do Not Rehire” on their record from the Students’ Union due to breaking contract as a volunteer.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All sitting Directors are considered members in good standing of the Laurier Students’ Union.

#### EVIDENCE

1. All Directors are in good standing of the organization

I report this section as **COMPLIANT**.

**POLICY STATEMENT GP#2c9: The Board will: Participate in all Board performance evaluations**

CGO INTERPRETATION

I interpret “participate in all Board performance evaluations” as actively engaging in the feedback process for any meeting evaluation, Board self- evaluation, or any other evaluation that is deemed necessary for the enhancement of the Students’ Union’s governance capacity.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Opportunity is provided for Board members to provide feedback, in a timely manner, to any evaluation form that has been authorized by the CGO.

EVIDENCE

1. Directors have the opportunity to send it feedback for all meetings.

I report this section as **COMPLIANT**.

**GLOBAL POLICY STATEMENT GP#2c: The Board commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members:**

CGO INTERPRETATION

I define “ethical conduct” as abiding by the commonly accepted principles of right and wrong. I define “businesslike conduct” as being professional and paying careful attention to the well-being of the Organization.

I define “lawful conduct” as operating within the confines of the national, provincial, municipal, and organizational legal codes. I define “authority” as the special power the Board has over the development and implementation of policies and disciplinary action, but not over any member of the Organization. I interpret “appropriate decorum” as being respectful and courteous in any Board capacity.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All sections of GP#2c are compliant.

## EVIDENCE

1. All sections of GP#2c are compliant.

I report this section as **COMPLIANT**

## Governance Process #2b “Board Job Description”

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

Signed,

Chair of the Board and Chief Governance Officer Wilfrid Laurier University Students’ Union

March 28th, 2024

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

**Policy Wording GP 2d-1: The Chair of the Board and CGO will: Ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the Organization.**

### CGO INTERPRETATION

I interpret “behaves consistently with its own rules” as the Board will be compliant with all Governance Processes, Board-Management Delegations, and Bylaws of the Wilfrid Laurier University Students’ Union, the sets of rules the Board created.

I interpret “those legitimately imposed upon it from outside the Organization” as any external set of rules pertaining to the Board of Directors to which they must follow. This includes but is not limited to government legislation set at the municipal, provincial, and federal levels, and university regulations, such as the Letters Patent, the Not-for-Profit Corporations Act, and the Operating Agreement with Wilfrid Laurier University.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board is provided an understanding on the Governance Processes, Board-Management Delegations, and the responsibilities of a Director under Ontario legislation.
2. The Board has access to any essential regulations as provided in the interpretation.
  - a. If the board does not have a copy of their own, they are able to request a copy from the Chair, or it is publicly available online.



3. The Board is compliant with the rules, policies and laws outlined in the interpretation.

## EVIDENCE

1. The Board has received training on the Governance Processes, Board Management Delegations for the Organization, and the responsibilities of a Director under Ontario legislation.
2. All Directors have been given electronic copies of the Students' Union Bylaws and the Letters Patent.
3. The Board has the ability to request any of the previously stated documents from the Chair.

The Board has received training from Ian Muller, Phil Champagne and Mohammad Abu-Rshaid on the responsibilities of a Director and the Board as a whole.

4. To date, the Board has not violated any of the previously mentioned agreements, policies, or binding documents.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-1a: Meeting discussion content will ordinarily only be those issues, which, according to Board policy, clearly belong to the Board to decide or to monitor:**

## CGO INTERPRETATION

I interpret "meeting discussion content" to be all items on the agenda that are marked as 'for discussion' or 'decision required'.

I interpret "ordinarily" as all usual instances of Board proceedings, excluding extenuating circumstances that cannot be foreseen by the Board. I define "Board policy" as all policies set by the Board of Directors, which can be found in the Students' Union policy manual.

I interpret "belong to the Board to decide or to monitor" as being any items that fall within the responsibilities of the Board, including but not limited to monitoring reports, policy review, strategic planning, outreach, strategic discussion, Board administration, and election-related items.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Any items that fall outside of the realm of the above definition can be explained by unforeseen or extenuating circumstances.

#### EVIDENCE

1. None of the meetings as of this point have included agenda items that are not clearly within the Board's jurisdiction.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-1b: Deliberation will be fair, open, and thorough, but also timely, orderly and kept to the point:**

#### CGO INTERPRETATION

I interpret "deliberation will be fair, open, and thorough" to mean that all Board members are treated equally in regards to speaking time, opinion, and that Robert's Rules of Order are followed.

I interpret "timely, orderly and kept to the point" to mean that the time spent on agenda items should not greatly exceed the amount of time allotted unless absolutely necessary or greatly stray from its original purpose.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Robert's Rules of Order are followed in a professional manner.
2. All board members feel treated fairly, as reported in the Board Meeting Evaluations
3. Meetings only run over the allotted when further discussion is necessary.

#### EVIDENCE

1. Robert's Rules have been utilized at every meeting.
2. No board member has indicated the belief of unfair treatment in the Board Meeting Evaluation.
3. One has run overtime as of the time of this monitoring report due to a necessity to engage in further discussion

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-1c: Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such**

## CGO INTERPRETATION

I interpret “neither monitoring performance nor Board decisions” to be items that do not fall directly within the responsibilities or jurisdiction of the Board.

I define “avoided or minimized” to mean that such items do not appear on the agenda unless it is an extenuating circumstance.

I define “noted as such” to mean that all items are indicated to the Board in advance to highlight the fact that these items are outside of the Board’s jurisdiction, as well as are accompanied by the reasoning for the discussion of the item.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Items that are not Board material are either not put on the agenda or explained.

## EVIDENCE

1. There have not yet been any items on the agenda that do not classify as “Board material”.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-2: The Chair of the Board and CGO will: Make decisions that fall within the topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of: Employment or termination of the President; and where the Board specifically delegates portions of this authority to others.**

## CGO INTERPRETATION

I define “make decisions” as exercising the authority especially empowered to the Chair & CGO as outlined in the Governance Processes. This includes the duty to interpret, enforce the monitoring of, and provide evidence for all Governance Processes and Board-Management Delegations.

I define “employment or termination of the President” as meaning that the Chair & CGO does not have the individual authority to hire the President & CEO or remove them from office. I interpret “the Board specifically delegates portions of this authority to others” as instances when the Board decides to delegate another individual with the authority of the Chair & CGO, such as chairing portions of meetings or chairing committees.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Chair & CGO has followed the Monitoring Schedule as approved by the Board.
2. The Chair & CGO makes recommendations where applicable to maintain compliance with Governance Process and Board-Management Delegation policies.
3. The Chair & CGO has not terminated, or hired a new, President/CEO.
4. The Chair & CGO has not abused their powers by rejecting any action that is enforced upon them.

#### EVIDENCE

1. The Board approved a monitoring schedule on July 11<sup>th</sup>, which has been followed by the Chair & CGO.
2. The Chair & CGO has not terminated, or hired a new, President & CEO.
3. The Chair & CGO has remained compliant on binding Board decisions.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-3: The Chair of the Board and CGO will: Use any reasonable interpretation of the provisions in these policies.**

#### CGO INTERPRETATION

I define “reasonable interpretation” as using insight, expertise, and sound judgment when providing scope and clarity when defining any interpretation of policy.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board deems all Chair & CGO interpretations to be reasonable.

#### EVIDENCE

1. The Board has not rejected any interpretations by the Chair & CGO.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-3a: The CGO is empowered to chair Board meetings with all the commonly accepted power of that position**

#### CGO INTERPRETATION

I interpret “commonly accepted power of that position” as being able to determine and enforce the speakers’ list as well as be responsible for the enforcement of Robert’s Rules of Order.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO has chaired every meeting without deviating from or abusing their power, save situations where the Board replaces the CGO with another Director to chair a portion of the meeting, or the CGO submits appropriate regrets.

#### EVIDENCE

1. There have been no reports of the Chair & CGO abusing their power or Points of Personal Preference called regarding the Chairing of meetings.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-3b: The CGO has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas**

#### CGO INTERPRETATION

I define “make decisions about policies” as modify, change, or limit Presidential interpretations without the Board’s approval for Ends and Executive Limitations policies.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO does not create, change, or implement Ends or Executive Limitations Policies without the changes being approved by the Board.
2. The CGO does not influence the interpretation of the Ends or Executive Limitation policies.

#### EVIDENCE

1. The CGO has not created, changed, or implemented Ends or Executive Limitation policies without Board approval.
2. The CGO has not influenced the interpretation of the Ends or Executive Limitation policies as these duties are held by the President.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-3c: The CGO has no authority to supervise or direct the President**

## CGO INTERPRETATION

I define “no authority to supervise or direct” to mean that the President & CEO does not report to the Chair & CGO, and the Chair & CGO does not have the authority to monitor the President, nor the power to provide instruction or direct the President’s activities unless otherwise instructed by the Board to do so.

## OPERATIONAL DEFINITION

1. All performance appraisals for the President are completed by the Board as a whole and are based solely off of monitoring information, and organizational accomplishment of the ends.
2. The CGO does not task the President with official work without Board approval.

## EVIDENCE

1. The President has not yet received a formal performance appraisal from the CGO on behalf of the Board.
2. The CGO has not formally tasked the President with work outside of Board approval.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-3d: The CGO may represent the Board to outside parties in announcing Board-stated positions and in stating CGO decisions and interpretations within the areas delegated to the CGO**

## CGO INTERPRETATION

I interpret “represent the Board” as being the official spokesperson for the Board of Directors. I interpret “outside parties” to be external entities that are not affiliated with the Students’ Union.

I define “Board-stated positions” to be decisions passed by the Board of Directors. I interpret “areas delegated to the CGO” to be powers and responsibilities of the CGO as outlined in Governance Process and Board-Management Delegation policies.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO does not make statements to the public or media that are not reflective of Board decisions.
2. The CGO is allowed to define what constitutes a reasonable interpretation of GP and BMD policies.

## EVIDENCE

1. The CGO has not yet released any formal statements to the public on behalf of the Board.
2. The CGO has the ability to reasonably interpret all GP and BMD policies.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-3e: The CGO will ensure the provision of effective monitoring of Governance Process Policies**

CGO INTERPRETATION

I interpret “ensure the provision of effective monitoring” to mean that an annual monitoring schedule will be compiled and submitted to the Board of Directors for approval with the purpose of monitoring the Governance Process policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. A schedule is created in which all GPs are monitored.

EVIDENCE

1. The monitoring schedule has been approved

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-3f: The CGO may delegate this authority, but will remain accountable for its use.**

CGO INTERPRETATION

I define “delegate this authority” to mean that the CGO provides another individual with one of its functions as defined by this policy.

I define “remain accountable for its use” to mean that the CGO is responsible for any outcomes resulting from the delegation of their power.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO & Chair is held accountable by the Board for this policy and all products associated with the role of CGO & Chair.

#### EVIDENCE

1. The monitoring of GP#2e and the Chairing a portion of at least one meeting per term in the academic year (September – April) have been delegated to the Vice Chair of the Board. In addition, the monitoring of GP#2i has been delegated to the Assistant Chief Returning Officer. While these tasks have been delegated, the CGO is ultimately responsible to the Board for the quality of all GP and BMD monitoring reports regardless of the author.

I report this section as **COMPLIANT**.

#### **Policy Wording GP 2d-3g: The CGO shall act in a coaching role for other directors**

#### CGO INTERPRETATION

I define “coaching role” to mean that the CGO is a mentor and guide to all Board members. This includes a focus on training prior to their first day in office, as well as being a resource for all Board members throughout their term.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO is willing to meet with, or speak to, directors regarding Board issues.
2. All Board Training is organized by the CGO.
3. The CGO assists Board members with any Board-related inquiries.

#### EVIDENCE

1. The CGO has not completed least one “One-on-One” with each director each academic term.
2. The CGO created the training schedule while the Board was still the Board-elect. Furthermore, the CGO has scheduled guest presentations throughout the year, which trains the board on the operations of our partners, and other topics.
3. The CGO has provided directors with multiple ways to contact them at any time.

I report this section as **COMPLIANT**.

#### **Policy Wording GP 2d-4a: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: Establishing and implementing a training schedule for the Board.**



## CGO INTERPRETATION

I define “establishing and implementing a training schedule” as organizing, scheduling, and facilitating Board training throughout the year.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board receives notice no later than one week in advance for training.
2. The Board receives training in all academic terms.

## EVIDENCE

1. Thus far, all Board training prior to the May 1<sup>st</sup> office date was scheduled and reported to the Board more than one week in advance.
2. Guest presentations have been tentatively scheduled for Board meetings throughout the academic year, which count as Board Training.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-4b: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: Creating a schedule of Board meetings for the year to be presented to the Board for approval**

## CGO INTERPRETATION

I define this policy to mean that the Chair of the Board & CGO will organize, create, and submit for Board approval a schedule of Board meetings for the entire fiscal year prior to September 1<sup>st</sup>, 2022, with winter semester meetings being tentative week ranges pending the academic schedules of Board members.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board approves the specific fall dates of Board meetings for the year before September 1<sup>st</sup>.
2. The Board approves a tentative range of dates for all winter meetings before September 1<sup>st</sup>.

3. The Board approves the specific winter dates of Board meetings no later than the last meeting of the fall academic term.

#### EVIDENCE

1. The Board approved the initial summer meeting schedule on May 23<sup>rd</sup>, 2023.
2. The Board will be presented a schedule with confirmed fall meeting dates and times for the fall, and week ranges for the winter, by the September 11<sup>th</sup>, 2023 Board Meeting.
3. The Board will be presented a finalized winter schedule by the last meeting of the 2023 calendar year.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-4c: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: Supervising the Chief Returning Officer and the elections process for the Annual General Meeting of the Organization; The CGO shall be responsible for the hiring of a Chief Returning Officer who shall oversee the elections process;**

#### CGO INTERPRETATION

I define “supervising the Chief Returning Officer” to mean that the CGO has the authority to provide instructions to the Chief Returning Officer.

I interpret “responsible for the hiring” as being responsible for the creation of a hiring panel, and leading the hiring process for the position. I define “oversee the elections process” as establishing and enforcing all elections policies and procedures, and remaining fair and unbiased towards any parties or candidates within the elections process.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO leads a hiring panel for the position of CRO, and any assistants hired underneath the CRO.
2. The CRO, or designate, oversees the elections process.

#### EVIDENCE

1. The Board of Directors is currently searching for a full time resource position to fulfill the role of CRO and DRO

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-4d: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: The facilitation of Board processes.**

#### CGO INTERPRETATION

I interpret “facilitation of Board processes” as meaning that the CGO supports and implements training, Board meetings, policy development, executive performance monitoring, committee work, strategic planning, and any other board-relevant tasks as part of the Governance capacity of the Students’ Union.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO (or their designate) sits on all committees.
2. The CGO (or their designate), attends all committee meetings.
3. All policy development is done either by or with the CGO.
4. The CGO has planned and executed Board training.
5. The CGO has included strategic discussions in at least one Board Meeting a month during the academic year, excluding December and April, and where possible during the summer term.

#### EVIDENCE

1. The CGO has sat on all committees struck to date.
2. Should the CGO be unable to attend the committee meeting, they will request the Vice Chair to attend in their absence. If the Vice Chair is unable to attend, the CGO will select a designate.
3. There have not been any instances of policy development that have not included the CGO.
4. The Board has undergone training and will undergo more throughout the year.
5. To date, strategic discussions have taken place in at least one Board Meeting per month.
6. The CGO has scheduled strategic discussion in at least one meeting a month in the fall and winter terms.

I report this section as **COMPLIANT**

**Policy Wording GP 2d-4e: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: The compilation and distribution of all Board-relevant material and documents prior to meetings of the Board.**

#### CGO INTERPRETATION

I define “compilation and distribution of all Board-relevant material and documents prior to meetings” as meaning that the completed agenda and any relevant and necessary information for the meeting is provided to the Board at least 48 hours in advance.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All agenda packages are provided to the Board no less than 48 hours prior to any regularly scheduled Board meeting.
2. Information for emergency Board meetings is provided to the Board with at least 5 hours of notice.

#### EVIDENCE

1. Not all finalized agenda packages have been provided to the Board ahead of the 48 hour deadline.

I report this section as **NON-COMPLIANT**.

**Policy Wording GP 2d-4f: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: Acting as the official liaison between the Board of Directors and the President**

#### CGO INTERPRETATION

I define “official liaison” as the CGO being the sole individual with the authority to communicate any formal messages between the President and the Board of Directors.

I further interpret this policy to mean that the CGO is responsible for communication any expectations to the President, including but not limited to the dates of which Executive Limitations are to be monitored.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All formal emails or announcements between the Board and the President are done by the CGO.
2. The CGO provides the President with any relevant information that pertains to their duties as outlined or approved by the Board.

#### EVIDENCE

1. There have been no formal announcements from the Board to the President to date.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-4g: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: The compilation and facilitation of the Board’s midyear and end-of-year evaluation of the President**

#### CGO INTERPRETATION

I interpret “compilation and facilitation” to mean that the CGO will collect feedback from the Board of Directors, and provide said feedback in an understandable and professional manner to the President. I define “evaluation of the President” as meaning Board feedback surrounding all monitoring reports and the President’s compliance status is used to determine Presidential performance.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO compiles and facilitates a midterm review of the president no later than November 30<sup>th</sup>, 2023.
2. The CGO compiles and facilitates a year-end review of the president by no later than the second last scheduled meeting of the fiscal year.
3. The reviews are based on monitoring performance in the Boardroom.

#### EVIDENCE

1. The first review has taken place during the second meeting of November.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-4h: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: The maintenance and revision of the Policy Governance® manual of the Organization in accordance with Board decisions**

#### CGO INTERPRETATION

I define “maintenance and revision” as ensuring that the Policy Manual is up-to- date by reflecting all recent changes that are approved by the Board of Directors.

I interpret “accordance with Board decisions” as meaning that the CGO will update the policy manual within 5 business day of any amendments being passed by the Board of Directors.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO ensures that Board decisions are reflected in the Policy Manual.
2. The CGO ensures that the Policy Manual is available in a working format.

#### EVIDENCE

1. The CGO has updated the Policy Manual within 5 business days of all meetings.
2. The CGO has ensured that the updated Policy Manual is always available to the membership of the organization through its website.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-4i: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: The preparation and facilitation of transition process for the CGO-elect**

#### CGO INTERPRETATION

I define “preparation and facilitation” as meaning that the CGO is responsible for creating a transition plan to train their successor, the CGO-elect.

I interpret “transition process” as being the period of time from the election of the CGO- elect to their assumption of office on May 1<sup>st</sup>, 2017.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO facilitates the first Board-elect meeting.
2. The CGO works with the CGO-elect to facilitate Board elect training.
3. The CGO provides the CGO-elect with a transition report.
4. The CGO ensures that the CGO-elect is sufficiently prepared to take office on May 1<sup>st</sup>, 2023

#### EVIDENCE

1. The first Board-elect meeting will be scheduled between the time of the Annual General Meeting and the start of winter reading week based on the schedules of Directors-elect.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-4j: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: The compilation and facilitation of self-evaluations in mid-year and end-of-year reports for the Board**

#### CGO INTERPRETATION

I interpret “compilation and facilitation” as meaning the CGO will write and ensure that the Board of Directors receives and completes feedback on their job performance as outlined in the Governance Processes.

I define “self- evaluation” as being a report of all monitoring reports and their compliance or non-compliance as a metric for Board performance.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Board receives a midterm report of compliance and non-compliance in November 2023 and a final report in April 2024, which will serve as a basis for self-evaluation.

#### EVIDENCE

1. The midterm report has been presented.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-4k: The Chair of the Board and CGO will be authorized to exercise other duties that include, but are not limited to: The facilitation of meeting evaluations for Board performance**

#### CGO INTERPRETATION

I interpret “facilitation of meeting evaluations” to mean that the CGO creates and distributes to the Board a feedback mechanism after each Board meeting. The information collected is then reviewed and negative results are discussed with the Director reporting it in order to find a solution to the problem, or to clarify any issues.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO collects feedback to track Board meeting efficacy.
2. The CGO follows up with any directors who report issues with meetings.
3. The CGO adds a report on evaluations into a pre-existing camera session.

#### EVIDENCE

1. The CGO has requested feedback after every meeting to increase communication and meeting efficacy.
2. The CGO has contacted any directors who provided feedback that may be seen as negative in order to find a working solution to the problem or clarify any issues.
3. A report on evaluations will be presented to the Board during an in camera session before the end of the fall term, and once again before the end of the winter term.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-5: The Chair of the Board and CGO will: Ensure that at least one (1) other Board member is sufficiently familiar with Board and CGO issues and procedures to enable them to take over with reasonable proficiency as an interim successor if there is a sudden loss of CGO services**

#### CGO INTERPRETATION

I interpret “at least one other Board member” as being the Vice Chair of the Board.

I define “sufficiently familiar with Board and CGO issues” to mean that the individual is aware of the minimum job requirements and familiar with CGO and Board projects.

I define “reasonable proficiency” as meaning that the Board member will know how to act in a way that ensures the Bylaws and Policies are upheld, thereby allowing them to execute the duties of CGO if needed.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO updates the Vice Chair on all relevant Board functions and happenings no less than twice monthly.
2. The Vice Chair is provided access to Board documents.

#### EVIDENCE

1. The CGO meets with the Vice Chair no less than twice monthly to provide updates and answer questions.



2. The CGO ensures that the Vice Chair chairs part of at least one meeting per fall and winter term to ensure a degree of “reasonable proficiency”.
3. The CGO has provided the Vice Chair with the passwords to his computer, to ensure they can access any Board documents when they require it.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-6: The Chair of the Board and CGO will: Allow Board members to recommend or request an item for Board discussion by submitting the item to the CGO no later than three (3) days before the meeting**

#### CGO INTERPRETATION

I interpret “recommend or request an item” to mean that Directors are given the ability to influence the creation of the agenda for any Board meeting.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO will solicit discussion items from the Board and ensure they make the agenda package if submitted 3 days prior to the meeting.

#### EVIDENCE

1. The CGO has allowed for any requests from a Board member of board- relevant material to be placed on the agenda.

I report this section as **COMPLIANT**.

**Policy Wording GP 2d-7: The Chair of the Board and CGO will: The CGO shall receive an honorarium of \$22,000, adjusted by inflation according to the Consumer Price Index, from May 1, 2012 until April 30, 2018, unless the CGO wishes to assume a smaller honorarium.**

#### CGO INTERPRETATION

I interpret “receive an honorarium” to mean that the CGO is provided with a Board-approved compensation that is not based on hours worked, but based on work completed.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO's honorarium is paid based on work done, not based on hours worked.
2. The CGO's honorarium is no more than \$22,000+CPI as of May1, 2012.

#### EVIDENCE

1. The CGO's honorarium is not an hourly rate.
2. The CGO does not submit a monthly attendance report.
3. The CGOs honorarium is currently being negotiated with the CGO Honorarium Committee

I report this section as **NON-OMPLIANT**.

**Global Policy Statement: The Chair of the Board and Chief Governance Officer (CGO), a specially empowered member of the Board, assures the integrity of all governance processes.**

#### CGO INTERPRETATION

I define "specially empowered member of the Board" to mean that the CGO is a Board member who has been elected by their peers to perform the duties of chairing board meetings, compiling agenda packages, acting as a liaison to the President & CEO, spearheading the facilitation of governance initiatives, and following any other procedures set out in policy GP#2d, while continuing to serve on the Board of Directors.

I define "integrity of all governance processes" to mean that all policies, procedures, and conducts are reviewed as necessary.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All sections of this policy are in compliance.

#### EVIDENCE

1. Not all sections have been reported as compliant.

I report this section as **NON-COMPLIANT**.

## **Governance Process #2e “ Vice Chair’s Role”**

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

Signed,



Daniel Rubinoff  
Vice Chair of the Board of Directors  
Wilfrid Laurier University Students’ Union  
March 18, 2024

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

**Global Policy Statement GP 2e: The Vice Chair is an officer of the Board whose purpose is to protect the Board from the loss of CGO services.**

### VICE CHAIR INTERPRETATION

I interpret “officer of the Board” as being a Board member with additional responsibilities in addition to the regular responsibilities of any other Board member. I interpret “protect” as ensuring that the necessary precautions are taken to ensure that the Board is able to function in the case of a loss of the CGO. I define “CGO services” as tasks and duties performed by the CGO in order to ensure that the Students’ Union and Board are in compliance with Board policies, the constitution and the bylaws of the corporation.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Vice Chair sits as a normal board member at all meetings unless filling in as Chair, possessing both the right to vote and provide an opinion.
2. The Vice Chair remains unbiased while acting as Chair of the Board.

### EVIDENCE

1. The Vice Chair has provided opinions on topics of discussion and has exercised his right to vote during all meetings.
2. The Vice Chair chaired the midterm review in November 2023 and remained unbiased during discussion.

I report this section as **COMPLIANT**.

**Policy Wording GP 2e-1: Ensure that they are sufficiently familiar with all Board-relevant material.**

VICE CHAIR INTERPRETATION

I define “ensure” as taking the initiative to eliminate any uncertainty. I interpret “sufficiently familiar” as being informed of all issues and documents being presented before the board, while having the ability to resolve questions or concerns presented by Directors. I define “Board-relevant Material” as any issue, document, discussion, presentation or other item that is presented to the board, for decision or discussion, as well as any other subjects that could affect the governance of the organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Vice Chair initiates meetings with the CGO to ensure they are updated on all material relevant to the Board.
2. The Vice Chair asks questions of the CGO or any other relevant source to ensure that the Vice Chair has a complete understanding of board material.

EVIDENCE

1. The Vice Chair has initiated meetings with the CGO, no less than twice a month, to stay up to date on all Board-relevant material.
2. The Vice Chair meets with the CGO prior to each board meeting to go over the agenda and ask any relevant questions to clarify any uncertainty.

I report this section as **COMPLIANT**.

**Policy Wording GP 2e-1a: The Vice Chair will be kept abreast of all Board relevant material by the CGO.**

VICE CHAIR INTERPRETATION

I define “kept abreast” as being up-to-date on all Board-related issues. I define “Board-relevant Material” as any issue, document, discussion, presentation or other item that’s presented to the board, for decision or discussion, as well as any other subjects that could affect the governance of the organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The CGO meets with the Vice Chair no less than once a month in the summer, December, and April, and no less than twice a month for the remainder of the year, to ensure they are kept up-to-date on happens of the organization.

EVIDENCE

1. The CGO and the Vice Chair have been in contact no less than twice a month since in the beginning of the Board term on May 1st, 2023.

I report this section as **COMPLIANT**.

**Policy Wording GP 2e-2: Ensure that all Board documents and filings are accurate, current and timely.**

VICE CHAIR INTERPRETATION

I define “ensure” as taking the initiative to eliminate any uncertainty. I interpret “Board documents and filings” as meeting minutes, contracts, forms, presentations, attendance logs, policies, monitoring reports, agenda packages, and all other items that come before the Board. I define “accurate” to mean that Board documents and filings are correct and consistent in all details. I define “current” as being the most recent position in regards of board decisions and discussions. I interpret “timely” as being produced or updated in an efficient enough timeframe after the decision was made by the Board to ensure relevancy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Vice Chair reviews all Board documents to ensure that they reflect the final decision of the Board.

EVIDENCE

1. The Vice Chair reviews the agenda package before every meeting to ensure that the minutes and motions are accurate.
2. The Vice Chair has assisted the CGO in the process of acquiring a temporary secretary to complete the backlog of minutes.

I report this section as **COMPLIANT**.

**Policy Wording GP 2e-3: Have access to Board documents.**

VICE CHAIR INTERPRETATION

I interpret “have access” as being able to view all board relevant material. I interpret “Board documents” as any issue, document, discussion, presentation or other item that’s presented to the board, for decision or discussion, as well as any other subjects that could affect the governance of the organization

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Vice Chair has been given the necessary log in information to access their Microsoft Teams account, which contains all Board documents.
2. The Vice Chair is cc'd on all emails regarding documents relevant to the Board.

## EVIDENCE

1. The Vice Chair has access to his Teams account and knows how to navigate the file system.
2. The Vice Chair has been included on all communicated Board documents outside of the Teams file database.

I report this section as **COMPLIANT**.

## **Policy Wording GP 2e-4: The compilation and facilitation of the Board's midyear and end-of-year evaluation of the Chair.**

### VICE CHAIR INTERPRETATION

I interpret "compilation and facilitation" as initiating the process of gathering feedback from the board in order to present to the Chair of the Board and CGO a review based on their performance. I define "evaluation of the Chair" as meaning Board feedback regarding all Governance Process monitoring reports, excluding those not monitored by the Chair & CGO, as well as all other Board-specific duties that are outlined in GP#2d.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Vice Chair compiles and facilitates a midterm review of the Chair of the Board by November 2023.
2. The Vice Chair compiles and facilitates an end-of-year review of the Chair of the Board by April 2024.
3. The reviews are based on monitoring performance in the Boardroom, as well as all board-related responsibilities outlined in GP#2d.

## EVIDENCE

1. The Vice Chair of the Board chaired an in-camera session in November 2023, where the board reviewed the performance of the Chair of the Board. Following the meeting, the Vice Chair communicated the feedback to the Chair.
2. An end-of-year review is scheduled for an April 2024 meeting.
3. The Board provided its feedback based on the Chair's compliance to policy-based CGO responsibilities.

I report this section as **COMPLIANT**.

## Executive Limitation #2a “Treatment of Consumers”

This monitoring report for Executive Limitation Policy #2a “Treatment of Consumers” is presented in accordance with the monitoring schedule set forth by the Board of Directors for the 2022-2023 fiscal year. I certify that the information contained in this report is true and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**



Megan Spenler  
President and CEO  
Wilfrid Laurier University Students' Union

April 1<sup>st</sup>, 2024

### **Policy Wording EL#2a1: The President will not: Operate member focused facilities and member focused services that do not:**

#### CEO INTERPRETATION

I interpret “**Operate**” as having stable control of the mechanisms, functions, employees and resources within the Students' Union, its businesses, and its buildings. (Wilf's, Turret, Golden Grounds, Food Court, SU desk, etc.)

I interpret “**member focused facilities**” as all the physical spaces in which our businesses and offices exist, operate, and are available to our members for access.

I interpret “**member focused services**” as all services provided to our members including our businesses, benefits and experiential learning opportunities offered through volunteering or working with the Students' Union.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, 2a6 are in compliance.

#### EVIDENCE

1. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, 2a6 are in compliance

I report this section as **COMPLIANT**.

**Policy Wording EL#2a1a: The President will not: Operate member focused facilities and member focused services that do not: measure member satisfaction;**

#### CEO INTERPRETATION

I interpret “**measure**” as the collection and interpretation of data and feedback through intentional and structured mechanisms, from avenues where we interact with members from a facilities and services perspective.

I interpret “**member satisfaction**” as the undergraduate student body being content with our programming, services and businesses and striving to exceed member expectations.

I interpret “**usage**” as members engaging with Students' Union businesses, services, and/or spaces

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The Students' Union has a strategy to measure customer feedback about our business offerings and services: The Customer Service & Satisfaction Policy, and actively seeks the procurement of feedback.
- B. This strategy is realized and executed at the discretion of the manager or coordinator in charge of the service, program offering and/or the business most applicable. This may include but not limited to: written surveys, customer feedback forms, anonymous feedback through [sufeedback@wlu.ca](mailto:sufeedback@wlu.ca), feedback from our website, social media accounts etc.

#### EVIDENCE

- A. The feedback form is open on the new website. In the absence of our Director of Marketing, the feedback form responses go directly to the Brand Identity manager, and she responds to inquiries daily.
- B. The @campuslife pages on Instagram are indicative of effective communication strategies intended to focus on the needs of particular



campuses, where direct messaging capabilities are open and encouraged for feedback.

- C. This year, the Students' Union Executive Leadership team intends on booting in the concourse (once a week for Waterloo and biweekly for Brantford) throughout the fall and winter term to directly interact with students to measure member satisfaction and get real time feedback on our programming, services and everything we offer.

I report this section as **COMPLIANT**.

**Policy Wording EL#2a1b: The President will not: Operate member focused facilities and member focused services that do not: provide opportunity for member feedback.**

CEO INTERPRETATION

I interpret "**provide opportunity**" as communicating the programming and services offered by the Students' Union through different mediums, to the members and omitting hindrances in their ability to access such channels.

I interpret "**member feedback**" as the process for the student body to provide both positive and constructive reviews to our operational performances and other data, which allows us to enhance our facilities and services. Further, at the Students' Union we need to act on this feedback and constantly innovate.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The programming and services provided by the Students' Union is accessible to members to provide their feedback both in a formal and in an informal manner.
- B. The Students' Union business operations provides the opportunity for customers to provide feedback, either positive or constructive in an easy accessible way.

EVIDENCE

- A. All committees/services have active Instagram pages and emails that students could reach out to. However, we do find that when students have feedback on certain committees, they are more likely to email the Vice President of the respective department. This contact information is easily accessible on our website.

- A-Team (Waterloo)
- EcoHawks (Brantford)
- EcoHawks (Waterloo)
- Emergency Response Team
- Food Bank (Brantford)
- Food Bank (Waterloo)
- Foot Patrol (Brantford)
- Foot Patrol (Waterloo)
- Healthy Lifestyles (Brantford)
- Healthy Lifestyles (Waterloo)
- Hiring & Recruitment (Brantford)
- Hiring & Recruitment (Waterloo)
- Shinerama (Brantford)
- Shinerama (Waterloo)
- O-Week
- Wilfrid Laurier University Students' Union

- B. Information for Staff email and phone contact is located on the Students' Union website for public access.
- C. Open Door policies to all of our members, volunteers and employees allows for feedback to be given in person during office hours on both campuses with no fear of retaliation.

I report this section as **COMPLIANT**.

**Policy Wording EL#2a2: The President will not: Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material.**

#### CEO INTERPRETATION

I interpret “**collecting, reviewing, transmitting or storing client information**” as the data gathered, assessed, shared and housed by the Students' Union through feedback mechanisms from our members.

I interpret “**fail to protect against improper access**” as instances where unauthorized personnel view or use such information, are provided access and/or can easily obtain access to customer feedback, confidential and/or personal information.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Only authorized personnel have access to client/customer information.
- B. Personal/individualized information is stored in a confidential manner either online or in a physically secure place.
- C. Authorized personnel are trained on their responsibility, limits on their confidentiality and are aware of consequences of such violations.

#### EVIDENCE

- A. All credit card, debit card, and one card information collected through payment for Hospitality Services is shredded by a secure, external shredding company.
- B. Only Directors of the organization have access to user profiles and their subsequent information, within our online ticketing portal. The Directors (Member Services, Student Experience, Marketing, Executive Director) are bound by contract for their position to keep student records confidential. The Student Experience Administrator (reporting to the Director of Student Experience) also has access to user profiles and their subsequent information.
- C. ERT keeps incident reports with client information in a locked cabinet that only the ERT Internal Administration Executive has access to.
- D. Foot Patrol keeps student information stored on a secure drive on their computer, which only those working dispatch, as well as Vice President: Programming & Services (Waterloo and Brantford) have access to.
- E. Director of Student Experience has access to input information through the University ADVOCATE student conduct system to store member information from incident reports in a centralized, confidential manner.

I report this section as **COMPLIANT**

**Policy Wording EL#2a3: The President will not: Operate facilities with insufficient accessibility.**

#### CEO INTERPRETATION

I interpret “**Operate facilities**” as any Students’ Union function, business and/or space within the Fred Nichols Campus Centre, Brantford Student Centre or Golden Grounds.

I interpret “**insufficient accessibility**” as any of the operating facilities being non-compliant with government legislation such as but not limited to *Accessibility for*

*Ontarians with Disabilities Act (AODA), which includes the Integrated Accessibility Standards Regulation (IASR), Ontario Human Rights Code and the Occupational Health and Safety Act (Ontario) [OHSA].*

#### OPERATIONAL DEFINITION

- A. The Students' Union has not been issued any unmet criteria under the *Accessibility for Ontarians with Disabilities Act*, as assessed by a recognized inspection officer as described in Part IV inspections (1) (2) (3) of the Act.
- B. The Students' Union has not been proven to infringe the rights of any person based on disability, as defined by Part 2, Section 17 of the Ontario Human Rights Code.
- C. The Students' Union has not been issued any unmet criteria under the *Occupational Health and Safety Act (Ontario)*, as assessed by a recognized inspection officer as described in Part IV inspections (1) (2) (3) of the Act.
- D. Food options for intolerances, allergies or religious needs are available in the Students' Union food operations.

Compliance will be demonstrated when:

#### EVIDENCE

- A. The Students' Union abides by the WLU Accessible Service Policy.
- B. The Wilf's Menu provides Vegetarian, Vegan, Halal, and Gluten Free Options as well as other dietary needs.
- C. The Students' Union has not been issued any unmet criteria under the accessibility for Ontarians with Disabilities Act or the Occupational Health and Safety Act.

I report this section as **COMPLIANT**.

**Policy Wording EL#2a4: The President will not: Operate member focused facilities and member focused services without a clear and well communicated customer service policy.**

#### CEO INTERPRETATION

I interpret "**clear**" as being straightforward, and easily understood when read or explained by a reasonable person standard.

I interpret "**well communicated**" as in using our channels of communication and marketing to let members know how to provide customer service feedback, and providing a comprehensive understanding of customer service policies which is executed by staff and the student executive of the Students'

Union.

#### OPERATIONAL DEFINITION

- A. All member focused facilities and services of the Students' Union have a Customer Service Policy.
- B. All departments within the Students' Union have a unique Customer Service Policy for their respective departments.
- C. All member focused facilities and services have a readily accessible and easy to read Customer Service Policy on our website or in accessible print should a member inquire.
- D. All member focused facilities and services have staff who are well trained on the Customer Service Policies.

Compliance will be demonstrated when:

- A. Our customer service policies are easily accessible to anyone via our website

I report this section as **NOT COMPLIANT**

- We are working to figure out where these policies best fit on our new website.

**Policy Wording EL#2a5/6: The President will not: Allow consumers to be unaware of this policy or operate without a way for persons to be heard who believe that they have not been accorded a reasonable interpretation of their rights under this policy.**

#### CEO INTERPRETATION

I interpret "**allow consumers to be unaware of this policy**" as to be content with the undergraduate students at Wilfrid Laurier University having a gap in communication or knowledge of and accessibility towards the Customer Service Policy for the operations and services of the Students' Union. This policy is to be communicated through various mediums including but not limited to: physical and digital versions, web-based platforms and promoted through our marketing channels. The Students' Union strives to omit any hindrances towards accessing this policy for its members.

I interpret "**operate without a way for persons to be heard**" as providing mechanisms and opportunities for both formal and informal feedback from our members and consumers. All persons should be able to submit feedback without repression, fear of attribution or retaliation and have the option of remaining anonymous.

I interpret “**a reasonable interpretation of their rights under this policy**” as any person interpreting their rights towards this policy using the reasonable person standard.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. The respective Customer Service Policies of the Students' Union operation and services are available and accessible online or readily available in print form.
- B. The process to obtain information concerning a Customer Service Policy becomes clear and advertised through its marketing.
- C. There are pluralities of identified channels through which members, customers and employees can provide feedback both formally and informally.

#### EVIDENCE

- A. Customer service policies can be easily requested through the Feedback form on the Students' Union Website.
- B. Customers can provide feedback during open office hours, Instagram, and through the website. They are also welcome to pop in to our office at any point to give feedback.

I report this section as **COMPLIANT**.

**Global Policy Statement Wording EL#2a: With respect to interactions with beneficiaries, the President shall not cause or allow conditions, procedures, or decisions which are unsafe, untimely, undignified or unnecessarily intrusive.**

#### CEO INTERPRETATION

I interpret “**interactions with beneficiaries**” as any communication or form of contact through any channel between stakeholders and individuals who benefit from the operations and services of the Students' Union, including but not limited to: members, customers, employees and/or the Students' Union full-time staff and student executive team.

I interpret “**cause or allow**” as intentionally or unintentionally initiating or permitting.

I interpret “**conditions**” as the state of any and all services, operations, programs, which are part of the experience of the beneficiaries.

I interpret “**procedures**” as the steps and processes in which we operate programs, services, and businesses through our documented policies.

I interpret “**decisions**” as any operational choices rendered by employees, full-time staff and/or the student executive.

I interpret “**unsafe**” as putting an individual, employee, staff, member or groups at risk of their personal safety.

I interpret “**untimely**” as an intentional disregard for deadlines and circumstances and/or causing delays which impact beneficiaries negatively.

I interpret “**undignified**” as unnecessarily putting an individual or the corporation’s reputation at risk and causing public harm.

I interpret “**unnecessarily intrusive**” as violating an individual’s privacy without a reasonable purpose and without their consent infringing upon their personal privacy.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, and 2a6 are compliant.

#### EVIDENCE

- A. Sections 2a1a, 2a1b, 2a2, 2a3, 2a4, 2a5, and 2a6 are in compliance

I report this section as **COMPLIANT**.

This monitoring report for Executive Limitation Policy #2b “**Treatment of Staff**” is presented in accordance with the monitoring schedule set forth by the Board of Directors. I certify that the information contained in this report is true and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**



**Megan Spenler**  
President and CEO  
Wilfrid Laurier University Students' Union

April 1<sup>st</sup>, 2024

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

**The President will not:**

1. Operate without up-to-date written personnel procedures that:
  - a. **clarify rules, expectations, roles and responsibilities for staff;**
  - b. **provide for effective handling of grievances;**
  - c. **clarify disciplinary actions and procedures that are appropriate to the nature of the act; and**
  - d. **Protect against nepotism and other wrongful conditions.**

CEO INTERPRETATION

I interpret “**up to date**” as having been reviewed in the past calendar year (12 months)

I interpret “**personnel procedures**” as written documents that clearly identify the purpose and common practices of each employee within the Students' Union.

I interpret “**rules, expectations, roles and responsibilities**” as the general guidelines, which help formulate procedures for all staff and volunteers within the Students' Union.

I interpret “**effective handling of grievances**” as the process in which all employees or volunteers can follow to submit grievances related to their



position, hiring, or fellow employees/volunteers. This is to be done through the desk of the Human Resource Manager for formal discussion and records.

I interpret “**disciplinary actions**” as actions taken to address violations of contract or inappropriate behavior demonstrated by paid staff or volunteers in a respectful and professional manner.

I interpret “**procedures**” as the guidelines to adhere to when responding to the identified inappropriate behavior.

I interpret “**appropriate to the nature of the task**” as disciplinary actions that act as solutions to the problem and reflect the situation at hand when it comes to severity.

I interpret “**protect against**” as mechanisms in place to inhibit wrongful conditions.

I interpret “**nepotism**” as the conscious or subconscious influence or persuasion regarding a specific hiring or promotion opportunity.

I interpret “**wrongful conditions**” as any process, action or policy that does not provide fair and equitable opportunities and conditions to all involved.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Unpaid employees are given an Unpaid Staff Code of Conduct in addition to position-specific Volunteer Contracts that clearly outline rules, expectations and responsibilities.
- 2) Paid employees are provided with job descriptions and employee manuals that outline rules, expectations and responsibilities.
- 3) Paid and Unpaid staff are familiar and comfortable with the grievance process.
- 4) Policy outlines appropriate disciplinary actions, and the procedures that need to be taken to execute these actions.
- 5) Employees have the ability to file a grievance as per their employee manuals, and are aware of the process to be followed when doing so.

#### EVIDENCE

1. Volunteer Code of Conduct (Appendix A) outlining expectations and rules that volunteers are held accountable to.
2. Volunteer Contract (Appendix B)
3. Student Executive Staff Employee Manual (Appendix C) outlining expectations and rules that the Student Executive are held accountable to.

4. Grievance Policy (Appendix D) available to paid and unpaid staff.

I report this section as **COMPLIANT**.

## **2. Promise or imply guaranteed employment.**

### CEO INTERPRETATION

I interpret “**promise**” as guaranteeing a position within the Students’ Union explicitly.

I interpret “**imply**” as strongly suggesting that an individual apply for a position within the Students’ Union with the impression that if they did, they would be rewarded said position.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All employees, paid or unpaid, are hired through an open, fair and equitable process.
- 2) Employees are able to request accessibility requirements during their hiring process.

### EVIDENCE

1. Paid Hiring Policies and Procedures (Appendix E) outlines process utilized for paid staff to ensure a fair and equitable hiring process
2. Unpaid Staff Hiring Policies and Procedures (Appendix F) outlines processes utilized for unpaid staff to ensure a fair and equitable hiring process
3. Accessibility Statement on the Students’ Union Website (Appendix G) applicants are welcome to submit any accessibility requests and/or requirement during the hiring process.

I report this section as **COMPLIANT**.

## **3. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Directors acts or omissions by staff, management or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board.**

### CEO INTERPRETATION

I interpret “**retaliate**” as reacting in a way that dismisses the ideas or claims of the individual.

I interpret “**non-disruptive expression of dissent**” as professionally communicating disagreement with a supervisor or other employee.

I interpret “**good faith**” as an act with no malicious intent or ulterior motive underlying the employees’ actions.

I interpret “**credible information**” as data that can be reasonably relied upon, including, but not limited to, first-hand accounts.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) There is a clear grievance policy outlined in the Employee Manual and is clearly communicated to employees.

#### EVIDENCE

1. Grievance Policy (Appendix D)

I report this section as **COMPLIANT**.

- 4. Allow staff to be unacquainted with the President’s interpretations of their protections under this policy.**

#### CEO INTERPRETATION

I interpret “**unacquainted**” as unaware or not publicly available.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All sections of EL#2b are in compliance
- 2) President & CEO interpretations are available through Board Meeting Minutes.

#### EVIDENCE

- A) This report will be posted at <http://www.yourstudentsunion.ca/board-resources/> (Students’ Union Website)

I report this section as **COMPLIANT**.

- 5. Allow staff to be unprepared to deal with emergency situations.**

#### CEO INTERPRETATION

I interpret “**unprepared**” as being without the skills and training necessary to deal with an emergency.

I interpret “**emergency situations**” as including but not limited to, natural disasters, fire escape plans, and harassment situations that put the employee’s immediate wellness at harm.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All full-time employees and student executives are aware of fire safety procedures.
- 2) The Students’ Union follows university administration plans for emergency procedures and situations.

#### EVIDENCE

1. Fire Safety Wardens  
(Appendix H)
2. Emergency Escape Route  
(Appendix I)
3. Fire Alarm Procedures  
(Appendix J)

I report this section as **COMPLIANT**.

Global Policy Statement:

**With respect to treatment of paid and unpaid staff, the President shall not cause or allow conditions, which are unfair, undignified, disorganized or unclear.**

#### CEO INTERPRETATION

I interpret “**unfair conditions**” as a working environment that is not up to reasonable working standards and/ or is potentially unsafe.

I interpret “**disorganized conditions**” as fostering an environment that can be confusing, cluttered and difficult for staff to function effectively within.

I interpret “**unclear conditions**” as ambiguous expectations of staff that set them up for failure.

I interpret “**undignified conditions**” as an unseemly environment that does not follow best practices and does not uphold the values of the institution.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All sections of EL#2b are in compliance

#### EVIDENCE

1. All sections of the policy are in compliance

I report this section as **COMPLIANT**.

# APPENDIX A – VOLUNTEER CODE OF CONDUCT



## **VOLUNTEER CONDUCT POLICY**

**Approving Authority:** President & CEO

**Administrative Responsibility:** Director, Policy Research and Advocacy

**Original Approval Date:** August 23, 2019

**Date of Most Recent Review/Revision:**

**Related Policies, Procedures, and Documents:** *Volunteer Conduct Procedures Manual; Students' Union Volunteer Incident Report; Grievances & Whistleblower Policy*

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### **1. Purpose**

- 1.1. This policy establishes guidelines to address performance and behavioural issues for any volunteers of the Wilfrid Laurier University Students' Union.

### **2. Definitions**

- 2.1. **Coaching:** Corrective and ongoing dialogue between a volunteer and their Coordinator or Executive and relevant Associate Vice President or Vice President, that is intended to advise the volunteer on how to constructively improve their behavior.
- 2.2. **Demerit:** A formal indication of misconduct, fault, deficiency, or punishment.
- 2.3. **Misconduct:** An action that is contrary to the efficiency and safety of the workplace.
- 2.4. **Negligence:** Knowingly neglecting a duty that results in unacceptable job performance or workplace misconduct, or unwittingly performing a role at an unacceptable level.
- 2.5. **Unsatisfactory Performance:** Failing to perform volunteer duties in a satisfactory manner as determined by the portfolio supervisor.
- 2.6. **Volunteer:** An undergraduate student hired for a specific role who has also accepted and signed the *Students' Union Volunteer Conduct Agreement*.

### **3. Jurisdiction/Scope**

- 3.1. This policy applies to all Wilfrid Laurier University Students' Union volunteers and is concerned with the enforcement of conduct procedures.

### **4. Policy**

- 4.1. The Students' Union acknowledges the mitigating or aggravating factors that necessitate conduct procedures, including but not limited to:

- 4.1.1. Whether or not the problem has arisen as an intentional action/inaction on the part of the volunteer;
- 4.1.2. Whether or not the volunteer accepts responsibility for their actions;
- 4.1.3. Whether or not the problem is recurring;
- 4.1.4. The prior job performance of the volunteer.
- 4.2. Any Students' Union volunteer or employee who witnesses a Students' Union volunteer exhibit or partake in an unprofessional or disreputable behaviour are required to fill out a Students' Union Volunteer Incident Report and deliver it to the (Associate) Vice President [(A)VP]: Finance & Administration.
- 4.3. The Students' Union shall endeavour to determine an accurate account of the actions and circumstances leading up to an identified problem before proceeding with conduct procedures under the direction of VP: Finance & Administration and Director Student Experience or Brantford Operations.
- 4.4. The Students' Union shall keep a confidential record of any and all conduct procedures on behalf of the portfolio supervisor for future reference.
- 4.5. Conduct procedures shall be commenced under the following circumstances:
  - 4.5.1. **Unsatisfactory Performance:** Failing to perform volunteer duties in a satisfactory manner as determined by the portfolio supervisor.
  - 4.5.2. **Misconduct:** An action that is contrary to the efficiency and safety of the workplace.
  - 4.5.3. **Negligence:** Knowingly neglecting a duty that results in unacceptable job performance or workplace misconduct, or unwittingly performing a role at an unacceptable level.
- 4.6. Any unsatisfactory performance, misconduct, or negligence observed by a supervisor may result in the following outcomes:
  - 4.6.1. Coaching conversation;
  - 4.6.2. Demerit allocation;
  - 4.6.3. Probation period;
  - 4.6.4. Dismissal.

**I shall respect:**

- a) The right of ALL students to choose when, and if, they wish to participate in activities and services.
- b) Differences of gender, ethnic origin, religious affiliation, sexual orientation and as a result of visible and non-visible disability.
- c) The entitlement of ALL students AND volunteers to their own space and time.
- d) That my volunteer role is a privilege and not a right

**I shall abide by:**

- a) All rules, regulations and policies set by the Wilfrid Laurier University Students' Union
  - i. Including but not limited to
    - 1. Academic Code of Conduct
    - 2. Non Academic Student Code of Conduct
    - 3. Students' Union Police Check Policy
    - 4. Students' Union GPA Sub-Section
    - 5. Students' Union Unpaid staff Code of Conduct
    - 6. Gendered Sexual Violence Policy & Procedures

**I agree to/that:**

- a) Not consume illegal drugs and/or ANY alcoholic beverages during designated dry events, while performing my duties as a volunteer, during training dates, and while wearing Students' Union branded clothing
- b) I will not abuse my position of trust by engaging in activities that may be seen as sexual/intimate/exploitative with any student, while acting in the official capacity of my role, nor will I use my position for personal gain or advantage.
- c) To immediately report any actions taken by volunteers who have contravened the above. In the case of a sexual assault, we recommend that the person disclosing the information be directed to the Sexual Assault Support Advocate for Laurier 519-884-1970 x 4847
- d) Not engage in any act, language or behaviour that portrays academic endeavours or the learning environment at Wilfrid Laurier University in a negative light.
- e) Not engage in any language, act or behaviour that is defined as sexist, racist, homophobic or offensive
- f) Not negatively represent the Students' Union through social media content I post with regards to my role as a Students' Union Volunteer
- g) Not pressure or compel any student or volunteer to make a monetary donation or contribution to Shinerama or any other charitable cause
- h) Not miss any shift, meeting, or event without communicating a valid excuse to the Coordinator or Volunteer Liaison at minimum 72 hours in advance
- i) Complete and abide by all roles, tasks, and responsibilities as outlined in my job description and during training
  - i. Including but not limited to
    - 1. Complete all required Performance Appraisals
    - 2. Respond to all emails within 72 hours
    - 3. Being a positive role model for all committee volunteers
    - 4. Report all coaching conversations to the (A)VP: Finance and Administration
  - j) I will encourage and maintain an open flow of communication between myself and the executive team in order to remain connected and updated on what is happening
  - k) Within the scope of my role, I will be privy to sensitive and confidential information. I will respect the confidentiality of the students and follow the protocol for reporting information that will be provide during training.

A violation of any item identified above will result in immediate removal of participation in Volunteer activities. In addition, a violation may require further follow-up with the VP Finance and Administration

**I understand that:**

- a) I am required to attend and be an active participant in the mandatory training programs (Coordinator Conference). I must attend all training sessions and complete all Government Regulated training in order to participate as a Volunteer. If I cannot attend I must communicate a valid excuse to the Coordinator or Volunteer Liaison at minimum 72 hours in advance of the training start. In addition, I am aware that volunteers



who are seen as disruptive and/or non-compliant during training will be asked to leave and may be removed from their volunteer role.

- b) I am subject to the disciplinary authority of the Students' Union, unless some non-Students' Union interests are deemed involved with the University, in which case the Vice-President of Student Affairs, or designate, may specifically authorize proceedings under the Non-Academic Student Code of Conduct. I understand, shall I be placed under investigation by the Student Affairs Office, I will also be placed on probation from any volunteer positions I hold. Pending the outcome with the Student Affairs Office, my position as Orientation Volunteer with the Students' Union may be placed under review.
- c) I consent to being photographed/videoed for the purposes of Students' Union and University related promotional materials.

**Failure to abide by this Coordinator Volunteer Agreement, or breach of any of its sections or sub-sections will be considered a serious violation and may result in immediate removal from all Volunteer activities and could impact future hiring decisions with the Students' union.**

If I chose to be released from this Volunteer Agreement, I will notify the Coordinator and VP: Finance and Administration and explain why. It is also my responsibility to complete the remainder of my scheduled shifts. In addition, I recognize my experience will not be submitted in the Co-Curricular Record.

Signature: \_\_\_\_\_

## **APPENDIX C – STUDENT EXEC STAFF EMPLOYEE MANUAL**

[Training EmployeeManualOrientation StudentExec 202223 2.pdf](#)



## **APPENDIX D – GRIEVANCE POLICY**

### **GRIEVANCES & WHISTLE-BLOWER POLICY**

The Students' Union is committed to high standards of ethical, moral, and legal business conduct. In line with this commitment, and the Students' Union commitment to open communication, this policy aims to provide an avenue for all employees (paid and unpaid) to raise concerns and reassurance that they will be protected from reprisals or victimization for voicing their issues. Furthermore, the Students' Union recognizes that employer/employee (or supervisor/subordinate) relationship problems will arise from time to time.

As such, this policy – as mandated in EL #2b of the Students' Union Policy Governance Manual – is intended to protect the individual if concerns are raised regarding the following:

- I. Incorrect financial reporting;
- II. Unlawful activity or violation of a law/legislation;
- III. Activities that are not in line with the Students' Union policy, including the Staff and Volunteer Code of Conducts;
- IV. Activities which otherwise amounts to serious improper conduct or gross mismanagement;
- V. An abuse of authority including alleged improper behavior, disciplinary action, or unfair treatment;
- VI. A substantial and specific danger to public health or safety.

### **Safeguards**

- I. Harassment or Victimization – harassment or victimization for reporting concerns under this policy will not be tolerated.
- II. Confidentiality – every effort will be made to treat the complainant's identity with appropriate regard for confidentiality, providing anonymity for the individual when required.
- III. Anonymous Allegations – we encourage individuals to provide their names to allegations, to allow appropriate follow-up questions and investigations, which may not be possible unless the source of the information is identified. However, concerns expressed anonymously will still be explored appropriately.
- IV. Bad Faith Allegations – any allegations, upon investigation, that are deemed malicious or in bad faith may result in disciplinary action.

### **Process for Whistle-blowing**

- I. Reporting – this procedure is intended to be used for serious and sensitive issues. Such concerns, including those related to financial reporting, unethical or illegal conduct, may be reported directly to either the direct supervisor or Human Resources.
- II. Timing – adequate timeliness is required, the earlier a concern is expressed, the easier it is to take action.
- III. Evidence – although the individual is not expected to provide actual evidence on an allegation, the individual should be able to demonstrate to the person contacted that the report is being made in good faith.

### **Process for Grievances**

In order that employees may be assured fair and impartial consideration of their problems, the following method of presenting, reviewing, and adjusting grievance has been established:

- I. The employee should first attempt to resolve the grievance informally by discussing it with their direct supervisor or department director. The supervisor may request the assistance of Human Resources. If the problem is related to the interpretation of policy, the employee may first choose to discuss the problem with Human Resources.
- II. If the matter is not resolved to the employee's satisfaction at the informal stage, the employee may proceed to the formal grievance stage by presenting the complaint in writing to his/her immediate supervisor, with a copy to Human Resources.
- III. Upon receipt of the written grievance, the supervisor will review and discuss the grievance with their direct supervisor, and Human Resources. At that time, it will be determined whether a formal discussion is necessary in order to resolve the situation. During this discussion the following people will be present; the employee, his/her direct supervisor, and Human Resources.
- IV. Following the formal discussion, Human Resources (or Executive Director and/or President where necessary) will provide the employee with a written decision on the grievance within ten (10) working days of the formal discussion.

The various discussion stages of this procedure have been established to give those involved the opportunity to present facts, views, and information, which is pertinent to the situation and which, it is hoped, will contribute to the satisfactory settlement of the grievance. During this process, the Students' Union may review with legal counsel. The written decision of the President is final and binding on the employee.

### **SOCIAL MEDIA POLICY**

#### **Overview**

As part of its mandate to manage the brand and reputation of the Wilfrid Laurier University Students' Union ("Students' Union"), the Marketing Department plays an oversight role in social media.

The following social media policy is designed to provide parameters to enhance the Students' Union reputation through social media. The Marketing Department staff members are to be used as a resource for social media questions, discussions, suggestions and ideas.

This policy is designed to guide communication through:

- Official Students' Union social media channels, blogs and website properties;
- Social media profiles for committees or Students' Union groups;
- And, individual use of social media for all staff and volunteers, as representatives of the Students' Union and brand ambassadors.

# **APPENDIX E – PAID HIRING STAFF POLICIES & PROCEDURES**



Revised: January 15 2018

## **PAID STAFF HIRING PROCESS**

The Wilfrid Laurier University Students' Union is committed to recruiting, compensating, developing and retaining a highly motivated, competent and qualified team of employees who share, with the Board of Directors, the goal of contributing towards achieving the objectives of the Students' Union.

The Students' Union confirms that all human resource policies will be implemented consistently. Furthermore, it commits to equality among its employees for employment without discrimination, in addition to equitable treatment to its employees and applicants.

The process in which the Students' Union follows when hiring paid staff members is outlined below:

- Post each position for a minimum of five (5) business days;
- Must interview a minimum of three (3) people whenever possible;
- Hiring panel must consist of a minimum of three (3) people whenever possible:
  - One (1) hired student: includes any Hiring and Recruitment volunteer, part - time, or full -time staff member who paid Wilfrid Laurier University student fees in the school year of which the interview is taking place, or Student Executive ;
  - One (1) supervisor from the department that the position reports under; and
  - Either one (1) other person from the department that the position reports under, or the Human Resources Generalist .
- Any conflicts of interest for the hiring panel must be declared prior to the interview process , as well as be brought to the attention of the Human Resources Generalist, in addition to the Executive Director and/or President;
  - In the case of any perceived and/or actual conflicts of interest, the Executive Director and/or President can adjust the composition of the hiring panel.
- Positions requiring written proposals are to be marked by all members of the hiring panel and used as a determinant of which/how many applicants are granted interviews.
  - The average of the hiring panel's proposal scores must lie above 70% in order to be granted interviews, unless the hiring panel unanimously decides otherwise.
  - In the event of a high number of applications scoring over 70%, the interview threshold may be adjusted to 20 points below the highest mark at the discretion of the hiring panel
  - The hiring panel has the right to decline a candidate based on documented behavioural concerns from the Students' Union or Student Affairs Department.
- All interviewed applicants must be given the Human Resources Generalist contact information for feedback purposes ;
- All interviewed applicants must be given a timeline as to when they will be notified of successful candidacy, in addition to if, and when, they will be notified of unsuccessful candidacy;

- Human Resources Generalist must be notified of successful candidate immediately following the completion of the interview process to draft an offer to the preferred candidate;
- No announcement will be made to staff (or otherwise) until the signed contract is received, and no information will be released about any of the applicants , interviewees or the successful candidate without consent of that individual.

# **APPENDIX F–UNPAID STAFF HIRING POLICIES & PROCEDURES**

MANUAL TITLE: Volunteer Hiring Procedural Manual  
LAST UPDATED: January 2018  
ADMINISTRATIVE DUTY: Vice President: Finance and Administration



## **3.5 Volunteer Hiring Procedures**

The purpose of this policy shall be to outline the process which must be followed when hiring any person for a volunteer position, whether that volunteer position is Coordinator, Executive, or General.

### **3.5.1 Categories**

- 3.5.1.1 All volunteer positions within the Students' Union shall fall into one of the following categories:
- 3.5.1.1.1 Coordinator (c);
  - 3.5.1.1.2 Executive (e);
  - 3.5.1.1.3 General (g); and
  - 3.5.1.1.4 Special Skills (ss)

### **3.5.2 Positions**

3.5.2.1 All level of volunteer positions within the Students' Union shall be listed in the following section

3.5.2.2 Positions may be created by the Vice President and/or Associate Vice President of the department, in consultation with the Management Team, on a one-year trial basis. Should the position become permanent after one year, the said position and its classification shall be included in this policy.

3.5.2.3 Beside each volunteer position shall be a letter indicating the category into which the position falls:

- 3.5.2.3.1 Coordinator - (c);
- 3.5.2.3.2 Executive - (e);
- 3.5.2.3.3 General - (g);
- 3.5.2.3.4 Special Skills - (ss): Those positions are those of a nature that requires certain skills in order to hold the position (Emergency Response Team).
  - 3.5.2.3.4.1 These positions shall be subject to the hiring practices; however, the Hiring panel does have the right not to recommend a candidate for hiring if they do not possess the skills required.

3.5.2.4 The appropriate Vice President, Associate Vice President, or Coordinator, in consultation with the Vice President: Finance and Administration, shall determine the number of positions that shall be open to all students for each position.

3.5.2.5 The Vice President and/or Associate Vice President of the department may not remove any committees from their department, as listed within their departmental policy, without the majority approval of the Management Team.

## **APPENDIX G – STUDENTS’ UNION AODA STATEMENT OF COMMITMENT (IE: ACCESSIBILITY STATEMENT)**

### Students’ Union AODA Statement of Commitment

The Wilfrid Laurier University Students’ Union is committed to providing a barrier-free environment for our clients/customers, patients, students, employees, job applicants, suppliers, visitors, and other stakeholders who enter our premises, access our information, or use our transportation services. As an organization, we respect and uphold the requirements set forth under the Accessibility for Ontarians with Disabilities Act (2005), Customer Service Standard, and the Integrated Accessibility Standards Regulation for Information and Communications, Employment, and Transportation, and eventually, for the Built Environment.


Our commitment to making our organization accessible to everyone includes the integration of accessibility legislation with our policies, procedures, programs, and training. We are committed to reviewing and incorporating the following information with our employees:

- Legislation regarding the Human Rights Code and the AODA, 2005.
- Integrated Accessibility Standards for Information and Communications, Employment.
- Accessible employment practices such as recruitment, assessment, and selection.
- Developing emergency response plans and individual workplace accommodation plans for employees with disabilities.
- Customer service standards.
- Accessible communication supports and information formats (digital and non-digital).
- Communicating with people with various forms of disabilities.
- Accessible websites and web content.
- Assistive devices, mobility aids, service animals and support persons.
- Transportation vehicles and equipment requirements.
- Notices of service disruptions (temporary or long-term).
- The Students’ Union’s relevant policies and procedures regarding accessibility.
- Reporting procedures.
- Training procedures.

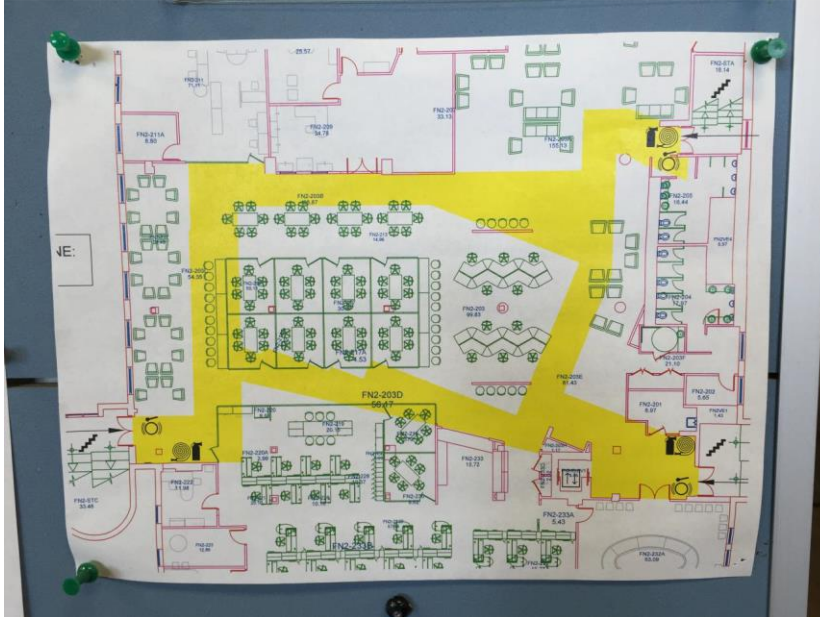
The Wilfrid Laurier University Students’ Union realizes that providing accessible and barrier-free environments for everyone is a shared effort. For more detailed information on our accessibility policies, plans, and training programs, please contact Chris Hyde, Director of Policy, Research and Advocacy.



## APPENDIX H – HEALTH & SAFETY COMMITTEE (INCLUDING FIRE SAFETY WARDENS)

	<b>JOINT HEALTH &amp; SAFETY COMMITTEES</b> <b>2023-2024</b>		
<b>WATERLOO COMMITTEE</b>			
© = Certified in Occupational Health & Safety			
<b>Secretary:</b>	Kelly Lee © <a href="mailto:klee@wlu.ca">klee@wlu.ca</a>		
<b>Worker Co-chair:</b>	Lindsay Amorim <a href="mailto:lamorim@wlu.ca">lamorim@wlu.ca</a>		
<b>Management Co-chair:</b>	Shawna Wey <a href="mailto:swey@wlu.ca">swey@wlu.ca</a>		
<b>Worker Members:</b>	Rachel Wegener <a href="mailto:rwegener@wlu.ca">rwegener@wlu.ca</a> (More to be elected by end of September 2023)		
<b>Management Members:</b>	Mary Jimson <a href="mailto:mjimson@wlu.ca">mjimson@wlu.ca</a> Michelle Finch © <a href="mailto:mfinch@wlu.ca">mfinch@wlu.ca</a> Megan Lacoursiere © <a href="mailto:mlacoursiere@wlu.ca">mlacoursiere@wlu.ca</a> Sarah Brophy <a href="mailto:suvpfo@wlu.ca">suvpfo@wlu.ca</a>		
<b>MEETINGS</b>			
<b>Meetings Are Held:</b> Quarterly – once per academic term (Fall, Winter, Spring/Summer)			
<b>Location:</b> In the Wilfrid Laurier University Student's Union Boardroom			
<b>FIRST AID CERTIFIED EMPLOYEES</b>			
<b>Name:</b>	<b>Department:</b>	<b>Certification Level:</b>	<b>Expiry (dd-mm-yy):</b>
Ashley Atcheson	Hospitality	Standard & CPR/AED C	14-10-2024
Grace VanHooydonk	SU Desk	Standard & CPR/AED C	18-02-2025
Jason Verhoeve	Programming	Standard & CPR/AED C	14-10-2024
Phil Champagne	Leadership	Standard & CPR/AED C	14-10-2024
Rachel Wegener	SU Desk	Standard & CPR/AED C	30-08-2025
Sam Anhorn	Hospitality	Standard & CPR/AED C	14-10-2024
Sarah Brophy	Volunteer Ops	Standard & CPR/AED C	24-06-2024
<b>EMERGENCY WARDENS</b>			
<b>Fred Nichols Campus Centre</b>			
<u>Ground Floor:</u> Dennis Robus (WLU Food Services) & Stephanie Smith (WLU Food Services)			
<u>1<sup>st</sup> Floor:</u> Mary Jimson (Hospitality) & Kelly Lee (SU Desk)			
<u>2<sup>nd</sup> Floor:</u> Shawna Wey (HR) & Meg Bagley (Programming)			
<u>3<sup>rd</sup> Floor:</u> Sam Anhorn (Hospitality) & Andy Neilson (Hospitality)			
<u>Building Evacuation Coordinator:</u> Phil Champagne (Leadership)			

## APPENDIX I – EMERGENCY ESCAPE ROUTE



## APPENDIX J – FIRE ALARM PROCEDURES

**FIRE**  
Alarm Procedures

IF YOU SMELL SMOKE, SEE FLAMES OR ARE ALERTED TO A FIRE

1. Vacate fire area and close doors.
2. Activate nearest emergency pull station. Attempt to extinguish fire only if you are trained and can do it safely.
3. Evacuate the building. (DO NOT use elevators). Use an alternate exit if you encounter smoke or fire.
4. Call 9-911 and Special Constable Service (ext. 3333) from a safe location. Meet Emergency Wardens (red bump caps) and Fire Department outside. Give them as much information as possible. Report all fires (even those that appear to be out).
5. Report the location of anyone still inside the building to the Fire Department.

WHEN YOU HEAR THE ALARM  
GET OUT AND STAY OUT!

1. Evacuate the building quickly even if you suspect a false alarm. If it is safe to do so, shut down experiments and hazardous operations, close windows and doors, turn off lights.
2. Proceed quickly to the nearest safest exit.
3. DO NOT use elevators during an alarm.
4. Move to the designated safe area (30 m away from building) as indicated by Emergency Wardens (red bump caps). Do not re-enter the building, even if the alarm stops ringing. Wait for permission to re-enter from the Fire Department, Special Constable Service or Building Evacuation Coordinator.

**POLICE/FIRE/AMBULANCE/SPILLS 9-911**

Safety, Health, Environment & Risk Management

## Executive Limitation #2j “Hiring Practices – Unpaid Staff”

This monitoring report for Executive Limitation Policy #2j “Hiring Practices – Unpaid Staff” is presented in accordance with the monitoring schedule set forth by the Board of Directors for the 2022/23 fiscal year. I certify that the information contained in this report is true and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Megan Spenler  
President and CEO  
Wilfrid Laurier University Students' Union



April 1<sup>st</sup>, 2024

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

**Policy Wording EL#2j1a: The President will not: Operate without up-to-date written hiring procedures that: accurately describe special circumstances under which deviation from policy would be acceptable;**

### 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.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Hiring policies and procedures are reviewed at least once every 6 months, and are updated as necessary.

- 2) 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.

#### EVIDENCE

- A) The hiring process is continually reviewed and is therefore sufficiently up to date.

I report this section as **COMPLIANT**

**Policy Wording EL#2j1b: The President will not: Operate without up-to-date written hiring procedures that: are readily available and easily understood by hiring staff and applicants;**

#### CEO INTERPRETATION

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.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) 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.

#### EVIDENCE

##### A) SU DESK

- a. Potential applicants can reach out to the SU-Desk staff, via email or in person
  - i. Between the hours of 9:00am-8:00pm on weekdays on the Waterloo campus
  - ii. Between the hours of 11:00am-3:00pm on Mondays, Wednesdays, Thursdays, and Fridays on the Brantford campus
  - iii. NOTE: these hours are subject to change for next semester in Brantford. The SU Desk hours will be communicated with

students through various channels.

I report this section as **COMPLIANT**

**Policy Wording EL#2j1c: The President will not: Operate without up-to-date written hiring procedures that: accurately describe situations in which an applicant would not be considered for a position; and**

CEO INTERPRETATION

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

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) There are clearly outlined expectations of situations where potential applicants will not be considered for a position in the hiring procedures.

EVIDENCE

- A) Volunteer Hiring Procedure
  - a. Section 3.5.10 (selecting candidates for interviews)
    - i. This section outlines how applicants are chosen for interviews, and the criteria for when an applicant would be declined an interview.
  - b. Section 3.5.15.1.8 (Delineation of Hiring Policy)
    - i. This outlines the circumstances under which an applicant may be declined a position in favour of another applicant.

I report this section as **COMPLIANT**

**Policy Wording EL#2j1d: The President will not: Operate without up-to-date written hiring procedures that: follow a well-defined and widely recognized practice.**

CEO INTERPRETATION

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:

- 1) The hiring policies that are used are fair and equitable and allow opportunities for all undergraduate students;
- 2) The unpaid staff hiring policies are similar to other student organizations in Ontario.

## EVIDENCE

- A) Queens AMS: Hiring and Appointment Policy and Program
  - a. <https://www.myams.org/wp-content/uploads/2022/01/HiringAndAppointment-20180327.pdf>

I report this section as **COMPLIANT**

**Policy Wording EL#2j2: The President will not: Operate without protection against improper access to public candidate information.**

## 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:

- 1) There are specific procedures for accepting, storing and recording any personal information from applicants that prevent access from the public.
- 2) Hiring information is available only to those who require access within the organization including Hiring and Recruitment staff, employees in the Finance and Administration department, the Executive Director and the President and CEO.

## EVIDENCE

1. Hiring and Recruitment Confidentiality Agreement

- a. Signed by all members of the Hiring and Recruitment committee which is in charge of unpaid staff interviews and application marking.
- 2. Unpaid Staff Interview Script
  - a. Script that is read by Hiring and Recruitment representation before each interview.
- 3. Volunteer Hiring Procedures:
  - a. Section 3.5.8 (Training)
    - i. Outlines the repercussions and process used for breaches of confidentiality.
- 4. Online Personnel Info
  - a. All online information is password protected with access monitored and granted by the VP: Finance & Volunteer Operations.

I report this section as **COMPLIANT**

**Policy Wording EL#2j3: The President will not: Allow a procedure that is unnecessarily complex or restrictive given the responsibilities of the position.**

#### 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:

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

#### EVIDENCE

- A) Volunteer Hiring Procedures:
  - a. Section 3.5.12 (Weighted Assessments)
    - i. This section outlines the components of applications based on level of position.

I report this section as **COMPLIANT**

**Policy Wording EL#2j4: The President will not: Operate without taking into account previous formal performance appraisals or documented disciplinary action; including ongoing complaints generated by the Organization and relevant University partners.**

CEO INTERPRETATION

I interpret the above statement as articulated.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

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

EVIDENCE

A) Volunteer Hiring Procedures:

- a. In the event the Students' Union is dissatisfied with the volunteer to the point of a poor performance appraisal/necessary dispensary measures, they receive a "DNR" (Do not rehire) in our database, so that the previous conduct can be considered.

I report this section as **COMPLIANT**

**Policy Wording EL#2j5: The President will not: Operate without providing access to personalized feedback to applicants that will assist them in future applications when operationally feasible.**

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:

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

## EVIDENCE

### A) Unpaid staff interview preamble

- a. This script is read at the start of all unpaid staff interviews. It outlines how and where concerns can be addressed.

#### **Interview Preamble-**

- Introduce the hiring panel members, including names and positions
- The interview will be approximately 1 hour in length, and will cover a variety of topics
- You will be given a couple of minutes to set up for your interview
- We will ask you mainly behavioral based questions, meaning that the questions will draw on experiences, which you can then relate back to the position.
- Everything said in the interview will remain confidential and we ask that you keep the questions and scenarios confidential.
- We will be writing your answers down and may not be making eye contact but we are listening.
- There is a feedback process should the candidate feel that they were treated unjustly, or if they would like advice on how their interview went, through Shawna Wey, Human Resources Consultant.
- Do you have any questions for us before we begin?
- Ask the candidate if they have any questions before you begin, if not start the interview

I report this section as **COMPLIANT**

**Policy Wording EL#2j6: The President will not: Allow applicants to be unaware of this policy.**

## CEO INTERPRETATION

I interpret "**unaware**" as an applicant's lack of owed knowledge regarding the aforementioned policy.

## OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Applicants are aware of the existence of policies during the process and they are made available for viewing by the Students' Union.
- 2) 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) Volunteer Hiring Procedures:
  - a. Section 3.5.15 (Appeals Process)
    - i. This section outlines the process that an applicant can go through should they feel they have not been accorded a reasonable interpretation of their rights as outlined elsewhere in the policy.
    - ii. The section also outlines the criteria which can warrant an appeal.

I report this section as **COMPLIANT**

**Policy Wording EL#2j7: The President will not fail to provide a way to be heard for persons who believe 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:

- 1) 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
- 2) These avenue(s)/communication medium(s) are accessible

#### EVIDENCE:

- A) Students' Union Website
  - a. The VP: Financial & Volunteer Operations email address is easily located under the *About >>> Executive Leadership Team and Departments >>> Financial & Volunteer Operations* tabs on the

YourStudentsUnion website

B) Volunteer Hiring Procedures:

a. Section 3.5.15 (Appeals Process)

- i. This section outlines the process that an applicant can go through should they feel they have not been accorded a reasonable interpretation of their rights as outlined elsewhere in the policy.

I report this section as **COMPLIANT**

**Global Policy Statement Wording EL#2j: With respect to the hiring of unpaid staff, the President shall not allow conditions that are unfair, disrespectful, prohibitive, biased or ambiguous.**

CEO INTERPRETATION

I interpret “**unfair, disrespectful or prohibitive**” as circumstances that do not treat the applicants in an equitable way, with dignity, and/or unfairly restrict their ability to apply for a given position.

I interpret “**biased**” as conditions that favour one group or person over another based on personal connections and favour the exercise of patronage.

I interpret “**ambiguous**” as conditions that are vague and not specific, leaving room for many interpretations that can be made outside the desired scope set by the Students’ Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All sections of EL#2J are in compliance.

EVIDENCE

- A) All sections of EL#2J are in compliance.

I report this section as **COMPLIANT**

## Executive Limitation #2m “Transition of Staff”

This monitoring report for Executive Limitation Policy #2m “Transition of Staff” is presented in accordance with the monitoring schedule set forth by the Board of Directors. I certify that the information contained in this report is true and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

# Megan Spenler

Megan Spenler  
President and CEO  
Wilfrid Laurier University Students' Union  
April 1<sup>st</sup>, 2024

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

**The President will not:**

- 1. Operate without up-to-date written transition procedures that:**
  - a. Outlines the responsibilities of both outgoing and incoming staff for the transition process; and**
  - b. Distinguishes between transition for continuing staff and contract staff.**

### CEO INTERPRETATION

I interpret “**up-to-date**” as created and/or reviewed within the current fiscal year.

I interpret “**transition procedures**” as a set of actions, steps, and protocols that must be taken when there are new student executives, in order to set them up for success.

I interpret “**transition process**” as the appropriate steps that are required to acclimate any incoming staff member to the inner workings of their new job. This will vary in length and content depending on the role being filled and the transition period available.

I interpret “**continuing staff**” as all staff operating on a full-time, ongoing basis.

I interpret “**contract staff**” as all staff operating on a set period of time with a clear end date based on a contractual commitment.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Students' Union has a clear set of procedures to be followed when a new employee is being transitioned into his/her role. These must be reviewed once a year.
- 2) There is a transition document, signed by both incoming and outgoing staff, that captures the responsibilities of both parties throughout the transition process.
- 3) There are separate procedures and processes to be followed for continuing versus contract staff.

#### EVIDENCE

I report this section as **COMPLIANT**

### **2. Allow outgoing staff to leave office without ensuring that the appropriate materials are made available to ensure portfolio-specific transfer of knowledge.**

#### CEO INTERPRETATION

I Interpret “**outgoing staff**” as staff whose contracts are set to expire at the end of April 2024

I interpret “**appropriate materials**” as any document, brief, or piece of informative content that aims to help the incoming staff member through their transition period

In interpret “**portfolio-specific**” as applicable to one's departmental portfolio that aligns with their role.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) When the outgoing staff are making intentional effort to deliver transition knowledge to the incoming staff

#### EVIDENCE

- 1) All VP's have had transition expectations clearly outlined to them.
- 2) The incoming transition committee meets on a weekly basis to cover what information should be delivered to the incoming team, and when

I report this section as **COMPLIANT**

### **3. Leave office without transitioning the incoming President on all policy compliance.**

#### CEO INTERPRETATION

I interpret "**transitioning the incoming President on all policy compliance**" as making a substantial effort to convey the importance of policy governance, executive limitations, and compliance. As well as informing them the purpose of monitoring reports, and how to complete a monitoring report.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The incoming President feels as though they have sufficient knowledge of how to operate within the executive limitations, and how to convey that through a monitoring report

#### EVIDENCE

- 1) The incoming President has not been transitioned on this yet

I report this section as **NON-COMPLIANT**.

### **Global Policy Statement:**

**In order to protect the Organization from the annual cycle of student leadership turnover, the President shall not allow institutional knowledge or practices to be unprotected or lost.**

#### CEO INTERPRETATION

I Interpret "**annual cycle of student leadership turnover**" as the process in which the outgoing team hands off responsibilities of their department and/or portfolio to the incoming team

I interpret "**institutional knowledge or practices**" as foundational pieces of information that are critical to becoming accustomed to a student leadership role, and/or critical to being effective in a student leadership role

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All section of EL #2m are in compliance

EVIDENCE

- 1) EL #2m3 is non-compliant

I report this section as **NON-COMPLIANT**.

## Executive Limitation #2n “Hiring Practices – Paid Staff”

This monitoring report for Executive Limitation Policy #2n “Hiring Practices – Paid Staff” is presented in accordance with the monitoring schedule set forth by the Board of Directors. I certify that the information contained in this report is true and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**



Megan Spenler  
President and CEO  
Wilfrid Laurier University Students' Union

April 1<sup>st</sup>, 2024

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

**The President will not:**

- 1. Operate without up-to-date written hiring procedures that outline a well- defined and widely recognized practice.**

### CEO INTERPRETATION

I interpret “**up-to-date**” as frequently revised and reviewed within the past fiscal year.

I interpret “**well-defined and widely recognized**” as practices that consistently used in the industry or market or organizations of similar size, purpose and structure.

### OPERATIONAL DEFINITION

Compliance will be demonstrated when:



- A) Paid hiring practices are reviewed by the President, Executive Director, and HR Generalist, once every twelve (12) months.
- B) Hiring policies and practices are well-researched and represent common practice when compared to organization of similar size and structure

#### EVIDENCE

- 1) **Appendix Ai**: Paid Hiring Policies and Procedures.

I report this section as **COMPLIANT**.

### **2. Operate without controls in place that protect the applicant's privacy.**

#### CEO INTERPRETATION

I interpret this policy to mean that there are mechanisms which are designed to ensure information of applicants for volunteer or staff positions is kept secure and confidential and only accessed by those involved in the hiring process.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) Internal privacy procedures are followed relative to access to applicant information.
- B) There are no complaints of breaches in applicant privacy and confidentiality.

#### EVIDENCE

- 1) **Appendix Bi**: Interview Preamble 2023/2024
- 2) **Appendix Ci**: Confidentiality Clause in Employment Contract

I report this section as **COMPLIANT**.

### **3. Operate without controls in place to prevent nepotism and other wrongful conditions.**

#### CEO INTERPRETATION

I interpret "**nepotism**" as the intentional or unintentional influence a power position may have over hiring regarding relatives, friends and acquaintances.

I interpret “**other wrongful conditions**” as circumstances that make the hiring process inequitable, unfair or biased towards one applicant.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) There are practices and policies in place that prevent nepotism and other wrongful conditions.
- B) The President intervenes if these cases arise.

#### EVIDENCE

- 1) Appendix Ai: Paid Hiring Policies and Procedures

I report this section as **COMPLIANT**.

#### **4. Allow openings to be filled without an open and accessible posting.**

#### CEO INTERPRETATION

I interpret this policy statement as facilitating an open and accessible hiring process for all paid staff, which will allow for any and all applicants to apply based on experience.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) All paid staff hiring is done using an accessible and open job posting.
- B) No Students' Union employee is hired without going through the necessary procedure aforementioned without the Board's consent.

#### EVIDENCE

- 1) Any and all available job postings are available to everyone via the Students' Union website
- 2) Board was consulted on and subsequently approved of expediting the hiring of the Director of Strategic Initiatives position

I report this section as **COMPLIANT**.

**5. Allow openings to be filled without student input on the hiring process.**

CEO INTERPRETATION

I interpret “**student input**” as student representation including but not limited to student executive on each hiring committee with the exclusion of the Hospitality Services Department.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) There is student executive representation or student appointed representation on the hiring committees for paid positions, excluding Hospitality services.
  - a. Hospitality Service hiring is excluded from this policy statement from having physical representation. However the President, who is a member of the Student Executive is consulted.

EVIDENCE

- 1) **Appendix A**: Paid Hiring Policies and Procedures

I report this section as **COMPLIANT**.

**6. Allow an opening to be filled without a consistent and equitable process.**

CEO INTERPRETATION

I interpret “**a consistent and equitable process**” as a hiring practice that is the same for each applicant for a position in terms of treatment and processes, unless accessibility accommodations need to be provided.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) There are policies in place that outline the procedures for the hiring of all paid staff.

B) All applicants are vetted using the same hiring process.

#### EVIDENCE

1) **Appendix Ai:** Paid Hiring Policies and Procedures

I report this section as **COMPLIANT**.

### **7. Allow conflicts of interest in the hiring process to go undeclared.**

#### CEO INTERPRETATION

I interpret **conflicts of interest** as personal relationships that could positively or negatively bias hiring decisions.

I interpret this policy statement as the hiring manager or other interviewees in any given situation failing to inquire or disclose any conflicts of interest before the process begins or at any time throughout the process.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) There is ample opportunity made aware for every member of the hiring committee to come forward regarding a conflict of interest.
- B) The President intervenes and re-allocated the hiring committee based on the conflicts of interest.

#### EVIDENCE

1) **Appendix Ai:** Paid Hiring Policies and Procedures

I report this section as **COMPLIANT**.

#### **Global Policy Statement:**

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

#### CEO INTERPRETATION

I interpret “**unfair**” as conditions that treat some or all applicants inequitably or unethically and favours others in a biased manner.

I interpret “**biased**” as conditions that give some applicants advantage or disadvantage over others based on perceptions, judgments, prejudices, opinions and/or values.

I interpret “**ambiguous**” as hiring conditions that are up for interpretations by the applicant or hiring committee and not specific, resulting in them being unclear altogether.

#### OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- A) All sections of EL#2n are in compliance

#### EVIDENCE

1. All sections of EL#2n are in compliance

I report this section as **COMPLIANT**.

## APPENDIX Ai



Revised: January 15 2022

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The Wilfrid Laurier University Students' Union is committed to recruiting, compensating, developing and retaining a highly motivated, competent and qualified team of employees who share, with the Board of Directors, the goal of contributing towards achieving the objectives of the Students' Union.

The Students' Union confirms that all human resource policies will be implemented consistently. Furthermore, it commits to equality among its employees for employment without discrimination, in addition to equitable treatment to its employees and applicants.

The process in which the Students' Union follows when hiring paid staff members is outlined below:

- Post each position for a minimum of five (5) business days;
- Must interview a minimum of three (3) people whenever possible;
- Hiring panel must consist of a minimum of three (3) people whenever possible:
  - One (1) hired student: includes any Hiring and Recruitment volunteer, part - time, or full -time staff member who paid Wilfrid Laurier University student fees in the school year of which the interview is taking place, or Student Executive ;
  - One (1) supervisor from the department that the position reports under; and
  - Either one (1) other person from the department that the position reports under, or the Human Resources Generalist .
- Any conflicts of interest for the hiring panel must be declared prior to the interview process , as well as be brought to the attention of the Human Resources Generalist, in addition to the Executive Director and/or President;
  - In the case of any perceived and/or actual conflicts of interest, the Executive Director and/or President can adjust the composition of the hiring panel.
- Positions requiring written proposals are to be marked by all members of the hiring panel and used as a determinant of which/how many applicants are granted interviews.
  - The average of the hiring panel's proposal scores must lie above 70% in order to be granted interviews, unless the hiring panel unanimously decides otherwise.
  - In the event of a high number of applications scoring over 70%, the interview threshold may be adjusted to 20 points below the highest mark at the discretion of the hiring panel
  - The hiring panel has the right to decline a candidate based on documented behavioural concerns from the Students' Union or Student Affairs Department.
- All interviewed applicants must be given the Human Resources Generalist contact information for feedback purposes
- All interviewed applicants must be given a timeline as to when they will be notified of successful candidacy, in addition to if, and when, they will be notified of unsuccessful candidacy.
- Human Resources Generalist must be notified of successful candidate immediately following the completion of the interview process to draft an offer to the preferred candidate;
- No announcement will be made to staff (or otherwise) until the signed contract is received, and no information will be released about any of the applicants, interviewees or the successful candidate without consent of that individual.

## APPENDIX Bi

### Interview Preamble-

- Introduce the hiring panel members, including names and positions
- Chat to create an open atmosphere that is somewhat more comfortable for the candidate (ask about their weekend, the weather, etc)
- Outline that there is 50 minutes allocated to questions, with 10 minutes set aside at the end to answer any questions
- Let the candidate know that you will not always be making eye contact, as you will be taking notes throughout the interview, but that you are paying attention to what they say and do care about what they are sharing
- Remind the candidate that everything said in the interview will remain confidential within the hiring panel, and we ask that they do not share the questions with anyone following the interview
- Explain that there is a feedback process should the candidate feel that they were treated unjustly, or if they would like advice on how their interview went, through Shawna Wey, Human Resources Consultant
- Ask the candidate if they have any questions before you begin, if not start the interview

## APPENDIX Ci

- 8) Employees shall not, either during the term of their employment or at any time thereafter, disclose to any person, firm or corporation any *confidential or privileged* information concerning the business or affairs of The Students' Union. This includes any information that the Employee may have acquired in the course of or incidental to their employment hereunder or otherwise, whether for their own benefit, or to the detriment, or intended or probable detriment, of The Students' Union.

Dear Board of Directors 2023-2024,

Please find attached the Guiding Principles and my interpretation of the Ends of the Students' Union. These interpretations of the Ends have been strengthened by their connection to the organization's Guiding Principles and the three pillars we – as an organization – established to execute our vision for the year.

The interpretations state that the Guiding Principles are connected to all the Ends. For compliance to be demonstrated, the principles were fused into the Students' Union departments in an impactful way. Continuing to include the Guiding Principles in interpretations of the Ends will ensure the organization's goals are met.

Evaluating the Ends and the Guiding Principles of the Students' Union must be an evolving process to truly reflect the changing realities of the organization and its stakeholders. These interpretations are goals set in aspiration for achievement to ensure our students' success.

As the end of my term as President comes closer and closer, I hope to see the Ends of the Organization clearly represented and explained to student leaders in the future so to ensure the clarity of our organization's purpose, and the role we all must play in executing that purpose.

Most sincerely,

*Megan Spenler*

Megan Spenler, President & CEO



## Guiding Principles:

The Students' Union shall be **Student-Driven** in everything we do. Our activities, efforts and outputs are driven by the vision and guidance of our students in order to enhance the undergraduate experience.

The Students' Union shall **Provide Opportunities** for growth and personal development to all members. Our members will benefit from access to our wide variety of elected, volunteer, and paid opportunities.

The Students' Union shall be **Accountable** to our student members. We believe that all students have the right to know what their student fees are being used for. Furthermore, we will be responsible for our actions and will look to explain, clarify or justify all organizational decisions that we make.

The Students' Union shall be a **Community Conscious** organization. We will strive to promote and foster a culture of inclusivity and safety within the greater Laurier community. We will remain cognizant of our unique Laurier culture and make decisions accordingly.

The Students' Union shall strive to be **Progressive**, exploring leading practices that fit with our members' future needs. The organization will constantly work to assess and improve the quality of services and programs provided to students.

The Students' Union shall be **Adaptable** to change. The organization will react to all emerging trends within the post-secondary environment in order to continue to meet our members' needs.

**THE ENDS:**

**The Organization exists to represent, advocate for, and support the primary stakeholders, the students at Wilfrid Laurier University, and to provide them with a holistic university experience and an enhanced student life. The costs of these benefits will be justified by the results. In no specific order, the students will benefit from:**

**1. An organization that advocates for an affordable, accessible, and high-quality academic experience;**

CEO INTERPRETATION:

I interpret “**affordable**” to be a measure that falls within all university students’ financial means; reasonably and sensibly priced.

I interpret “**accessible**” as the capacity to access all services, programs, events and more without barriers or obstacles, and as providing equitable and fair access to opportunities within the Students’ Union.

I interpret “**high quality**” as a standard of excellence of caliber for an experience or opportunity provided to the student accessing it. I interpret “academic experience” as the participation in any encounter a student faces within their academics at the university.

OPERATIONAL DEFINITION:

Compliance will be demonstrated when:

- a) The Students’ Union is actively advocating for fair and necessary government-imposed student services
- b) The Students’ Union is connecting with students on multiple, accessible mediums to inform students on how issues or concerns are being met
- c) The Students’ Union is earnestly advocating to the University and relaying the voice of the students to administration concerning changes to their academic experience
- d) There is representation on university committees from the Students’ Union President and other Students’ Union Executives to meet with University Administration on behalf of students
- e) Students who participate with services, programs, and dialogue offered by both the University and the Students’ Union can identify that they gained personal value from engaging and the quality of service was high
- f) All Students’ Union departments, groups and initiatives which contribute to this End demonstrate how they are incorporating the Guiding Principles

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

## CEO INTERPRETATION:

I interpret “**safe**” as sufficiently protected from anything that risks any negative impact to any student’s wellbeing; physical, mental, or otherwise.

I interpret “**sustainable**” as operating in a manner that ensures the long-term health of the organization (financial), the environment in which it operates (environmental).

I interpret “**empowering**” as a state of operations that ensures that students have access to the resources, the creative means, and the development opportunities we strove to provide – and understand how to access and leverage them. This state of operations is responsible for delivering as many high-quality opportunities, services, dialogues and programs as possible to contribute to the growth of students in different ways tailored to their own individual working styles, interests, and passions.

I interpret “**environment**” as both the physical space in which students experience their education both on-campus and off-campus (Brantford and Waterloo) and as the social space that is created in part by the Students’ Union and the University through opportunities, culture and tradition and through students as drivers of their experience themselves.

## OPERATIONAL DEFINITION:

Compliance will be demonstrated when:

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

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

## CEO INTERPRETATION:

I interpret “**diverse**” to mean a variety of opportunities, experiences, programs and services that caters to and ensures all feel welcome.

I interpret “**inclusive**” as opportunities that encompass the broad umbrella of interests and needs of all members that do not exclude any parties from being involved and feeling welcome.

I interpret “**social interaction**” to mean the experience of students engaging with one another in casual and formal settings through the forms of programming, services and the aforementioned environment that the Students’ Union creates.

OPERATIONAL DEFINITION:

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

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

CEO INTERPRETATION:

I interpret “**products**” as deliverables provided by the Students’ Union and have the purpose of providing benefit and value to the student experience.

I interpret “**services**” as both internal and external essential programs that assist and provide support for students.

I interpret “**cater**” as procuring both products and services based on the rights, needs and wants of students.

I interpret “**financial needs**” as the obligation of students to support their educational experience economically through (but not limited to) their tuition, basic and social needs.

OPERATIONAL DEFINITION:

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



**Finance Committee  
Midterm & Final Report**

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**Submitted:** March 28, 2024

**Prepared By:** Daniel Rubinoff, Vice Chair of the Students' Union Director of the Board

**Summary:**

This report will demonstrate the Student's Union's effectiveness at following it's Executive Limitations policy regarding their Financial performance (EL #2D, #2E, #2F)

**Committee Findings:**

EL #2D: Committee finds this policy in compliance.

EL #2E: Committee finds this policy mostly in compliance.

(Note: When presented financials, such as 5. c,d,e,they were not originally completed with the adequate detail and manner to allow the board to have the fullest confidence and understanding in them)

EL #2F: Committee finds this policy in compliance.



## **BRIEFING NOTE FOR THE BOARD EL #2h Direct Inspection Committee Report**

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**Submitted:** March 25, 2024

**Prepared By:** Daniel Rubinoff, Vice Chair of the Students Union Board of Directors

**Purpose:** To submit to the Board the findings and recommendations of the EL #2h Direct Inspection Committee.

Dear Directors of the Board,

The EL #2h Direct Inspection Committee was struck on March 25, 2024, with the mandate to review and assess Executive Limitations #2h and ensure that:

1. The evidence presented was appropriate, and up to date;
2. The wording of the policy is sound; and
3. That the scope of the organization is captured in the policy.

The membership of the committee consisted of Chair Abu-Rshaid, Vice Chair Rubinoff, Director Baldinelli and Director Russo. The committee has met on one occasion since its establishment, that meeting being on March 25, 2024.

The committee had discussions on the following items prior to making their final decision:

1. How recent the policy was looked at and revised;
2. The provided evidence within the most recent monitoring report;
3. If the wording of the policy was still relevant to the Organization; and
4. If the scope of the Organization was captured in the policy.

Overall, the committee feels that the scope of the Organization is captured within the policy and that the wording of the policy is sound. The final decision of the committee consists of no changes in our recommendation.

Recommendation: no changes

**With respect to both governance and operational issues, the President will not allow their absence to adversely impact the Organization.**

The President will not:

1. Operate without ensuring continuity of organizational operations through the creation and implementation of a succession plan.
2. Take an expected or planned leave of absence, whether full or partial, while allowing the Board to be:
  - a. Unaware of the leave of absence in advance;
  - b. Unfamiliar with the President's reason for the leave, including any conflicts of interest;
  - c. Unaware of the President's interpretations to mitigate or avoid the conflicts of interest, and minimize interruptions in service with proficiency including the naming of a Vice President of the Corporation as interim or partial President and CEO.

Respectfully Submitted on Behalf of the Committee,

Daniel Rubinoff

Vice Chair of the Director of the Board & Chair of Direct Inspection Committee EL #2e

Wilfrid Laurier University Students' Union





## **BRIEFING NOTE FOR THE BOARD GP #2g Direct Inspection Committee Report**

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**Submitted:** March 25, 2024

**Prepared By:** Daniel Rubinoff, Vice Chair of the Students Union Board of Directors

**Purpose:** To submit to the Board the findings and recommendations of the EL #2h Direct Inspection Committee.

Dear Directors of the Board,

The GP #2g Direct Inspection Committee was struck on March 25, 2024, with the mandate to review and assess Governance Process #2g and ensure that:

1. The evidence presented was appropriate, and up to date;
2. The wording of the policy is sound; and
3. That the scope of the organization is captured in the policy.

The membership of the committee consisted of Chair Abu-Rshaid, Vice Chair Rubinoff, Director Russo. The committee has met on one occasion since its establishment, that meeting being on March 25, 2024.

The committee had discussions on the following items prior to making their final decision:

1. How recent the policy was looked at and revised;
2. The provided evidence within the most recent monitoring report;
3. If the wording of the policy was still relevant to the Organization; and
4. If the scope of the Organization was captured in the policy.

Overall, the committee feels that the scope of the Organization is captured within the policy and that the wording of the policy is sound. The final decision of the committee consists of no changes in our recommendation.

Recommendation: no changes

A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only Board committees are those which are set forth in this policy or those created in an ad hoc basis by the Board. Unless otherwise stated, a committee ceases to exist as soon as its task is complete. Timely reporting to the Board shall be by appropriate verbal comments by the committee chair, unless otherwise stated in the committee mandate. All Board committees shall submit a final report to the Board following the conclusion of the committee's mandate. Board committees should only be used to assist the Board in completing its own governing objectives.

Respectfully Submitted on Behalf of the Committee,

Daniel Rubinoff

Vice Chair of the Director of the Board & Chair of Direct Inspection Committee GP #2g

Wilfrid Laurier University Students' Union

# LAURIER VOTES



2024 Students' Union Elections Review

## 2024 Elections Overview

### Marketing Initiatives:

- **Laurier Votes Instagram Account**
  - Rebranding the Instagram account with new short and long logos to signify a change in content and that the focus was now election.
  - All candidates on the Instagram grid so that Laurier Votes Instagram can be a place for voters to learn info about candidates
- **Link Tree Consolidation**
  - The link tree is the main link for all voting material (i.e. Nomination packages, candidate information, BOD resources). All QR codes distributed connect to the link tree. The QR code and link tree both became the direct voting link on voting days. This way any old posters let up could be used for voting too
- **Video Content**
  - Videos from Mohammad and Megan to encourage nomination package submissions as well help inform potential candidates what the job is like.
  - Brief TikTok style video encouraging undergrads to vote
- **Headshots & Website**
  - I tried to get headshots for all candidates to put on the website, took some provided headshot photos along with the ones taken for the SU website.
  - The website had an expanded version of Instagram; names of candidates, photos, and a brief description about their platforms.
- **Posters**
  - Lots and lots of posters went up for elections (starting in the beginning of December); for nomination packages, for voting days, etc.
- **Communication**
  - Emails from the SU about elections; had the posters, the links, and in general directing interest people to find out more from the website
  - Voting was also announced on MLS, in case students don't read the SU emails- everyone uses MLS
  - I got candidates in touch with the CORD and WLUSP, I also spoke on Laurier Radio promoting elections. Members of WLUSP attended the results night but also during campaign period at Wilf's and Hudson's for when candidates spoke to undergraduates.

### In-Person Voting Initiatives:

- **Nomination Period**
  - From December 4-8 and then January 8-12 I boothed in the concourse to get out the info about nomination packages. I talked to a wide range of people and

essentially encouraged them to run for BOD, BOG, Senate, and President. The same was done in Brantford

- Handing out hot chocolate, candy, SU memorabilia, and care packages

• **Voting Days**

- Waterloo Campus: I boothed in the Science Building, Laz and Arts Atrium for the first 2 days and the concourse for all 3 days. I had 40inch balloons to spell out “VOTE” at these booths while handing out sweet treat
  - Cookies day 1, confectionary for day 2, and ice cream floats on day 3
- Brantford Campus: the DRO gave out ice cream floats and gourmet cupcakes as voting incentives. They also made a balloon collum.
- Athletics: pushed for votes in the AC, gave away pizza and other prizes to encourage votes.

**Voting Prizes:**

All voters were automatically entered into a draw for prizes (hoodies, toques, and gift cards)

- 6 gift cards
  - 2 \$50 e-gift cards
  - 4 \$25 e-gift cards
- 10 toques
- 9 hoodies

**Results Night:**

Results night was held at Wilf’s on the last day of voting, Meg B. helped organize specialty cocktails and the set up. Chair Abu-Rshaid did a great job keeping the crowd’s attention while remaining informative. Generally, everyone was happy with the results- overall success!

**SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong voter turnout when there were food incentives and when they ran out. I think having booths in multiple buildings heightened awareness about elections and made sure that people were constantly reminded throughout the day where they went to vote.</li> <li>• Strong overall presence; from Laurier Votes, from SU run Instagram, from digital advertising, and from approved candidates’ social media accounts. Worked well with WLUSP and other groups that reached out to also help</li> </ul>	<ul style="list-style-type: none"> <li>• Some ICT issues with voting: access to vote, some people didn’t read the ballot and wanted to revote, others didn’t understand the referendum question’s relevance to only Waterloo Campus.</li> <li>• Difficulties in volunteer engagement (but everyone in the office helped booth, so it wasn’t so bad).</li> <li>• Some ambiguousness to the election rules around bothing times (clear up the language for that): 13.2.4</li> </ul>

<p>promote elections. Marketing was very successful.</p> <ul style="list-style-type: none"> <li>• Winter’s A Drag event boosted Brantford Voter turnout, everyone wanted a donut and free swag while they were waiting for the show to start.</li> <li>• The free things given during boothing (o-week kits, chocolate, hot chocolate, lanyards, etc.)</li> <li>• Lots of candidates</li> </ul>	<ul style="list-style-type: none"> <li>• Confusion about eligibility, even though an undergrad has a WLU student ID they may be unable to serve if they don’t pay SU fees (i.e.. WLIC students): create 6.4.2: only eligible if you pay SU fees.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Travel; organizing purposeful traveling between the two campuses to bridge them. Also, it is super helpful for individuals who do not have a personal vehicle.</li> <li>• Instead of having a DRO in Brantford I think a team could be helpful. This way the work is distributed evenly and if commuter students wanted to participate they could. <ul style="list-style-type: none"> <li>○ This could lead to more events in Brantford.</li> </ul> </li> <li>• Have more Laurier Votes merchandise to give out during earlier boothing. So, investing in more stickers and other small items to give out. I also think it would’ve been fun to give out voting meme stickers for laughs.</li> <li>• Coordinate with Res Life for more voting education/info in Residences (connect with first years)</li> </ul>	<ul style="list-style-type: none"> <li>• Calls to question about whether a candidate should be allowed to run for a position (I don’t know if that is a threat exactly).</li> <li>• Candidate integrity, how a campaign teams are also under these regulations. Perhaps also not creating tension between existing members and potential ones.</li> <li>• Some students still didn’t hear about elections, did not know about candidates or issues being voted on.</li> </ul>

**GOVERNANCE 2024-2025 PROPOSAL**  
**BOARD OF DIRECTORS 14-700**

EXPENSES:	PERIOD	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Notes
<b>8700 VOLUNTEER APPRECIATION</b>							
Director VA Gift (12 @ \$0 each)	13	\$ 480.00	\$ 480.00	\$ 600.00	\$ 600.00	\$ 360.00	Change to be consistent with other volunteer positions
<b>TOTAL</b>		\$ 480.00	\$ 480.00	\$ 600.00	\$ 600.00	\$ 360.00	
<b>7005 FOOD EXPENSE</b>							
Snacks and Refreshments at Board Meetings	1-13	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Transition food expense	11-12	\$ 200.00	\$ 220.00	\$ 220.00	\$ 250.00	\$ 250.00	
<b>TOTAL</b>		\$ 1,700.00	\$ 1,720.00	\$ 1,720.00	\$ 1,750.00	\$ 1,750.00	
<b>7080 HONOURARIUM</b>							
CGO Honourarium/Governance	1-13	\$ 24,098.66	\$ 24,098.66	\$ 24,098.66	\$ -	\$ -	
CGO-Elect Transition Honourarium	13	\$ 250.00	\$ 250.00	\$ 250.00	\$ -	\$ -	
One Time Board Minute Catch UP	5				\$ 1,000.00	\$ -	
Board Secretary Honourarium	8 & 12	\$ 2,000.00	\$ 3,000.00	\$ 3,000.00	\$ 1,500.00	\$ 1,500.00	
Governance Coordinator					\$ 11,275.20	\$ 11,275.20	Comparison note: 48 wks per year at 10hrs/wk + 4 wks per year at 15hrs/wk. Same rate as VPs
<b>TOTAL</b>		\$ 26,348.66	\$ 27,348.66	\$ 27,348.66	\$ 13,775.20	\$ 12,775.20	
<b>8263 SUPPLIES - GENERAL</b>							
Ownership Linkage Supplies	5-13	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	
Doodle Poll Subscription - US \$4.49/Month		\$ 53.88	\$ -	\$ -			
Board Manual Creation					\$ 2,000.00	\$ 2,000.00	
Adobe Subscription		\$ -	\$ -	\$ -	\$ 260.00	\$ 260.00	
Zoom Pro License				\$ 200.00	\$ 226.00	\$ 226.00	
<b>TOTAL</b>		\$ 2,053.88	\$ 2,000.00	\$ 2,200.00	\$ 4,486.00	\$ 4,486.00	
<b>8350 TELEPHONE</b>							
CGO Cell Phone Subsidy (\$55/month)	1-13	\$ 660.00	\$ 660.00	\$ 660.00		\$ -	
<b>TOTAL</b>		\$ 660.00	\$ 660.00	\$ 660.00	\$ -	\$ -	
<b>8500 TRAVEL AND ACCOMODATIONS</b>							
Summer Mileage for Directors	1-5	\$ 500.00	\$ -	\$ 500.00			
Travel Expense for Brantford Directors	3-13	\$ 600.00	\$ 600.00	\$ 600.00			
Travel Expense for Waterloo Directors	3-13	\$ 300.00	\$ 300.00	\$ 300.00			
Transition Travel	11-13	\$ 50.00	\$ 50.00	\$ 50.00			
CGO Travel Between Brantford and Waterloo	1-13	\$ 700.00	\$ 600.00	\$ 600.00			
Travel Total					\$ 2,200.00	\$ 2,200.00	
<b>TOTAL</b>		\$ 2,150.00	\$ 1,550.00	\$ 2,050.00	\$ 2,200.00	\$ 2,200.00	
<b>8756 BENEFITS - PART TIME</b>							
Governance Coordinator CPP/EI etc..	1-13	\$ 945.00	\$ 945.00	\$ 945.00	\$ 1,000.00	\$ 1,000.00	Chris to confirm if this is still required
<b>TOTAL</b>		\$ 945.00	\$ 945.00	\$ 945.00	\$ 1,000.00	\$ 1,000.00	
<b>6660 Professional Development</b>							
Board Training	12-13	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 7,520.00	\$ 5,000.00	External training
Bus							
<b>TOTAL</b>		\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 7,520.00	\$ 5,000.00	
<b>TOTAL EXPENSES:</b>		\$ 35,837.54	\$ 36,203.66	\$ 37,023.66	\$ 31,331.20	\$ 27,571.20	

**GOVERNANCE 2024-2025 Proposal**  
**ELECTIONS 14-701**

EXPENSES:	PERIOD	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Notes
<b>7005 FOOD EXPENSE</b>							
Food Incentive - Waterloo (voting days only)	10	\$ 450.00	\$ 450.00	\$ 500.00	\$ 700.00	\$800.00	
Food Incentive - Brantford (voting days only)	10	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$400.00	
Ballot Counting Food for Scrutineers & Appeals Committee	10	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00		Line can be eliminated
Food Incentive (prior to voting days)						\$300.00	Food incentive money to promote nomination packages & election cycle in general
	<b>TOTAL</b>	<b>\$ 750.00</b>	<b>\$ 750.00</b>	<b>\$ 800.00</b>	<b>\$ 1,000.00</b>	<b>\$ 1,500.00</b>	
<b>7420 ANNUAL SOFTWARE MAINTENANCE</b>							
Election System Maintenance and Setup	10	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,800.00	ICT costs have increased slightly
	<b>TOTAL</b>	<b>\$ 3,600.00</b>	<b>\$ 3,600.00</b>	<b>\$ 3,600.00</b>	<b>\$ 3,600.00</b>	<b>\$ 3,800.00</b>	
<b>7850 PUBLICITY AND ADS</b>							
Information and Elections Posters	8-10	\$ 100.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	
Election Reimbursements	11	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 6,000.00	\$ 6,000.00	
	<b>TOTAL</b>	<b>\$ 5,600.00</b>	<b>\$ 5,750.00</b>	<b>\$ 5,750.00</b>	<b>\$ 6,250.00</b>	<b>\$ 6,250.00</b>	
<b>8265 SUPPLIES MARKETING</b>							
Election Supplies	7-10	\$ 750.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$1,500.00	
Laurier Votes Prizes	7-10	\$ 600.00	\$ 800.00	\$ 800.00	\$ 1,000.00	\$1,500.00	
	<b>TOTAL</b>	<b>\$ 1,350.00</b>	<b>\$ 1,800.00</b>	<b>\$ 1,800.00</b>	<b>\$ 2,000.00</b>	<b>\$ 3,000.00</b>	
<b>8500 TRAVEL &amp; ACCOMODATION</b>							
Open Forum Buses	10						
Elections Results Night Transportation	10	\$ 450.00	\$ 450.00	\$ 450.00	\$ 450.00	\$450.00	
Campaign Transportation						\$300.00	Limited reimbursements for candidates to travel between campus
	<b>TOTAL</b>	<b>\$ 450.00</b>	<b>\$ 450.00</b>	<b>\$ 450.00</b>	<b>\$ 450.00</b>	<b>\$ 750.00</b>	
<b>7080 HONOURARIUM</b>							
CRO Honourarium (\$600 per period)	6-11	\$ 4,500.00	\$ 4,100.00	\$ 4,100.00			
DRO Honourarium	10 & 11	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	
	<b>TOTAL</b>	<b>\$ 5,300.00</b>	<b>\$ 4,900.00</b>	<b>\$ 4,900.00</b>	<b>\$ 800.00</b>	<b>\$ 800.00</b>	
<b>8753 BENEFITS - PART TIME</b>							
CRO EI/CPP etc.	6-11	\$ 133.00	\$ 133.00	\$ 133.00			
DRO EI/CPP etc.	6-11	\$ 34.00	\$ 34.00	\$ 34.00	\$ 34.00	\$ 34.00	
	<b>TOTAL</b>	<b>\$ 167.00</b>	<b>\$ 167.00</b>	<b>\$ 167.00</b>	<b>\$ 34.00</b>	<b>\$ 34.00</b>	
<b>TOTAL EXPENSES:</b>		<b>\$ 17,217.00</b>	<b>\$ 17,417.00</b>	<b>\$ 17,467.00</b>	<b>\$ 14,134.00</b>	<b>\$ 16,134.00</b>	



**Monday, April 1, 2024**

### **Motion**

That the Board of Directors endorse a letter affirming the re-allocation of \$945,634.01 to the Alumni Field project as originally directed by the Waterloo Student Life Levy Committee.

### **Summary of Timelines**

- Winter 2021
  - SLL Waterloo Referendum Question fails,
  - March 2021 SLL Committee unanimously vote to send any balance of funds after reconciling projects to the Alumni Field project.
    - This number was expected to be substantial.
- Between March & November 2021 (date unconfirmed)
  - The SLL is discovered to be short and would close in a deficit position,
  - Adjustments to outstanding projects are made to bring this to a balanced position of zero dollars,
    - This meant no donation to Alumni Field would be possible.
  - November 30, 2021 The SAAC student leadership vote to cover the financial miss and maintain the integrity of the student contribution to Alumni Field to ensure the project moves forward.
- Fall 2022
  - A sum north of \$900,000.00 is discovered returned to the SLL accounts from a closed project account via FAM.
- Winter 2023
  - As SLL Waterloo had been disbanded, SAAC votes to honour their donation request and have the funds returned to SAAC and then redirected to the Stadium Project.
    - WORTH NOTING – this action is at the heart of why this motion is being put forward as the University believes that SAAC cannot speak for the SLL committee in this regard.
- Winter 2024
  - Development and Alumni Relations reaches out to find out what should be done with the funds.
  - A timeline of events is sent to pertinent parties and WLU Finance investigates what has happened and what should be done to move forward.

### **Consultation**

- Lloyd Noronha, VP Finance and Administration, WLU
- Jason Coolman, VP Advancement and External Relations, WLU
- David McMurray, Acting VP Student Affairs, WLU
- Zeynep Danis, AVP Financial Resources, WLU
- Phil Champagne, Executive Director & COO, Students' Union

### **Recommendation**

- We recommend that the Students' Union Board of Directors vote to sign the attached letter honouring the spirit of the directive of the last Student Life Levy Waterloo committee. This would have the funds moved to be included in the student contribution from the SAAC Reserve.

### **Attachments (below)**

- Memo with recommendations on how to settle accounts,
- Letter of endorsement.

**Action Required**

- Majority vote of yes is required to accept the agreement
- Signatures of the Chair of the Board & CGO, the President & CEO & the Executive Director & COO

# MEMO

To: Jason Coolman, VP, Advancement and External Relations  
David McMurray, Interim VP, Student Affairs  
Lloyd Noronha, VP, Finance and Administration

From: Zeynep Danis, AVP, Financial Resources  
CC: Sandra Davidson, Director, Budgets and Planning  
Date: March 26, 2024  
Subject: Student Life Levy – Balance and Commitment Reconciliation

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The student life levy for Waterloo students was established as a donation fund which received automatic deposits upon collection of the levy through student accounts, and dispersed funds based on decisions made by the Student Life Levy Committee (SLL Committee). The Student Life Levy Agreement (2010) and subsequent revisions to the SLL Committee Structure (2015) are provided as Appendix A and B.

Reconciliation of the fund balance was comprised of the actual (cash) balance as tracked in Laurier's Millennium financial system while the commitments made by the SLL Committee were tracked outside of that system in an excel spreadsheet by the Office of Advancement.

In January 2021, the SLL was ended following a student referendum. A subsequent meeting in March 2021 proposed that all remaining funds be allocated to the Alumni field project.

Between April and November 2021, a reconciliation error occurred which double-counted funds expended for a previously approved project, the Fred Nichols Campus Centre 2-4 Lounge Project (cost of \$961K). The double counting occurred as the project cost was accurately tracked as funded (funds moved to a project account), but also, incorrectly tracked as still committed (yet to be funded). Resulting in an erroneous balance calculation of a deficit of (\$177K), whereas the correct balance would have been \$784K (a \$961K difference).

Due to this erroneous understanding of a deficit balance in the SLL fund, it was determined that a SLL contribution to the Alumni Field project would not be possible. The Student Affairs Advisory Council (SAAC) voted to allocate SAAC Reserve funds to maintain the integrity of a student contribution to the Alumni Field Project.

In Fall 2022, the reconciliation error was discovered and the WLUSU was informed.

In January 2023, SAAC voted to transfer the remaining funds from the SLL to the SAAC reserve, to be available for the stadium project. The funds have not been transferred as of February 2024 due to:

- Decisions pertaining to SLL funds need to be determined by the SLL Committee, and are not within the mandate of SAAC. The SAAC and the SLL are not linked and there is no mechanism for transfer of funds directly from SLL to the SAAC reserves.
- SLL funds cannot be transferred to another reserve. In accordance with the SLL Agreement, SLL funds can only be transferred to a specific project fund.

## **Outstanding Actions and Recommendations:**

1. A reconciliation of the SLL fund balance to be completed and reviewed to determine the remaining available fund balance after consideration of any outstanding commitments. It is recommended that the Manager, Business Development and Financial Strategy review the fund balance with Advancement to confirm the remaining available balance.
2. The remaining SLL funds need to be transferred to an appropriate project. It is recommended that an ad-hoc SLL committee meeting be convened to receive the recommendation to allocate these funds to the Stadium project. This would offset the \$2.5M commitment from the SAAC reserve towards the project.
3. The \$2.5M commitment to the Stadium Project needs to be funded. The total of \$2.5M is to be comprised of the remaining available SLL funds (from step 2 above), with the remainder of the \$2.5M commitment to be funded from the SAAC reserve. A SAAC decision will be required to revise the \$2.5M commitment from SAAC to a lesser amount. The total student contribution to the Stadium Project would still be \$2.5M, with components from the SLL funds and SAAC reserve.
4. A process should be implemented to ensure that any SAAC decisions or motions pertaining to funding transfers, transactions, budget changes or project funding approvals are communicated to Financial Resources to ensure that any required funding transactions are implemented without delay. The communication should include the minutes (or excerpt of minutes) identifying the decision, specific funding amounts, dates of decision, and any obligations.
5. Monitoring of any existing fund accounts that hold or receive student contributions should be supported by the Manager, Business Development and Financial Strategy (Manager, BDFS). While the Office of Advancement works to ensure compliance to donor fund requirements and tracks fund disbursements in accordance with the donor agreement and committee decisions, the Manager, BDFS can provide support in financial oversight. It is recommended that regular reporting (suggested quarterly) be provided to Financial Resources and Student Affairs.
6. That the oversight of student funded accounts be supported by the Manager, BDFS inclusive of cash balance (Millenium) reporting and commitments reporting, with regular review of status and project funding.

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



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

To whom it may concern,

The Students' Union Board of Directors has voted to approve the recommendation of honouring the final directive of the Student Life Levy Waterloo Committee. By dedicating the remaining funds to phase one of the Seagram Project in lieu of not being able to donate to the Alumni Field project, the Students' Union feels that this decision maintains the spirit of the decision made in Winter of 2021.

The Students' Union has a long history of supporting the University and the department of Athletics and Recreation. We support a legacy of excellence and look to the bright future of our current athletes and the many athletes to come. As such, on behalf of the SLL Waterloo Committee's student leaders, we endorse transferring the balance of the SLL Waterloo account, totaling \$945,634.01 to the Seagram project. This money is to be considered a portion of the \$2,500,000.00 commitment from students to phase one.

It is with great excitement and anticipation that we await the re-imagining of the Seagram Property.

Sincerely,

A handwritten signature in black ink that reads "Megan Spenler". The signature is written in a cursive, flowing style.

Megan Spenler  
President & CEO

Mohammad Abu-Rshaid  
Chair of the Board & CGO

A handwritten signature in black ink that reads "Phil Champagne". The signature is written in a cursive, flowing style.

Phil Champagne  
Executive Director & COO